



**SCRUTINY COMMISSION**

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To: Councillors Seaton, Needham (Vice-Chair), B. Gray, Harper-Davies, Lennie, Rattray (Chair) and N. Taylor (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 Committee Room 2, at the Council Offices, Southfields, Loughborough on Monday, 5th February 2024 at 6.00 pm for the following business.

Chief Executive

Southfields  
Loughborough

26th January 2024

**AGENDA**

1. APOLOGIES
2. MINUTES OF THE PREVIOUS MEETING 5 - 13

To approve the minutes of the meeting of the Commission held on 8th January 2024.

3. DISCLOSURES OF PECUNIARY INTERESTS, AND OTHER REGISTRABLE AND NON-REGISTRABLE INTERESTS

4. DECLARATIONS OF THE PARTY WHIP
5. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURES  
11.16
- No questions were submitted.
6. UPDATE ON VOID PROPERTY INFORMATION 14 - 20
- A report of the Director of Housing and Wellbeing to provide an update on the position in respect of voids (empty properties) at Council accommodation, the recent actions taken, in progress, and planned to reduce both the number of voids and the length of time properties stand empty.
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 8th February 2024.
- (a) Housing Strategy 21 - 48
- A Cabinet report of the Head of Strategic Housing to obtain Cabinet approval for the updated version of the Charnwood Borough Council Housing Strategy.
- (b) Economic Development Strategy 2023 - 27 49 - 75
- A Cabinet report of the Head of Economic Development and Regeneration to present an updated Economic Development Strategy for the Borough for the period 2024 – 2027.
9. PRE-DECISION SCRUTINY - CABINET RESPONSE 76 - 77
- A report of the Cabinet setting out its responses to recommendations of the Committee on pre-decision scrutiny items.
10. SCRUTINY PANELS 78 - 86
- A report of the Director of Finance, Governance and Contracts to consider updates on the work of scrutiny panels.
11. SCRUTINY WORK PROGRAMME 87 - 91
- A report of the Director of Finance, Governance and Contracts enabling the

Commission to review and agree the scrutiny work programme.

12. SCRUTINY COMMISSION WORK PROGRAMME

92 - 105

A report of the Director of Finance, Governance and Contracts setting out the list of forthcoming Executive Key Decisions and the group's Work Programme for consideration, in order to identify items for future scrutiny.

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

4th March 2024

2nd April 2024

29th April 2024

## 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 8TH JANUARY 2024

PRESENT: The Chair (Councillor Rattray)  
The Vice Chair (Councillor Needham)  
Councillors Seaton, Harper-Davies, Lennie and  
N. Taylor

Councillor Miah (Leader of the Council), Hamilton  
(Deputy Leader of the Council, Public and Private  
Sector Housing) and Blackshaw (Cabinet Lead  
Member for Communities and Neighbourhoods)

Chief Executive  
Director Housing and Wellbeing  
Head of Transformation, Strategy and  
Performance  
Head of Strategic Housing  
Head of Contracts, Leisure, Waste and  
Environment  
Democratic Services Manager  
Communities and Wellbeing Manager  
Democratic Services Officer (SW)

APOLOGIES: Councillor B. Gray

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.

### 81. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting of the Commission held on 11th December 2023 were approved.

### 82. DISCLOSURES OF PECUNIARY INTERESTS, AND OTHER REGISTRABLE AND NON-REGISTRABLE INTERESTS

No disclosures were made.

### 83. DECLARATIONS OF THE PARTY WHIP

No declarations were made.

### 84. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURES 11.16

No questions were submitted.

85. 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.

86. CABINET ITEMS FOR PRE-DECISION SCRUTINY

87. CORPORATE STRATEGY 2024 - 2028

A Cabinet report of the Chief Executive to present the Corporate Strategy for 2024 – 2028, was submitted (item 7a on the agenda filed with these minutes).

The Leader of the Council, the Chief Executive and the Head of Transformation, Strategy and Performance assisted with the consideration of this item. The following summarises the discussion:

- i. The Council had previously experienced some staff shortages in Customer Services which had meant that there were longer wait times for calls to be answered at times. These issues had been resolved and call waiting times had been reduced significantly, to around six minutes on average (this was during the busy period). The Council was always aiming to improve wait times for customers.
- ii. Public service organisations experienced staff retention issues due to higher rates of pay in the private sector. The Council did undertake exit interviews with staff and there were no clear patterns indicated. Staff leaving the organisation were doing so for a variety of personal reasons and therefore, it was difficult to put measures in place to increase staff retention. The Council was looking at initiatives involving interns and apprentices, which would enable recruits to develop through the organisation.
- iii. The Corporate Delivery Plan 2024/25 would include further operational detail on how the Corporate Strategy would be delivered. This was due to be submitted to Cabinet in March 2024 and identified as a pre-decision scrutiny item.

**RESOLVED** that the Cabinet be informed that the Commission supports the recommendations as set out in the report of the Chief Executive.

Reason

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

88. DECLASSIFICATION OF PROPERTIES DESIGNATED FOR ALLOCATION TO PEOPLE AGED OVER 45 YEARS

A Cabinet report of the Director of Housing and Wellbeing to seek Cabinet approval for the declassification of 1071 homes (around 20% of the Council's entire stock), which are currently restricted for allocation to those applicants aged 45 years and over, was submitted (item 7b on the agenda filed with these minutes).

The Lead Member for Public and Private Sector Housing, the Director of Housing and Wellbeing and the Head of Strategic Housing assisted with the consideration of this item. An additional supplement was provided at the meeting, following a request from a member of the Committee. The additional information detailed the number of properties in each area considered for the declassification, and how many properties there were ready to let. This information was attached to the minutes as an appendix. The following summarises the discussion:

- i. Without actioning the recommendations, the Council could be challenged by individuals on the Housing Register who did not qualify for a property assigned to those aged 45+. The Council's Equalities Officer had been consulted and it was confirmed that there was a requirement for proportionate justification for continuation of a 45+ category in order for the Council to avoid risk of challenge. There did not appear to be a proportionate justification given that the properties in question did not have features which made them particularly suitable for people aged 45+.
- ii. The Council was in an anomalous position, with significantly more properties with age restrictions of 45+ than other local authorities.
- iii. There was no proposed change to the Council's stock of properties assigned for residents aged 60+, which were designed for residents of that age range.
- iv. There was a void property backlog, which the Council was working to resolve. The Scrutiny Commission had received updates on this issue and were due to receive a further update on this in February 2024. Voids from each classification were handled in the same way.
- v. There were mechanisms built into the housing allocations policies and procedures to support suitable allocations. Applicants who were unsuitable to be a tenant, for example where they had been responsible for anti-social behaviour or were unable to adhere to the terms of a tenancy agreement, would not be accepted onto the housing register or considered for an offer of accommodation until they had demonstrated a significant change in their behaviour. Suitability assessments were completed for all allocations by the housing needs team, in consultation with the landlord services team, taking into account the suitability of the accommodation for the applicant and the suitability of the applicant for the accommodation. These processes would help to minimise the risk of a clash in lifestyles in areas where properties were to be declassified.
- vi. The declassification process would take effect in Summer 2024, following an appropriate communications process and the recruitment of an additional ASB Officer and an additional Tenancy and Estate Management Officer to support

the changes. The declassification would be carefully managed and would take effect gradually in a phased approach, and as properties became vacant.

vii. It was recognised that some residents may be concerned about the declassification of properties and it was suggested that the declassification of properties be discussed at the Charnwood Housing Resident's Forum. It was intended that calls to the Council in relation to the declassification of properties be filtered into a dedicated queue, to be addressed by officers. The Council had a well-resourced Tenancy Support team which would help to minimise issues.

viii. Members felt that the report was very clear and easy to understand.

**RESOLVED** that the Cabinet be informed that the Commission supports the recommendations as set out in the report of the Director of Housing and Wellbeing.

#### Reason

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

#### 89. CHARNWOOD GRANTS STRATEGIC PARTNERS 2024/25 - 2025/26

A Cabinet report of the Director of Housing and Wellbeing to put forward proposals for the Strategic Partner Grant Scheme funding for 2024/25 and 2025/26, was submitted (item 7c on the agenda filed with these minutes).

The Lead Member for Communities and Neighbourhoods, the Director of Housing and Wellbeing and the Communities and Wellbeing Manager assisted with the consideration of this item. The following summarises the discussion:

- i. The allocation of £9,537 to be confirmed in the recommendations to Cabinet would be awarded to Living Without Abuse.
- ii. The Falcon Centre had a Service Level Agreement with the Housing service at the Council. Allocating further funding to the Falcon Centre would mean removing funding from another organisation. Organisations in receipt of a Strategic Partner Grant were not able to apply for Community Grant funding.
- iii. The transport service provided by Syston Volunteer Centre did not align with the requirements of the Strategic Partner Grant funding allocations. It would be possible for the Syston Volunteer Centre to apply for Communities Grant funding.

**RESOLVED** that the Cabinet be informed that the Commission supports the recommendations as set out in the report of the Director of Housing and Wellbeing.

#### Reason

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



90. 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, was submitted (item 8 on the agenda filed with these minutes).

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

**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.

91. SCRUTINY PANELS

A report of the Director of Finance, Governance and Contracts to consider updates on the work of scrutiny panels, was submitted (item 9 on the agenda filed with these minutes).

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

- i. Following consultation with the Head of Strategic Housing, the scoping document for the Housing Needs Scrutiny Panel required some changes to reduce the scope of the panel. In addition, it was highlighted by the Head of Strategic Housing that there were a number of policies being renewed which could have an impact on the work of the panel. It was anticipated that the scoping document would be submitted to the next meeting of the Scrutiny Commission for approval.
- ii. At a recent Urgent Member Briefing related to the recent flooding events in the Borough, it was suggested that a scrutiny panel on Flooding be commissioned. There had been a Flooding Scrutiny Panel undertaken in 2014, and the report of the scrutiny panel had been circulated to members outside of the meeting. Members agreed that there was a need for a further Flooding Scrutiny Panel, and that this panel should commence at the earliest opportunity in order to allow the Council to prepare for any future flooding events.
- iii. The Scrutiny Commission agreed that Councillor Harper-Davies, having Chaired the 2014 Flooding Scrutiny Panel, be appointed as Chair of the Flooding Scrutiny Panel.
- iv. The Democratic Services Manager and the appointed Chair of the Flooding Scrutiny Panel would meet as soon as possible to complete a scoping

document, which would then be circulated to the Scrutiny Commission for comments and approval via email to ensure panel work could commence prior to formal approval of the scoping document at the next meeting of the Scrutiny Commission.

- v. Members would be invited to participate as a panel member and potentially would also have an opportunity to participate in the panel work by providing information on the impact of the flood in their wards.
- vi. It was suggested that Parish and Town Clerks be informed that the Flooding Scrutiny Panel had been commissioned and that they may want to discuss this at their next parish or Town meeting.

## **RESOLVED**

1. That the Scrutiny Commission reviewed the progression of scrutiny Panels.
2. That a Flooding Scrutiny Panel be commissioned, with Councillor Harper-Davies as Chair.
3. That the Democratic Services Manager meet with the Chair of the Flooding Scrutiny Panel (Councillor Harper-Davies) to draft a scoping document for the panel. The scoping document should be circulated to members of the Scrutiny Commission by via email for comments and approval.
4. That an email be circulated to the Parish and Town Clerks to inform them of the Flooding Scrutiny Panel and to ask them to consider discussing this at their next parish or Town meeting.

## Reasons

1. To ensure timely and effective scrutiny of the matter/subject.
2. To ensure the Council could prepare for any future flooding events.
3. To ensure panel work could commence as soon as possible.
4. To enable Parish and Town Councils to consider the impact of flooding in their area, and any other flood related discussions.

## 92. BUDGET SCRUTINY PANEL

A report of the Budget Scrutiny Panel to enable the Commission to consider any recommendations and observations of the Budget Scrutiny Panel was submitted (item 10 on the agenda filed with these minutes).

Councillor Seaton assisted with the consideration of this item as a Budget Scrutiny Panel member. The following summarises the discussion:

- i. The Chair of the Budget Scrutiny Panel (Councillor Charles) communicated via email that he would like to thank the members and officers involved in the Budget Scrutiny Panel. He went on to say that whilst the Council would face financial challenges in the year ahead, it was in a strong position to face these challenges.
- ii. Members acknowledged the relatively strong financial position of the Council and thanked members and officers for their work in scrutinising the Council's upcoming budgets.

**RESOLVED** that the Budget Scrutiny Panel report be approved for submission to the Cabinet at the next available meeting.

Reason

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

93. WASTE MANAGEMENT SCRUTINY PANEL RECOMMENDATIONS UPDATE

A report of the Head of Contracts: Leisure, Waste and Environment to update the Scrutiny Commission on progress against the actions 5, 6 and 9, recommended by the Waste Management Scrutiny Panel, and agreed by Cabinet on 13th December 2022 was submitted (item 11 on the agenda filed with these minutes).

The Head of Contracts: Leisure, Waste and Environment assisted with the consideration of this item. The following summarises the discussion:

- i. It was suggested that Parish and Town Councils could become involved in the actions associated with Recommendation 9 (support the establishment of a scrap store/library of things/other similar initiatives). An email communication could be circulated to Parish and Town Clerks or an item could be added to the next available Parish Clerks Liaison meeting agenda to highlight this. It was recognised that residents in the villages across the Borough may not want to use this service in Loughborough and would prefer something more local.
- ii. There were a number of initiatives nationally that deliver a similar service described in Recommendation 9. Many of these operated on a locker system and did not rely heavily on staff or volunteers.
- iii. It was highlighted that there had been an initiative introduced at Hinckley and Bosworth Borough Council which enabled residents to rent a large bin for one week. It was suggested that this could be an effective way of dealing with excess waste following the University term. The Head of Contracts: Leisure, Waste and Environment agreed to include information on the progress of this initiative within the next Waste Management Scrutiny Panel update report.

**RESOLVED**

1. That the contents of the report are noted.

2. That a further update report, detailing the progress of Recommendations 5, 6 and 9, be scheduled for six months' time. This report should also include information on the progress of the new large bin initiative introduced by Hinckley and Bosworth Borough Council.

#### Reasons

1&2. To ensure that progress is made against the agreed actions.

2. To enable the Scrutiny Commission to understand more about the progress of the large bin initiative introduced by Hinckley and Bosworth Borough Council.

#### 94. SCRUTINY WORK PROGRAMME

A report of the Director of Finance, Governance and Contracts enabling the Commission to review and agree the scrutiny work programme, was submitted (item 12 on the agenda filed with these minutes).

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

#### **RESOLVED**

1. That the Scrutiny Commission review the Finance and Performance Scrutiny Work Programme and make any amendments the Commission feel necessary.
2. That the Scrutiny Commission agree that the Finance and Performance Scrutiny Work Programme be updated in accordance with the decisions taken during consideration of this item and any further decisions taken during this meeting.

#### Reasons

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

2. To ensure that the information contained within the Work Programme is up to date.

#### 95. SCRUTINY COMMISSION WORK PROGRAMME

A report of the Director of Finance, Governance and Contracts to enable the Scrutiny 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, was submitted (item 13 on the agenda filed with these minutes).

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

The Scrutiny Commission did not add any items to their 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.

### Reasons

1. 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.

### NOTES:

1. No reference may be made to these minutes at the next available meeting of the Council 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.
3. The following meeting participants attended the meeting virtually via Microsoft Teams; The Deputy Leader of the Council, Public and Private Sector Housing, the Head of Strategic Housing and the Head of Contracts, Leisure, Waste and Environment. All other meeting participants attended the meeting in person.

## SCRUTINY COMMISSION - MONDAY, 5 FEBRUARY 2024

### Report of the Director Housing and Wellbeing Lead Member: Executive Member for Public and Private Sector Housing

#### Part A

#### UPDATE ON VOID PROPERTY INFORMATION

##### Purpose of Report

To provide an update on the position in respect of voids (empty properties) at Council accommodation, the recent actions taken, in progress, and planned to reduce both the number of voids and the length of time properties stand empty.

##### Recommendation

That the Scrutiny Commission notes and comments on the update, identifying any further actions which may be taken.

##### Reason

To provide effective scrutiny of actions taken, in progress, and planned to improve void performance.

##### Policy Justification and Previous Decisions

At its meeting on 7<sup>th</sup> August 2023, Scrutiny Commission requested a further update be provided in six months' time (February 2024).

An interim update was provided to the Finance and Performance Committee on the 28<sup>th</sup> of November 2023.

##### Implementation Timetable including Future Decisions

Not applicable.

##### Report Implications

##### ***Financial Implications***

Not applicable.

##### ***Risk Management***

Not applicable.

##### **Equality and Diversity**

Not applicable.

##### **Climate Change and Carbon Impact**

Not applicable.

### **Crime and Disorder**

Not applicable.

### **Wards Affected**

All Wards.

### **Publicity Arrangements**

Not applicable.

### **Consultations**

Not applicable.

### **Links to the Corporate Strategy**

Caring for the Environment	No
Healthy Communities	Yes
A Thriving Economy	No
Your Council	Yes

Key Decision:

N

Background Papers:

Scrutiny Commission 12<sup>th</sup> December 2022 - Void Property Information

Cabinet 1<sup>st</sup> June 2023 - Landlord Services Capacity

Scrutiny Commission 7<sup>th</sup> August 2023 - Update on Void properties

Cabinet 10<sup>th</sup> August 2023 Procurement of the Void Repairs Contractor

Officers to contact:

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Janet Glass - Head of Landlord Services  
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## Part B

### 1. Background and Summary

The reasons for the increase in voids and actions already taken to improve performance can be found in the background papers detailed at Part A of this paper (above).

The total number of voids over time split by category can be found at *Appendix 1 - All Voids by Category 2019-20 to 2023-2024 (end December 2023)*.

The vertical axis shows the number of voids. The horizontal axis shows time. Each bar shows the number of voids by category which make up the total. Categories include:

- *Sheltered accommodation routine repairs*
  - *Sheltered accommodation ready to let*
  - *Sheltered accommodation major works*
  - *Major works general needs*. General needs properties are not sheltered accommodation. Major works includes (for example) where a new kitchen or bathroom, asbestos removal, or utility works is required.
  - *Routine repairs general needs*. These properties require a range of minor works to bring them up to a standard.
  - *Ready to let general needs*. These properties are ready to let.
- NB. Most of these properties are bedsits with shared bathing facilities and may never be let.

The Commission received its first report on voids in December 2022. The position then is marked on the chart. The final bar shows the position at the end of December 2023.

Generally, the chart shows a reduction in the number of voids that are ready to let. This is because of an increase in the number of allocations, due in part to an increase in the number of Housing Allocations Officers.

The number of voids in repair has increased due to insufficient repairs capacity, and this has driven an increase in the overall number of voids over the last 12 months. Several actions have been completed and are in progress which will increase the number of properties being repaired. These include the procurement of additional contractors, and the appointment of a Principal Officer for Voids to manage void repairs. It is therefore expected the overall number of void properties will reduce in the Spring of 2024.

More information is set out in the sections below.

### 2. Allocation of Properties

Following the increase in the number of Allocations Officers (from 0.6 full time equivalent officers to 4.0 full time equivalent officers) the number of properties being let has increased, and the number of properties at ready to let status has therefore reduced. This is positive, however further improvement is needed.



Whilst a permanent Housing Needs Manager is now in post, further performance improvement has been slowed by multiple unsuccessful rounds of recruitment for permanent Housing Allocations Team Leader and a permanent Housing Options Team Leader. This is despite the application of golden hello recruitment incentives and the use of a specialist recruitment agency. Further options are being explored.

### 3. Age Restricted Properties and Sheltered Accommodation

*Appendix 2 - Snapshot of Void Property Position at week 41, ended Sunday 14 January - General Needs* shows there are 50 general needs properties with a status of Ready to Let.

21 (42%) are accessible only to people aged over 45, and 4 (8 %) only to people aged over 60. These age restricted properties are generally hard to let due to lower levels of demand.

Steps have been taken to remove the age restriction from properties designated 45+, and the Commission recently undertook pre-decision scrutiny of a report recommending declassification of just over one thousand properties (20% of the Council's entire housing stock) designated for applicants aged 45 and over. Cabinet has subsequently approved the declassification of these properties. De-classification will take place over a two-year period with the first tranche of properties to be declassified in the Spring of 2024. The data shows these properties will be easier to let when declassified given most applicants on the housing register are aged under 45.

*Appendix 3 - Snapshot of Void Property Position at week 41, ended Sunday 14 January - Sheltered Accommodation* shows there are 66 properties in sheltered accommodation that are ready to let. Many of these properties may never be let given predominantly (albeit not exclusively) they are small bedsits with shared bathing facilities. A wider review of sheltered accommodation is in progress, and a Sheltered Accommodation Strategy Framework setting out a direction of travel in respect of the schemes, is expected to be brought forward to Cabinet in March 2024.

### 4. Void Repairs

#### Contracted Capacity

Major Voids - Jeakins Weir Ltd has been appointed to undertake work at major voids. Mobilisation is in progress, and the contractor has completed works at two properties as pilots. A programme of works to clear the backlog of major void works is expected in January 2024.

Standard Voids - Following Cabinet approval to do so, a procurement process has also taken place for a contractor to deliver works at standard voids. The Contract is likely to be executed before the end of January 2024. A period of mobilisation with the contractor will take place. The Contract specifies (albeit with no minimum guarantee of works) that 10-15 standard voids will be repaired each month to clear the backlog. At an estimated run rate of 12 per month, the backlog is expected to be cleared in 18 months.

#### Internal Capacity

Posts for a dedicated Head of Landlord Services and a Principal Officer for Voids have been created and appointed to with postholders commencing in post just before and after Christmas respectively.

The newly commenced Principal Officer for Voids is working closely with the team to understand challenges, and is focussing on:

- a) Increasing the capacity of the in-house void repairs team.
- b) Contract management arrangements for the in-bound contractor for standard void works.
- c) Maximising productivity.

## 5. Void Processes

A corporate project focussing on improvements to the void process is in progress. The void process has been mapped in detail and a further workshop has taken place to streamline it. Several workshops have been established to focus on detailed areas of the process. Systems will need to be configured to match the new process when finalised, with a new set of process milestones that can be reported on.

Separately an internal Audit of the voids process has taken place, and a *Reasonable* level of assurance was given.

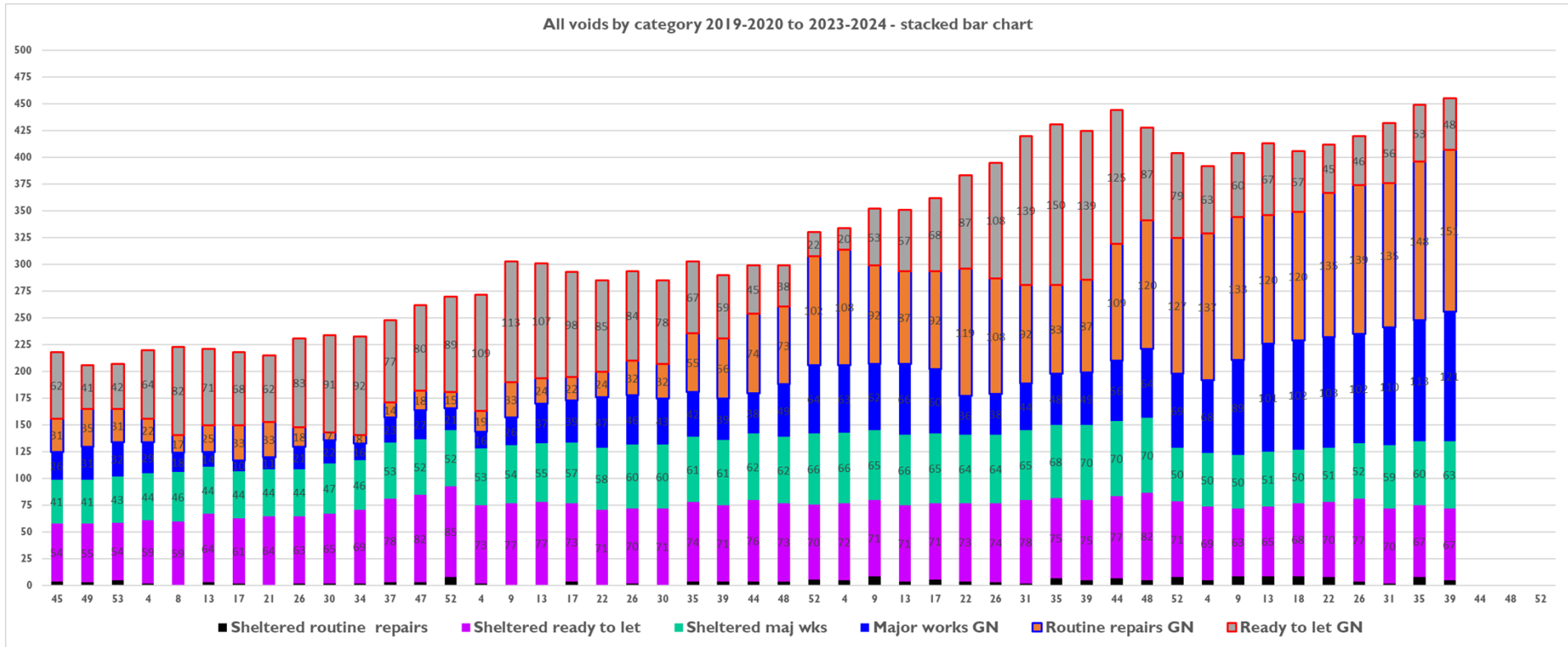
## Appendices

Appendix 1 - All Voids by Category 2019-20 to 2023-2024 (end December 2023)

Appendix 2 - Snapshot of Void Property Position at week 41, ended Sunday 14 January  
- General Needs

Appendix 3 - Snapshot of Void Property Position at week 41, ended Sunday 14 January  
- Sheltered Accommodation

Appendix 1 - All Voids by Category 2019-2020 to 2023-2024 (end December 2023)



Position at December 2022

Appendix 2 - Snapshot of Void Property Position at week 41, ended Sunday 14 January - General Needs

Week's summary: general needs																
GN designation	Ready to let		Routine repairs		Major wks in-house		Major wks o'sourced		Decant		Adaptations		Asbestos		Pre-voids	
Property type	Nos void	Change on last week	Nos void	Change on last week	Nos void	Change on last week	Nos void	Change on last week	Nos void	Change on last week	Nos void	Change on last week	Nos void	Change on last week	Nos pre-void	Change on last week
Bedsit	2	0	10	-1	0	0	1	1	0	0	0	0	0	0	2	0
Bungalow	0	0	1	0	1	0	0	0	3	0	0	0	0	0	0	0
Flat	17	-1	60	-1	10	0	18	2	2	0	0	0	1	0	7	1
House	5	1	25	-4	8	0	30	2	4	0	0	0	1	0	5	1
Maisonette	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0
45+ bedsit	2	0	2	0	0	0	1	0	0	0	0	0	0	0	0	0
45+ flat	19	2	33	-6	5	-2	19	6	5	0	0	0	1	0	7	3
60+ bungalow	4	0	7	0	5	0	11	1	4	0	0	0	0	0	2	0
<b>TOTAL</b>	<b>50</b>	<b>2</b>	<b>139</b>	<b>-12</b>	<b>29</b>	<b>-2</b>	<b>81</b>	<b>12</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>23</b>	<b>5</b>

Appendix 3 - Snapshot of Void Property Position at week 41, ended Sunday 14 January - Sheltered Accommodation

Week's summary: sheltered																
Sheltered designation	Ready to let		Routine repairs		Major wks in-house		Major wks o'sourced		Decant		Adaptations		Asbestos		Pre-voids	
Property type	Nos void	Change on last week	Nos void	Change on last week	Nos void	Change on last week	Nos void	Change on last week	Nos void	Change on last week	Nos void	Change on last week	Nos void	Change on last week	Nos pre-void	Change on last week
Bedsit	49	0	3	0	52	0	4	0	1	0	0	0	0	0	0	0
Bungalow	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Flat	17	-1	2	0	1	0	0	0	5	0	0	0	0	0	2	0
<b>TOTAL</b>	<b>66</b>	<b>-1</b>	<b>5</b>	<b>0</b>	<b>53</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>

## CABINET - THURSDAY, 8 FEBRUARY 2024

### Report of the Head of Strategic Housing Lead Member: Executive Member for Public and Private Sector Housing

#### Part A

#### HOUSING STRATEGY

##### Purpose of Report

The purpose of this report is to obtain Cabinet approval for the updated version of the Charnwood Borough Council Housing Strategy.

##### Recommendations

1. That Cabinet approve the new Charnwood Borough Council Housing Strategy for 2024 – 2029 at Appendix 1.
2. That delegated authority be given to the Head of Strategic Housing in consultation with the Executive Member for Public and Private Sector Housing to make minor amends to the Strategy.

##### Reasons

1. To set out the approach of the authority to delivering the supply of homes needed to support demographic, economic and employment growth in our area
2. To enable minor amendments to be made.

##### Policy Justification and Previous Decisions

Although there is no statutory requirement for a local authority to produce a housing strategy, councils still have responsibility to assess and meet the housing needs of their local population as housing delivery enablers. The housing strategy is a key element in setting out how this will be achieved. The existing strategy covered the period 2015 – 2020 and has now expired, therefore there is a need to develop a new strategy which reflects the current context.

##### Implementation Timetable including Future Decisions

If not subject to call in the new Housing Strategy will be effective from 01/04/24.

##### Report Implications

#### **Financial Implications**

None identified.

#### **Risk Management**

No specific risks have been identified with the Strategy, which largely reflects existing service delivery.

**Equality and Diversity**

None identified.

**Climate Change and Carbon Impact**

The aims of the Housing Strategy include improved energy efficiency of homes in the private sector and council owned housing stock.

**Crime and Disorder**

None identified.

**Wards Affected**

All wards.

**Publicity Arrangements**

The Housing Strategy will be published on the Charnwood Borough Council website where it can be accessed by residents and stakeholders.

**Consultations**

Presentations on the new Housing Strategy have been given to:

- Parish Clerks Liaison Meeting (20/10/23)
- HMAB (10/01/24)

**Links to the Corporate Strategy**

Caring for the Environment	Yes
Healthy Communities	Yes
A Thriving Economy	Yes
Your Council	Yes

Key Decision: Y

Date included on Forward Plan 10/01/24

Background Papers: None

Officer(s) to contact: Katie Moore  
Head of Strategic Housing  
katie.moore@charnwood.gov.uk

Dawn Eckersley  
Strategic Housing Manager  
dawn.eckersley@charnwood.gov.uk

## Part B

### Background and Summary

Preparation of the Housing Strategy has required consideration of the National Planning Policy Framework (NPPF).

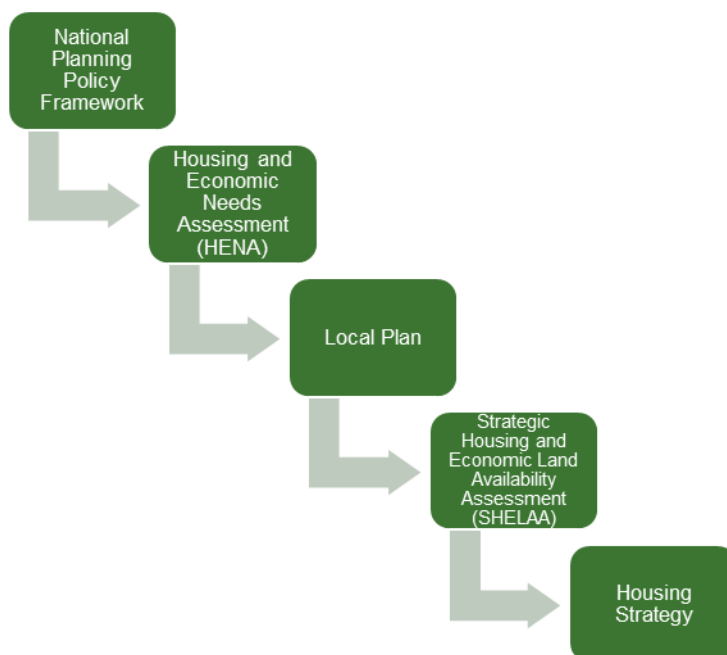
The NPPF sets out government planning policies and how these should be applied, providing a framework within which locally prepared plans for housing and other development can be produced.

The requirements of the NPPF must be considered in the Charnwood Local Plan and planning law requires applications for planning permission to be determined in accordance with the Local Plan.

Local Plans should set out the contributions expected from market-led development. This should include setting out the levels and types of affordable housing provision required, along with other infrastructure (such as that needed for education, health, transport, flood and water management, green and digital infrastructure).

The Housing Strategy describes how affordable housing is delivered on market-led developments is secured through section 106 (s106) Agreements (Town and Country Planning Act 1990). These legal agreements between local authorities and developers are linked to planning permissions and can also be known as planning obligations or “development gain”.

The below chart shows how the local housing strategy sits in the broader policy and evidence base framework.



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In this context, the strategy sets out how we intend to meet the challenge of delivering new homes for our growing population, monitor the quality of the private rented sector and respond to the climate emergency.



The aims for Charnwood Borough Council set out in the strategy are therefore:

- Deliver sufficient supply of new homes, calculated through a robust standard methodology, to meet the needs of a growing population
- Use the planning process to harness the potential of private development to deliver affordable homes for rent and purchase
- Align the location of homes with economic and employment needs and growth
- Work proactively with private developers and registered providers to meet the need for affordable homes
- Work collaboratively with strategic partners and commissioners to deliver specialist housing, including accommodation for older people
- Use council-owned assets, including land, to contribute to the supply of new homes
- Work with owners and landlords of homes in the private sector to improve property condition, including energy efficiency
- Deliver active asset management across our own housing stock to improve financial performance and property condition, including energy efficiency.

#### Appendices

Appendix 1 - DRAFT Charnwood Borough Council Housing Strategy 2024 – 2029

Appendix 2 - Equality Impact Assessment

# **DRAFT Housing Strategy**

**Charnwood Borough Council  
2024 - 2029**

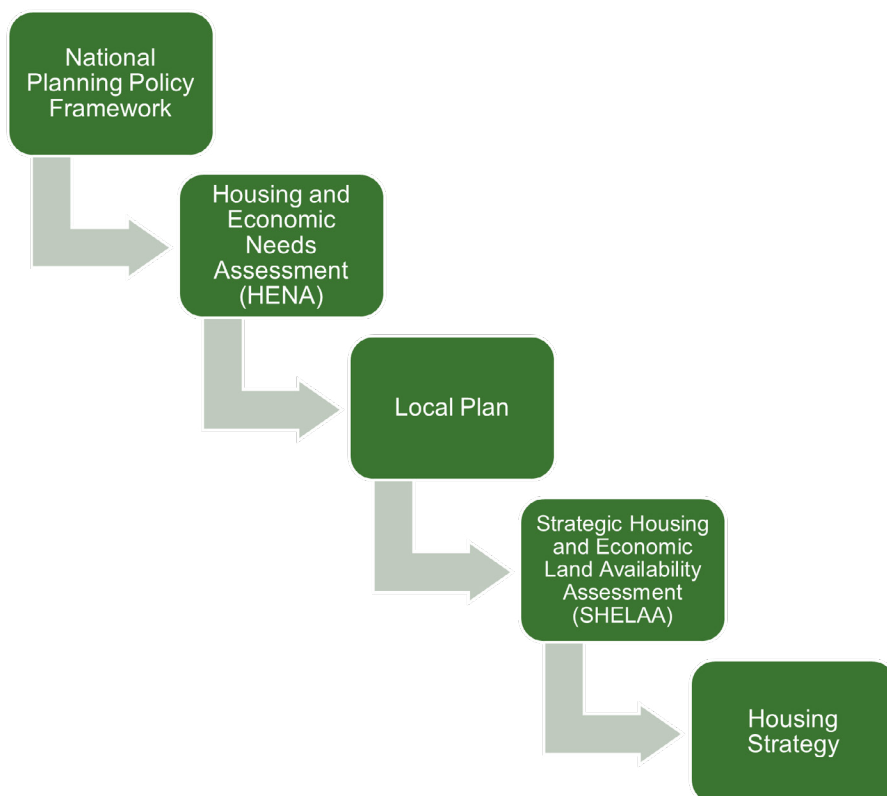
# Housing Strategy

## Aims

This document sets out how we intend to meet the challenge of delivering new homes for our growing population, monitor the quality of the private rented sector and respond to the climate emergency.

Strategic aims for Charnwood Borough Council:

- Deliver sufficient supply of new homes, calculated through a robust standard methodology, to meet the needs of a growing population
- Use the planning process to harness the potential of private development to deliver affordable homes for rent and purchase
- Align the location of homes with economic and employment needs and growth
- Work proactively with private developers and registered providers to meet the need for affordable homes
- Work collaboratively with strategic partners and commissioners to deliver specialist housing, including accommodation for older people
- Use council-owned assets, including land, to contribute to the supply of new homes
- Work with owners and landlords of homes in the private sector to improve property condition, including energy efficiency
- Deliver active asset management across our own housing stock to improve financial performance and property condition, including energy efficiency.



# National Planning Policy Framework

[National Planning Policy Framework - Guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/national-planning-policy-framework-guidance)

Preparation of this strategy has required consideration of the National Planning Policy Framework (NPPF).

The NPPF sets out government planning policies and how these should be applied, providing a framework within which locally prepared plans for housing and other development can be produced.

The requirements of the NPPF must be considered in the Charnwood Local Plan and planning law requires applications for planning permission to be determined in accordance with the Local Plan.

To achieve sustainable development the planning system has three overarching and interdependent objectives:

- **Economic objective** – to help build a strong, responsive and competitive economy by ensuring sufficient land of the right types is available in the right places and at the right time to support growth, innovation and improved productivity and by identifying and coordinating the provision of infrastructure
- **Social objective** – to support strong, vibrant and healthy communities, by ensuring that a sufficient number and range of homes can be provided to meet the needs of present and future generations and by fostering well-designed beautiful and safe places, with accessible services and open spaces that reflect current and future needs and support the health, social and cultural well-being of communities
- **Environmental objective** – to protect and enhance our natural, built and historic environment including making effective use of land, improving biodiversity, using natural resources prudently, minimising waste and pollution, and mitigating and adapting to climate change, including moving to a low carbon economy

## The presumption in favour of sustainable development

Local Plans and decisions should apply a presumption in favour of sustainable development.

For **plan-making** this means that strategic policies should, as a minimum, provide for objectively assessed needs for housing and other uses, as well as any needs that cannot be met within neighbouring areas.

For **decision-taking** this means approving development proposals that accord with an up-to-date Local Plan without delay.

The presumption in favour of sustainable development does not change the statutory status of the Local Plan as the starting point for decision-making. Where a planning application conflicts with an up-to-date development plan (including any neighbourhood plans that form part of the development plan), permission should not usually be granted.

## Strategic Policies

Strategic policies should set out an overall strategy for the pattern, scale and design quality of places, and make sufficient provision for:

- Housing (including affordable housing), employment, retail, leisure and other commercial development
- Infrastructure for transport, telecommunications, security, waste management, water supply, wastewater, flood risk and coastal change management, and the provision of minerals and energy (including heat)
- Community facilities (such as health, education and cultural infrastructure)
- Conservation and enhancement of the natural, built and historic environment

## Development contributions

Local Plans should set out the contributions expected from market-led development. This should include setting out the levels and types of affordable housing provision required, along with other infrastructure (such as that needed for education, health, transport, flood and water management, green and digital infrastructure).

## Delivering a sufficient supply of homes

To support the government objective of significantly boosting the supply of homes, it is important that a sufficient amount and variety of land can come forward where it is needed, that the needs of groups with specific housing requirements are addressed and that land with planning permission is developed without unnecessary delay.

To determine the minimum number of homes needed, strategic policies should be informed by a local housing need assessment, conducted using the standard method in national planning guidance.

In addition to the local housing need figure, any needs that cannot be met within neighbouring areas should also be calculated when establishing the amount of housing required.

The size, type and tenure of housing needed for different groups in the community should be assessed and reflected in planning policies including:

- Affordable housing (rented and home ownership)
- Families with children
- Older people
- Students
- People with disabilities
- Service families
- Travellers
- People who rent their homes
- People wishing to commission or build their own homes

Where a need for affordable housing is identified, planning permissions for market-led developments should specify the type of affordable housing required and expect it to be met on-site unless:

- Off-site provision or an appropriate financial contribution in lieu can be robustly justified
- The agreed approach contributes to the objective of creating mixed and balanced communities

Affordable housing on market-led developments is secured through section 106 (s106) Agreements (Town and Country Planning Act 1990). These legal agreements between local authorities and developers are linked to planning permissions and can also be known as planning obligations or “development gain”.

A typical Charnwood Borough Council s106 Agreement may prescribe an affordable housing requirement of 30% in all major developments with exceptions for brownfield sites, where the requirement may be reduced to 10% to encourage regeneration. The Agreement will also require a mix of housing types, tenures and sizes including homes to meet the needs of our ageing population and homes that are wheelchair accessible. It is usual for to Agreement to specify the proportion of affordable homes for rent and for purchase including shared ownership and discount market sale (First Homes).

Local authorities should establish a housing requirement figure for their whole area, which shows the extent to which their identified housing need (and any needs that cannot be met within neighbouring areas) can be met over the plan period.

The Leicester & Leicestershire Housing & Economic Needs Assessment Housing Distribution Paper April 2022 (HENA) identifies these figures for Leicester City and each of the district authority areas including Charnwood.

[Leicester & Leicestershire HENA \(June 2022\).pdf \(charnwood.gov.uk\)](#)

## Identifying land for homes

[Strategic Housing and Employment Land Availability Assessment, 2020 - Charnwood Borough Council](#)

Local authorities should have a clear understanding of the land available in their area through the preparation of a Strategic Housing Land Availability Assessment (SHLAA). From this, planning policies should identify a sufficient supply and mix of sites, considering availability, suitability and likely economic viability.

Planning policies should identify a supply of:

- Deliverable sites for years 1- 5 of the plan period
- Developable sites or broad locations for growth for years 6-10 and, where possible, for years 11-15

Small and medium sized sites can make an important contribution to meeting the housing requirement of an area and can be built-out relatively quickly. To promote the development of a good mix of sites local planning authorities should:

- Identify, through the Local Plan and brownfield registers, land to accommodate at least 10% of their housing requirement on sites no larger than one hectare
- Use tools such as area-wide design assessments and Local Development Orders to help bring small and medium sized sites forward
- Support the development of windfall sites through their policies and decisions
- Work with developers to encourage the sub-division of large sites where this could help to speed up the delivery of homes.

Local planning authorities should support the development of entry-level exception sites, suitable for first time buyers (or those looking to rent their first home), unless the need for such homes is already being met within the authority area. These sites should be on land which is not already allocated for housing and should:

- Comprise of entry-level homes which offer one or more types of affordable housing as defined in the NPPF
- Be adjacent to existing settlements, proportionate in size, not compromise the protection given to areas or assets of particular importance in the NPPF, and comply with any local design policies and standards

The NPPF defines affordable housing as follows:

*“Affordable housing is social rented, affordable rented (with rents of up to 80% of market rents) and intermediate housing (including homes for sale) provided to certain households whose needs are not met by the market”*

The supply of large numbers of new homes can often be best achieved through planning for larger scale development, such as new settlements or significant extensions to existing villages and towns, provided they are well located and designed, and supported by the necessary infrastructure and facilities (including a genuine choice of transport modes).

Thousands of homes are already planned for the large Sustainable Urban Extension (SUE) developments west of Loughborough (Garendon Park), north of Birstall (Broadnook) and northeast of Leicester (Thorpebury).

In total these developments provide space for 10,603 new homes already planned in the borough.

## Maintaining supply and delivery

Planning policies should include a trajectory illustrating the expected rate of housing delivery over the plan period. Local authorities should identify and update annually a supply of deliverable sites to provide a minimum of a 5-year supply of housing against their housing requirement and include a buffer to ensure delivery.

To maintain the supply of housing, local authorities should monitor progress in building out sites which have permission. Where the Housing Delivery Test indicates that delivery has fallen below 95% of the local planning authority’s housing requirement over the previous 3 years, the authority should prepare an action plan in line with national planning guidance, to assess the causes of under-delivery and identify actions to increase delivery in future years.

## Rural housing

In rural areas, planning policies and decisions should be responsive to local circumstances and support housing developments to reflect local needs. Local authorities should support opportunities to bring forward rural exception sites providing affordable housing to meet identified local needs and consider whether allowing some market housing on these sites would support financial viability.

To promote sustainable development in rural areas, housing should be located where it will enhance or maintain the vitality of rural communities. Planning policies should identify opportunities for villages to grow and thrive, especially where this will support local services. Where there are groups of smaller settlements, development in one village may support services in a village nearby.

Planning policies and decisions should avoid the development of isolated homes in the countryside unless certain defined circumstances apply.

## Leicester & Leicestershire Housing & Economic Needs Assessment

The Housing and Economic Needs Assessment (HENA) has been commissioned by the local authorities across Leicester & Leicestershire and the Leicester and Leicestershire Enterprise Partnership (LLEP) to inform Local Plans across the sub-region.

The HENA provides a joint evidence base relating to housing need, economic growth and employment land needs recognising that housing market and functional economic geographies broadly align to the county boundary.

## Economic & Property Market Dynamics

Leicester & Leicestershire is a £27 billion economy which supported 550,000 jobs in 2019 and in recent years has performed well.

Key employment sectors include manufacturing with a particular focus on food and drink, textiles, metals, logistics, distribution and education including three universities. Finance and insurance are strongly represented in Leicester and other potential growth sectors include space technologies, focused on Leicester; and life sciences, focused on Loughborough. Agricultural-focused activities are important in the rural parts of the county.

Leicester City is the largest economy but has land supply constraints affecting ability to meet the housing need to support this economy. The HENA assesses how housing need over the period to 2036 might be distributed between the Leicestershire authorities

There are three broad considerations in assessing the distribution of homes and unmet need:

- Functional relationships between different authorities and Leicester City
- Local alignment of jobs and homes
- Deliverability considering supply and market capacity

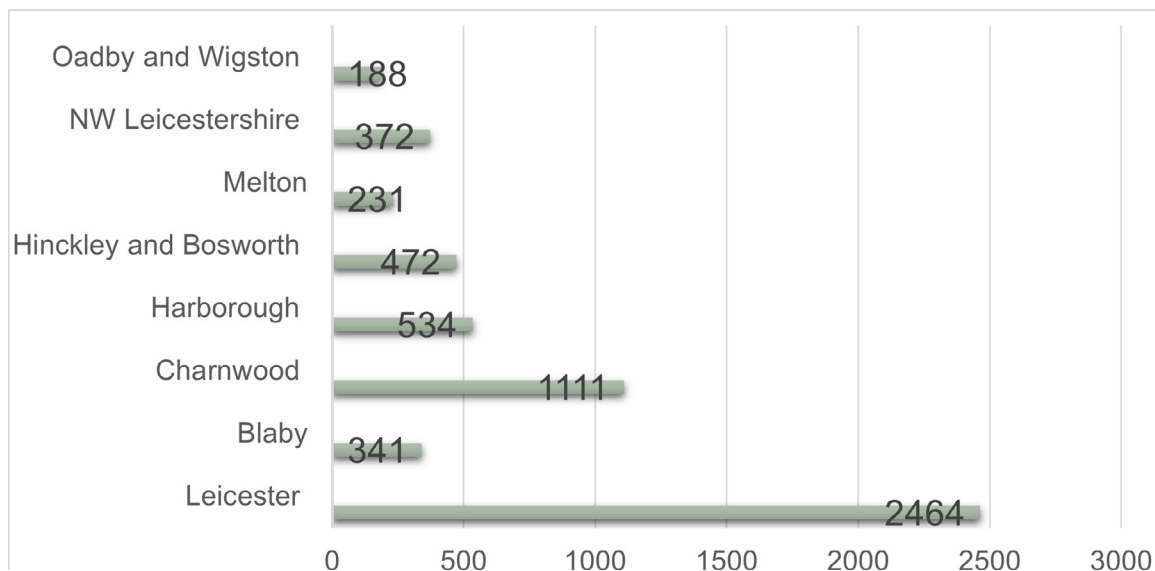
The local housing market has performed strongly in recent years, with long-term price growth of 6.4% per annum resulting in a median house price of £222,000 in 2020. Melton and Harborough have seen the strongest recent growth in absolute terms. Sales of detached and semi-detached homes predominate, with the evidence pointing to weaker relative demand for flats. Leicester City has seen the strongest rental growth over the last 5 years but average rents of £600 per month are slightly below the Leicestershire average of £625.



Population growth has been above average since 2011 with the Leicester population growing by 7.5% and Leicestershire by 8.4%. More recent trends have seen relative growth in the county than the city with evidence showing a correlation with housing delivery.

## Overall Housing Needs

Minimum Local Housing Need using the Standard Method – Dwellings per annum



Leicester City is unable to meet its housing need in full within its administrative area. The latest evidence points to an unmet need for 15,935 dwellings in the city over the period to 2036.

The long-term distribution of development in the sub-region is to be informed by a Strategic Growth Plan (2018). However as there is a lead-in time to the delivery of major strategic sites and growth locations, which can be 10 years or more, so the HENA proposes an interim distribution of housing to address unmet needs from Leicester to 2036.

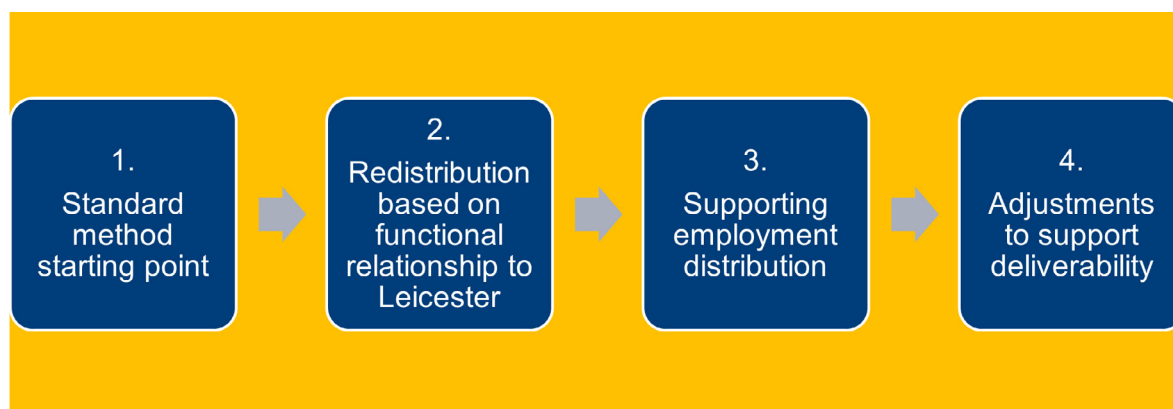
The standard method of calculating housing need is a minimum level of provision. A redistribution is considered based on the functional relationship of different Leicestershire local authorities with the city.

Adjustments are then made to this distribution:

- To align new homes with the spatial distribution of future employment growth over the period to 2036
- To promote a balance in the delivery of jobs and homes at a local level and limit the need to travel
- Consider the deliverability of the distribution of development

Adjustments are then made to ensure different local authorities are sharing the burden in meeting unmet need and to ensure deliverability of the proposed distribution from a market capacity perspective.

## Overview of Housing Distribution Methodology



The standard method calculation is set out in the Planning Practice Guidance (PPG) and provides a starting point for considering overall housing need.

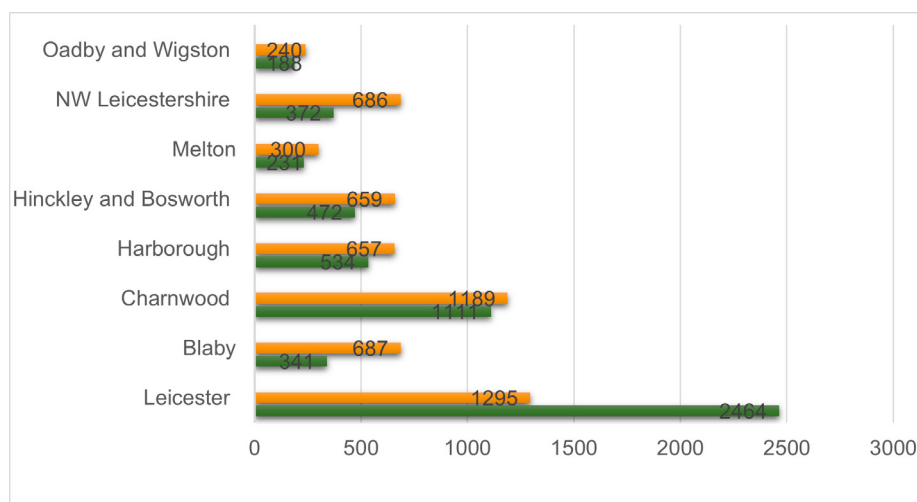
The latest data (March 2022) points to a housing need as follows:

### Standard Method Local Housing Need Dwellings per annum

Local authority area	Dwellings per annum
Leicester	2,464
Blaby	341
Charnwood	1,111*
Harborough	534
Hinckley & Bosworth	472
Melton	231
North West Leicestershire	372
Oadby & Wigston	188
Leicester and Leicestershire	5,713

Charnwood's figure is set using the data from 2021 (including household growth for the 2011-21 period and 2020 affordability ratio) as it submitted its Local Plan for Examination in December 2021.

### Proposed Interim Distribution of Housing Need, 2020-36



The authorities in the Leicester and Leicestershire Housing Market Area (HMA) must work together to address the unmet need in Leicester and agree an alternative distribution of housing provision.

The urban area extends beyond the Leicester City administrative boundaries into Oadby and Wigston, Blaby and Charnwood and to a more modest extent into Harborough. There are several settlements within the Leicestershire authorities which are close to Leicester but remain freestanding settlements including Anstey and Syston. It is therefore necessary to consider the migration and commuting relationship between the City and the Leicestershire authorities.

The strongest migrating and commuting relationships are with Oadby and Wigston, Charnwood and Blaby. The strongest in-commuting to Leicester is from Charnwood and Blaby, followed by Oadby and Wigston and the pattern is similar for migration.

There is a rationale for locating homes in areas from which people commute into Leicester, as the commuting flow is indicative of a housing market relationship. Equally where there is out commuting from Leicester, locating homes in these areas may help to reduce journey times and distances.

The next step is to compare the standard method figures for different areas to the potential employment growth and the associated economic-led housing need identified in the HENA.

Any redistribution of housing need from Leicester to county local authorities will support workforce growth in the recipient authority, support economic growth in these areas and minimise commuting.

The third stage of the process of considering the potential housing distribution is to appraise deliverability considerations. This includes issues related to land supply and to the localised market capacity to absorb growth.

## HENA Conclusions and Summary

The standard calculation method indicates a need for 91,400 homes across the Leicester and Leicestershire Housing Market Area (HMA) over the 2020-36 period. Leicester City has a constrained land supply, resulting in an unmet need of 18,700 homes. The authorities in the Housing Market Area are required through national policy to work together to address this and agree a revised distribution of housing provision through the Duty to Cooperate.

The HENA identified three broad considerations in assessing the distribution of homes and unmet need:

- Functional relationships between different authorities and Leicester
- Local alignment of jobs and homes
- Deliverability (including issues of both land supply and market capacity)

The standard method is a minimum level of provision for each Leicestershire local authority, as individual local plans would be expected (in line with the NPPF) to meet their own need using the standard method.

The next step was then to consider the redistribution of the Leicester City unmet need. The functional relationships of the different Leicestershire authorities with the City have been considered, taking account of migration and commuting relationships between the authorities to generate an initial distribution of unmet need.

Adjustments were then made to this distribution to align with the spatial distribution of future employment growth, to achieve balance in the delivery of jobs and homes at a local level and limit the need to travel. This seeks to locate houses close to where job opportunities arise and provide additional labour where needed.

The third consideration is the likely deliverability of distributed development taking into account where authorities are already planning for higher growth or where there are land supply constraints restricting development.

The HENA then considers the comparative rate of housing growth in different areas and adjusts the distribution to support deliverability, and ensure all authorities are contributing proportionally to the unmet need. This approach will avoid over-concentrating development in specific areas which could result in localised market capacity issues which inhibit the delivery of overall housing need.

The revised figures will be tested through the plan-making process and sustainability appraisals to ensure that these potential scales of growth are achievable. They are intended to help inform, alongside other evidence, the setting of housing requirement figures to 2036.

## Charnwood Local Plan

The Charnwood Local Plan 2021-37 has been under development for several years and is currently in the examination process. The plan will provide a robust strategy for growth which simultaneously safeguards the environment and builds healthy communities.

The plan identifies the location of land and infrastructure needed to support the growth of the borough up to 2037 and meet Government targets for new homes, in addition to providing employment land and critical infrastructure.

Independent planning inspectors have been appointed by Government to scrutinise the plan to assess whether it is “sound”:

There are four tests of soundness:

- Positively prepared – the plan should be prepared based on a strategy which seeks to meet objectively assessed development and infrastructure requirements, including unmet requirements from neighbouring authorities where it is reasonable to do so and consistent with achieving sustainable development.
- Justified – the plan should be the most appropriate strategy when considered against the reasonable alternatives, based on proportionate evidence.
- Effective – the plan should be deliverable over its period and based on effective joint working on cross-boundary strategic priorities.
- Consistent with national policy – the plan should enable the delivery of sustainable development in accordance with the policies in the Framework.

## Growth objectives in the Local Plan

- Development of Loughborough as the economic, social and cultural heart of the borough. Focus on new homes as well as developing a town centre offer with a diverse mix of uses including retail, residential, leisure, office and professional services.
- Regeneration and growth around the edge of Leicester, as the county's central city, and additional focus on Shepshed as part of the town's ongoing regeneration and its role as the county's international gateway.
- Delivery of 8,355 new homes, plus schools and associated infrastructure, in the three Sustainable Urban Extensions (SUEs) which have already been approved for Garendon Park, Broadnook and Thorpebury.
- Additional development will be divided between Leicester's urban edge at Birstall, Thurmaston and Syston (2,104 homes), Loughborough (2,242 homes), Shepshed (1,878 homes), large villages, (1,819 homes) and small villages (815 homes).
- The majority of new housing in larger villages split between Anstey (647 homes), Barrow (703 homes) and Sileby (345 homes). Focus of development to provide the critical mass of homes needed to secure infrastructure, such as schools and roads, to meet existing and future demand.
- New primary schools planned for Anstey, Barrow, Loughborough, Shepshed and Syston. Partnership working on a new school for Glenfield. Extension of the existing school at Cossington to support development at Sileby.
- Allocation of 81 hectares of employment land, including 15 hectares of office space and 66 hectares of light industrial land, across Farendon Park, Broadnook and Thorpebury, plus other sites including Watermead Business Park and Dishley Grange.
- Allocation of 73 hectares of land for the long-term expansion of Loughborough University Science and Enterprise Park (LUSEP) to support investment, innovation and high-technology jobs.
- Various enterprise development initiatives are included to support growing businesses. These include flexible office and managed workspace, live/work units, small business units and freehold industrial units. Superfast broadband required for all new homes and employment land.
- Support for the rural economy with environmentally sensitive small-scale business expansion and farm diversification through conversion of existing buildings.

## Strategic Housing and Economic Land Availability Assessment (SHELAA) Report

The National Planning Policy Framework (NPPF) requires strategic policy-making authorities to prepare a Strategic Housing Land Availability Assessment (SHLAA) to *“have a clear understanding of the land available in their area. From this, planning policies should identify a sufficient supply and mix of sites, considering their availability, suitability and likely economic viability”*.

The NPPF also requires planning policies to *“set out a clear economic vision and strategy which positively and proactively encourages sustainable economic growth”*. To support this economic growth planning policies should *“set criteria, or identify strategic sites, for local and inward investment to match the strategy and to meet anticipated needs over the plan period”*.

## Growth objectives in the Local Plan

The Charnwood Strategic Housing and Economic Land Availability Assessment (SHELAA) responds to both the housing and employment requirements set out in the NPPF and provides an assessment of the land available in the Borough.

The purpose of the SHELAA is to provide evidence which:

- Identifies sites in Charnwood with the potential for housing and employment
- Assesses that potential
- Considers when these sites are likely to be developed

It is important to note that the SHELAA does not represent policy and will not be used to determine whether a site should be allocated or granted planning permission for

development. The SHELAA simply determines which sites are suitable, available and achievable for housing and employment development.

The SHELAA is an important part of the evidence base for local plan making. It helps to monitor the housing trajectory set out in the Local Plan and provides evidence of the five-year supply of deliverable sites.

## The Housing Delivery Test

The Housing Delivery Test is an annual measurement of housing delivery in plan-making authorities. The test is a percentage measurement of the number of net homes delivered against the number of homes required, as set out in the relevant strategic policies for the areas covered by the Housing Delivery Test, over a rolling 3-year period.

## Local Challenges

### Sheltered Accommodation Review

The council owns 13 sheltered accommodation schemes providing over 400 units. Sheltered accommodation is defined as independent living with each individual dwelling having front door. Residents also have a 24-hour alarm system, mobile warden service, access to a communal lounge and a programme of activities is also provided.

Most of these schemes contain a mixture of bedsits and flats. Many bedsit units are small, do not have kitchens with adequate space and layout, and are not self-contained so residents therefore use shared bathing facilities. There are long corridors and changes in levels at schemes, making schemes hard for people with mobility issues to navigate. Most schemes were constructed in the late 1960s and early 1970s and do not meet either the needs of aspirations of older people.

These properties are hard to let, and the number of void properties has increased over time. The rents are low, and there are high costs associated with the blocks, which perform poorly from a financial asset perspective.

Much of the accommodation is well located in the centre of settlements, close to shops and services. Schemes have a social value, and many have a sense of community, however the reduction in occupancy has inevitably led to a reduction in social activity.

Charnwood like many authorities have found that the local authority housing developed and available for older people no longer meets demand and this is borne out by high levels of empty properties and lengthy void times.

A Project Group is assessing asset performance across our sheltered stock and exploring options for remodelling or redevelopment of sites

## Owned Stock – Asset Management

As a stock-holding authority we aim to provide high-quality housing for our residents through our Asset Management Strategy 2023 – 2028. The asset management strategy will contribute to delivery of our corporate plans and deliver three core components of asset management:

- **Stock investment:** Investing to maintain the stock to a standard that meets customer and council needs and regulatory requirements including building safety.
- **Active Asset Management:** Activities to improve the performance of assets that have a poor social, economic or environmental performance, because of low demand or high costs, and either improving them, or replacing them with properties which are fit for purpose.
- **Supporting wider objectives:** Being clear where and how asset management is supporting wider objectives, such as, energy efficiency, increasing the supply of new homes and creating sustainable communities.

The document is designed as a robust, evidenced based asset management strategy to lead our investment decisions. Its foundations are our understanding of our properties and the work needed to keep them in a good condition, safe and energy efficient alongside resident priorities for their homes. It seeks to deliver value for money for the council and our current and future residents.

[Charnwood Borough Council Asset Management Strategy 2023 - 2028](#)

## Private Sector Licensing

The Council recognises the privately rented sector as an important source of accommodation for Charnwood Residents.

The 2021 Census shows an increase in households privately renting, a decrease in those owning their home with a mortgage, and a decrease in the number of social rented homes in the Borough since 2011. This reflects the national picture with younger households finding it more difficult to access to home ownership and social housing than previous generations.

Percentage of households by tenure in Charnwood		
Tenure	2011	2021
Private Rented	14.1%	17.5%
Owns Outright	35.7%	37.4%
Own with a Mortgage	36.4%	33.4%
Social Rented	11.8%	11.3%

(Source: Office for National Statistics, 2011, 2021)

To ensure the quality of privately rented accommodation in Charnwood, the council have introduced selective and additional licensing.

There are three private sector housing licensing schemes in Charnwood to monitor the quality and safety of properties:

- Mandatory and additional schemes for houses in multiple occupation (HMOs)
- Selective scheme for privately rented properties in the Lemyngton and Hastings wards in Loughborough

A licence is required for a rented property which either:

- Meets the definition of being a house in multiple occupation (HMO) anywhere in the borough of Charnwood
- A privately rented property located in the Hastings or Lemyngton wards in Loughborough

## Licensing of Houses in Multiple Occupation (HMO)

The Housing Act 2004 requires Local Housing Authorities to licence mandatory licensable HMOs and allows the licensing of other HMOs through an additional licencing scheme.

Types of housing licensing are:

- Mandatory Licensing
- Additional Licensing

A HMO is an entire house or flat let to 3 or more tenants who form 2 or more households and who share a kitchen, bathroom, or toilet. For a property to be classed as a HMO, it must be used as the tenants only or main residence and it should be used solely or mainly to house tenants.

### Mandatory Licensing

Mandatory Licensing under Part 2 of the Housing Act 2004 requires a HMO occupied by 5 or more persons in 2 or more households, sharing an amenity regardless of the number of storeys, to be licensed.

The Council has a responsibility under Section 55 of the Housing Act 2004 to licence all Mandatory HMOs.

### Additional Licensing

The Housing Act 2004 provides a power for Local Authorities to licence HMOs which are not covered by Mandatory Licensing. Part 2 of the Housing Act provides for Additional Licensing of HMOs for example, in a particular area or the whole borough for those not covered by Mandatory Licensing.

Charnwood Borough Council has designated the whole of the Borough subject to Additional Licensing in respect of the following types of HMOs:

- HMOs of any size of building that are occupied by 3 or 4 persons
- Section 257 HMOs (a s257 HMO is a building which has been converted, or part converted, into self-contained flats that did not comply with the appropriate building standards and still does not comply with those standards, and less than two-thirds of the self-contained flats are owner occupied).



## Selective Licensing

Selective Licensing was introduced in the Hastings and Lemyngton Wards of Loughborough in April 2023. Landlords must have a selective licence if they rent out a home in those areas, where the tenants consist of one household, or two households, with no more than two people sharing.

## Management Arrangements

The Council must be satisfied that “the proposed management arrangements are satisfactory” before granting a licence. Those arrangements include (but are not limited to) consideration of whether the:

- Persons proposed to be involved in the management of the premises has a sufficient level of competence to be involved.
- Persons proposed to be involved with the management of the premises are actually involved in the management.
- Persons are ‘fit and proper’ and the proposed management structures and funding arrangements are suitable.

When considering whether a person is ‘fit and proper’ the council will have regard to the conduct of the relevant person concerned including any evidence of:

- Committed any offence involving fraud or other dishonesty, violence or drugs and sexual offences listed in the Sexual Offences Act 2003
- Unlawful discrimination on the grounds of sex, race, ethnic or national origins or disability
- Contravened any provision of Housing, Public Health or Landlord and Tenant law (including Part 3 of the Immigration Act 2016); or acted otherwise than in accordance with an approved code of practice

Having a fire risk assessment for a licensed HMO is a legal requirement under the Regulatory Reform (Fire Safety) Order 2005, which is enforced by East Midlands Fire and Rescue Authority.

## Energy Efficiency Grants

As part of our commitment to reducing carbon emissions in line with our Climate Change Strategy, and improving standards in private housing across the Borough, Charnwood Borough Council is a member of the Leicestershire Green Living Partnership.

The Partnership delivers energy efficiency grants to homes and residents in the private sector and typical Installations include measures such as external wall insulation, solar PV panels and loft insulation.

During 2022/23 we were able to facilitate 67 energy efficiency measures in 66 properties in Charnwood using £510,435 of grant funding. CBC will commit to remaining in the partnership, ensuring delivery of future grant allocations to improve energy efficiency in the private sector.

**Equality Impact**  
**Assessment**  
**Housing Strategy**  
**(2023 – 2028)**

- **Background**

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

- **Legislation- Equality Duty**

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

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

**For the following protected characteristics:**

- ✓ Age
- ✓ Disability
- ✓ Gender reassignment
- ✓ Marriage and civil partnership
- ✓ Pregnancy and maternity
- ✓ Race
- ✓ Religion and belief
- ✓ Sex (Gender)
- ✓ Sexual orientation

**What is prohibited?**

- ✓ Direct Discrimination
- ✓ Indirect Discrimination
- ✓ Harassment
- ✓ Victimisation
- ✓ Discrimination by association
- ✓ Discrimination by perception
- ✓ Pregnancy and maternity discrimination
- ✓ Discrimination arising from disability
- ✓ Failing to make reasonable adjustments

**Complete this action plan as you go through the questions**

- **Step 1 – Introductory information**

Title of the policy / strategy / project	<b>Housing Strategy</b>
Lead officer and others undertaking this assessment	<b>Dawn Eckersley Strategic Housing Manager</b>
Date EIA started	<b>18<sup>th</sup> December 2023</b>
Date EIA completed	<b>23<sup>rd</sup> January 2024</b>

- **Step 2 – Overview of policy/function being assessed**

Outline: What is the purpose of this policy? (Specify aims and objectives)

It is not a statutory requirement for a local authority to approve and publish a housing strategy, but this document sets out how we intend to meet the challenge of delivering new homes for our growing population.

Strategic aims for Charnwood Borough Council:

- Deliver sufficient supply of new homes, calculated through a robust standard methodology, to meet the needs of a growing population
- Use the planning process to harness the potential of private development to deliver affordable homes for rent and purchase
- Align the location of homes with economic and employment needs and growth
- Work proactively with private developers and registered providers to meet the need for affordable homes
- Work collaboratively with strategic partners and commissioners to deliver specialist housing, including accommodation for older people
- Use council-owned assets, including land, to contribute to the supply of new homes
- Work with owners and landlords of homes in the private sector to improve property condition, including energy efficiency
- Deliver active asset management across our own housing stock to improve financial performance and property condition, including energy efficiency.

What specific group/s is the policy designed to affect/impact and what is the intended change or outcome for them?

The Housing Strategy will potentially impact all existing and future residents of the borough. In common with other areas in Leicester and Leicestershire, Charnwood has a growing population. To support the increasing population we must ensure, through both the planning process and data-informed strategic housing work, the right houses are built in the right locations. The needs of many households will be met by purchasing or privately renting properties, but we must also deliver a supply of affordable accommodation for households whose needs are not met by the market or have specific needs.

Which groups have been consulted as part of the creation or review of the policy?

- Housing Strategy Project Group
- Equality Working Group

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

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

Data/information such as:

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

The requirements for the delivery of new homes are set by a government formula which uses demographic and economic data. It is the responsibility of Charnwood Borough Council to develop planning and housing strategies and policies to support delivery of this objectively assessed housing need.

Charnwood must deliver 1189 homes a year in the period to 2036; a proportion of these must be for affordable rent or home ownership. The council is also obliged to work strategically with partners such as the upper-tier authority to deliver homes for groups with specific needs such as older people, disabled people, people with mental health problems and the gypsy and traveller community.

The council has limited resources to purchase housing stock meaning this housing supply will be delivered by harnessing market-led development through the planning system and strategic work. Our objective is to work collaboratively with internal teams and external partners to deliver the right homes of the right sizes and tenures in the right places.

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

The Housing and Economic Needs Assessment tells us the number and types of houses we must deliver to support predicted population and economic growth. The council is required to produce a Local Plan setting out how this will be achieved, and progress is monitored through the Housing Delivery Test.

The Housing Strategy Project Group will monitor delivery of the objectives in the strategy and the related project-based work driving these aims.

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

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

Housing needs are objectively assessed using a standard government formula which gives consideration to the needs of groups such as older people and those whose needs are not met by the market because of income levels.

● **Step 5 – Assessing the impact**

Considering any data/consultation/information and your own knowledge, identify whether the policy has a positive or negative impact on the individuals or community groups who identify with any 'protected characteristics' and provide an explanation for your decision. Please refer to the general duties on the front page.

Age	Positive
Disability <ul style="list-style-type: none"> <li>• Physical</li> <li>• Visual</li> <li>• Hearing</li> <li>• learning disabilities</li> <li>• mental health</li> </ul>	Positive
Gender Reassignment (Transgender)	Neutral
Race	Neutral
Religion or Belief (Includes no belief)	Neutral
Sex (Gender)	Neutral
Sexual Orientation	Neutral
Other protected groups <ul style="list-style-type: none"> <li>• Pregnancy &amp; maternity</li> <li>• Marriage &amp; civil partnership</li> </ul>	Neutral
Other socially excluded groups <ul style="list-style-type: none"> <li>• Carers</li> <li>• Low literacy</li> <li>• Priority neighbourhoods</li> <li>• Health inequalities</li> <li>• Rural isolation</li> <li>• Asylum seeker and refugee communities</li> </ul>	Positive

Where there are potential barriers, negative impacts identified and/ or barriers or impacts are unknown, please outline how you propose to minimise all negative impact or discrimination.

- If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately.
- Additionally, if you have identified adverse impact that is justifiable or legitimate, you will need to consider what actions can be taken to mitigate its effect on those groups of people.

Eligibility for properties (other than market properties) is assessed through objective policies or criteria which are not related to protected characteristics and not discriminatory.

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

The Housing Strategy will not have a negative impact in relation to equality and diversity.

● **Step 6- Monitoring, evaluation, review**

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

The Housing Strategy Project Group will oversee and monitor delivery of housing supply and project-based activity around specific projects such as remodelling our offer of accommodation for older people. The annual Housing Delivery Test will objectively measure our progress towards prescribed housing delivery targets.

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

The Housing Strategy will be approved by Cabinet and regular update reports will be provided.

- **Step 7- Action Plan**

Please include any identified concerns/actions/issues in this action plan. The issues identified should inform your Service Plan and, if appropriate, your Consultation Plan

Reference Number	Action	Responsible Officer	Target Date

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

	Who needs to know?	How they will be informed (we have a legal duty to publish EIA's)
To ensure ease of access, what other communication needs/concerns are there?	Residents of Charnwood	Published on CBC website

- **Step 9- Conclusion (to be completed and signed by the **Service Head**)**

Delete as appropriate
<b>I agree with this assessment</b>
Signed (Service Head):



Katie Moore  
Head of Strategic Housing  
24<sup>th</sup> January 2024

Please send completed & signed assessment to **Vicky Brackenbury** for publishing.



**CABINET - THURSDAY, 8 FEBRUARY 2024**

**Report of the Head of Economic Development and Regeneration  
Lead Member: Cabinet Member for Economic Development, Regeneration and  
Town Centres**

**Part A**

ECONOMIC DEVELOPMENT STRATEGY 2024-27

Purpose of Report

To present an updated Economic Development Strategy for the Borough for the period 2024 – 2027.

Recommendation

That the final draft Economic Development Strategy 2024 – 2027 be adopted.

Reason

To set out objectives which help businesses and residents by facilitating a stronger economy for Charnwood and to enable the Council to undertake economic development activities which align with strategic priorities.

Policy Justification and Previous Decisions

This Council's Corporate Plan 2020 – 2024 includes the 'A thriving economy' theme. It states that regeneration and growth will support the borough's economic strength. It is likely that once approved the Council's new Corporate Strategy will also include a focus on economic growth in Charnwood. The Economic Development Strategy 2024-27 will enable and encourage effective implementation of actions across the Council and with key external stakeholders.

This Council's Climate Change Action Plan and Carbon Neutral Plan have informed development of the Economic Development Strategy and will provide a useful accompaniment to it in steering delivery over the coming years. Cabinet approved a Regeneration Prospectus in December 2023 and this updated Economic Development Strategy sits alongside it to give potential investors and funding organisations confidence that the Council has clarified priorities to create the conditions for economic and business success.

Implementation Timetable including Future Decisions

Should Cabinet approve the adoption of the draft Economic Development Strategy, implementation will commence immediately. The Economic Development and Regeneration Service Plan will reflect the priorities of the Strategy.

Monitoring of the delivery of the Strategy will occur through performance management mechanisms and scrutiny processes which are now in place consistently and as standard across the organisation.

Report Implications

**Financial Implications**

The strategy has no financial implications for the finance year 2024/2025.

**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
A major event, such as further pandemic or civil emergency, that prevents officers from being able to deliver the strategy.	Unlikely (2)	Serious (3)	Moderate (6)	Officers have experience of working in a pandemic situation and agile working plans would support our ability to continue delivery of many, if not all actions.
Major recession in the national or international economy.	Unlikely (2)	Serious (3)	Moderate (6)	A review of the strategy would be undertaken and a revised Strategy and priorities would be put before Cabinet.

**Equality and Diversity**

EqlA info attached as Appendix

**Climate Change and Carbon Impact**

The economic development strategy links to aspects of the Climate Action Plan, providing information and support to businesses including promoting energy efficiency and supporting the delivery of Living Loughborough and Lanes and Links.

**Crime and Disorder**

None identified

**Wards Affected**

All Wards.

**Publicity Arrangements**

The Strategy will be published on the Council’s website and the inCharnwood website. The Communications Team will issue a press release and utilise social media. The Economic Development and Regeneration Team will notify partners and actively promote the strategy via social media and business networks.

**Consultations**

Consultation has been undertaken both internally and externally with stakeholders. A draft of the Economic Development Strategy and the background document (see Appendix 2) was shared with consultees, with an invitation for comments to be received by 12<sup>th</sup> January 2024. Consultees included: Sustainability Officer, Head of Strategic Housing, Director of Housing and Wellbeing, Head of Contracts, Leisure, Waste and Environment, Director of Commercial and Economic Development Jane Hunt MP, Edward Argar MP, Loughborough University, Federation of Small Businesses, East Midlands Chamber of Commerce, and Loughborough BID. Cllr Tillotson and Cllr Miah were also involved in commenting on the content of the Strategy.

The consultation comments have been analysed and this final draft Economic Development Strategy has been amended to take into account comments received. A summary of the consultation responses is included at Appendix 3.

**Links to the Corporate Strategy**

Caring for the Environment	No
Healthy Communities	No
A Thriving Economy	Yes
Your Council	No

Key Decision: Yes

*If yes*

*Date included on Forward Plan* 10/01/2024

Background Papers: None.

Officer(s) to contact: Christopher Grace, Head of Economic Development and Regeneration,  
  
Liz McCusker, Economic Development and Regeneration Manager  
Tel: 01509 634534,  
christopher.grace@charnwood.gov.uk,  
Liz.McCusker@charnwood.gov.uk

## Part B

### Background

1. This Council's previous economic development strategy was adopted in 2018. Review of the strategy was scheduled for early in the new decade, but the Covid-19 pandemic meant that 'business as usual' was put on hold whilst the Council and its partners focused on supporting residents and businesses of Charnwood and through to recovery. During 2023 the Council recruited into posts within the Economic Development and Regeneration Service which were either vacant or newly created because of the Council's Leadership review. This has created a stable environment which, alongside removal of all pandemic related restrictions, has meant work could commence during the latter half of 2023 in reviewing economic strategy to make it relevant for the forthcoming years through to 2027.

2. The UK economy, similar to that of many others, shrank from the impact of restrictions imposed on individuals and businesses for reasons associated with the Covid-19 'pandemic'. There has been minimal recovery with economic growth being weak and following the pandemic economies have faced increased global energy prices, rising inflation and cost of living issues. The local economy of Charnwood is affected significantly by international, national and regional circumstances. The document attached to this report at Appendix 2 looks at some of these issues especially across the regional and local aspects. Footfall and retail vacancy rates in Loughborough, business trends information supplied by the LLEP, and information from East Midlands Chamber of Commerce and the Office for National Statistics will be reviewed annually to ensure that trends and impacts can be monitored.

3. The Economic Development Strategy 2024-27 and associated actions is intended to create a positive environment in which businesses can be successful and local people can find opportunities to be employed in those businesses or start up their own businesses. The Strategy will give potential investors confidence that Charnwood has plans to create conditions to encourage economic growth.

4. The strategy is concise to clearly show the Council's economic development priorities. There are four main strategic themes:

- I. Places and infrastructure
- II. Business environment
- III. People
- IV. Innovation

Each of these themes is underpinned by a series of key objectives which the Council and partners will look to achieve via the implementation of actions.

5. The final draft Economic Development Strategy 2024-27 strategy is attached to this report at Appendix 1.

### Consultation and Consultation Responses

6. A consultation draft of the strategy was shared with both internal and external stakeholders (see Part A of this report). Consultees were encouraged to provide comments regarding the strategy and in doing so were invited to consider some specific questions:

- Are the four main strategic priority areas of Places and Infrastructure, Business Environment, People, and Innovation appropriate?
- Has the strategy omitted any significant objectives which in your view should be included? (If so, what are they and why are they important?)
- Does the strategy include too many objectives?
- Does the strategy provide a useful platform upon which collaborative working and delivery of actions can be developed?
- What would be your 'Top 3' areas of action from those which are included within the draft strategy?
- Is the strategy relevant to the needs of businesses in Charnwood?
- Will the strategy help facilitate an inclusive approach to economic development, for all parts of the borough and for people and businesses of diverse circumstances?

7. A summary of consultation responses is attached to this report at Appendix 3.

### Conclusion

8. This final draft strategy reflects the national, regional and local economic situation, and is based on previous successful initiatives and views of internal and external stakeholders which help deliver economic development and regeneration initiatives. It provides a framework which if approved will enable the development and implementation of specific action plans. These action plans will highlight partnerships, collaborative working to help create an environment which encourages business success and facilitates opportunities for businesses and residents of Charnwood.

### Appendices

Appendix 1 – Draft Economic Development Strategy 2024 – 2027

Appendix 2 – Background Document (to be reviewed annually)

Appendix 3 – Summary of consultation responses

Appendix 4 – Equality Impact Assessment

## CHARNWOOD ECONOMIC DEVELOPMENT STRATEGY 2024 – 2027

I am pleased to be able to present Charnwood Borough Council's Economic Development Strategy for 2024 -2027.

In recent years, the borough has come through the challenges of the Covid-19 pandemic which had a massive impact not only on people but also on businesses and local economies. In the current international economic climate of instability, low economic growth and inflationary pressures mean it is more important than it has been for many decades for a Council to be pro-active in undertaking initiatives which help the local economy.

This Strategy sets out our approach to creating an environment for growth and to promote Charnwood as a vibrant, accessible area for business activity and investment. Economic development and regeneration actions which will flow from the Strategy will contribute to a better quality of life for all residents of Charnwood, regeneration of our towns and a vibrant business community. The Council will work in close partnership with other organisations to deliver our strategic objectives.

We are committed to ensuring that economic growth is sustainable, creating local opportunities which reduce the need for people to travel and encourages innovation which makes the best use technologies which protect the natural environment. Charnwood has excellent prospects due to our connectivity, being home to one of the UK's top universities, its two Enterprise Zone sites and a superb mix of small businesses and large internationally renowned companies.

I look forward to seeing the Strategy being implemented over the coming years and to working with local people and businesses to make Charnwood even better than it already is.

Councillor Jenni Tillotson

Cabinet lead for economic development, regeneration, towns, and villages

## **INTRODUCTION**

This Charnwood Economic Development Strategy reflects on how recovery from the pandemic is progressing and also provides the strategic direction that our regeneration and economic development initiatives will be aligned to over the next 3 years. The Strategy has been developed by taking in to account the nature of the Charnwood economy, the views of business representation organisations, regional and national economic strategy, and the Council's new Corporate Strategy.

The Council identifies a focus on maximising economic opportunities that benefit everyone and foster economic growth across Charnwood. This economic development strategy is consistent with that over-arching corporate strategy and identifies priority areas for the period through to 2027:

- PLACES AND INFRASTRUCTURE
- BUSINESS ENVIRONMENT
- PEOPLE & SKILLS
- INNOVATION

The strategy will be led by the Council's Economic Development and Regeneration Service but its implementation will involve collaborative working with a number of other teams at the Borough Council and partner organisations.

### **PLACES AND INFRASTRUCTURE**

Creating favourable conditions for economic growth is dependent on the provision of good infrastructure and a built environment in which businesses can thrive. We can play an influential role in this and will focus our activities on the following actions and objectives:

#### **A. TOWN CENTRES**

- Work with partners to improve the public appearance and encourage investment in Loughborough town centre.
- Collaborate with the Business Improvement District to promote events and support businesses under the "Love Loughborough" brand.
- Support the increase in Council led events across Charnwood
- Continue delivering the Shepshed public realm.
- Ensure delivery of the Living Loughborough and Lanes and Links Town Deal projects
- Work with partners to look for opportunities for regeneration of our town centres across Charnwood.

#### **B. DELIVERING INFRASTRUCTURE AND EMPLOYMENT LAND / PREMISES**

- Support and influence power infrastructure providers to deliver capacity which meets the future needs of existing and incoming businesses in partnership with Planning and Growth.

- Support the facilitation of the supply of major employment sites and enable infrastructure through planning and growth delivery mechanisms.
- Work with partners to enable the regeneration of the East Loughborough Industrial Heritage Quarter.

### **C. DEVELOPING A STRONG BOROUGH-WIDE ECONOMY AND SUSTAINABLE PRACTICE**

- Work with partners to drive forward possible regeneration opportunities including those highlighted in the Regeneration Prospectus.
- Encourage and facilitate the diversification of the rural economy to deliver jobs and business opportunities.
- Working collaboratively with Leicestershire County Council to support increased digital connectivity and speed across all parts of Charnwood to help reduce the need to travel and encourage homeworking.
- Promote initiatives which support businesses to make efficient use of resources, reduce waste and improve efficiency to reduce environmental impact.

### **D. MARKETING CHARNWOOD AS A DESTINATION OF CHOICE FOR VISITORS**

- Undertake a place marketing activity linked to the Invest Leicester team and strategic initiatives for the county.
- Work with partners to enhance further the quality of events and visitor attractions.

### **BUSINESS ENVIRONMENT**

Charnwood consists of a wide variety of businesses, across various sectors and size including SME's, this strategy will work to provide a positive business environment for all. Businesses drive success in the local economy, but we recognise that there are many occasions when businesses can need some support. We will prioritise business support delivered in Charnwood, including for scale-ups as well as start-ups.

Locations which encourage and facilitate good interaction amongst business support agencies, and which offer a strong 'welcome' to relocating / new businesses are best positioned to create a vibrant environment for businesses which is able to respond to everchanging economic circumstances, as well as looking to support businesses in Charnwood who needs mean they may need to relocate, to choose to do this within Charnwood.

Charnwood has a strong reputation as a business-friendly area, and we will improve this further through the following actions and objectives:

#### **A. CREATING A FERTILE BUSINESS ENVIRONMENT FOR GROWTH**

- Promote the availability of support to businesses across Charnwood.



- Provide access to information about programmes and organisations which help our businesses to progress, start-up, survive and access business support / funding opportunities.
- Work with partner organisations to promote Charnwood as a vibrant easily accessible area for business activity and growth.
- Give first class advice about regulatory aspects of running a business and promote the Better Business for All initiative.

#### **B. PROMOTING INWARD INVESTMENT AND ENGAGING WITH BUSINESSES**

- Maximise awareness of the opportunities for business and investment presented by the Enterprise Zone and Life Sciences Opportunity Zone.
- Attract and support potential investors that could be interested in locating in Charnwood.
- Adopt an ‘aftercare’ approach for companies relocating to and active in Charnwood.
- Increase awareness of the ‘inCharnwood’ inward investment brand, promoting Charnwood as one of the UK’s prime locations for business.

### **PEOPLE & SKILLS**

Sustaining high levels of employment, achieving increased productivity in the local economy and future-proofing business success is best achieved where the local workforce has access to good education and skills training. However, employers identify that there are barriers to recruitment and retention of personnel – not because there are not enough people, but due to the absence of skills training relevant to the opportunities which exist in a modern, changing 21st century economy. We want to work with partners to help ensure that Charnwood residents can have better local jobs prospects and at the same time help our companies to have confidence that skills levels here will give them a competitive edge. In doing this, we will collaborate with partners to focus on the following actions and objectives:

#### **A. BUILDING A SKILLED AND LEARNING WORKFORCE**

- Enable workforce development, apprenticeships and the development of higher-level skills, including green skills and new technologies, AI, digital transformation across all sections of the community and for people from all types of backgrounds.
- Bring employers and education / training providers together to identify and address skills gaps in the local economy.
- Work with partner organisations to provide opportunities which encourage graduates to remain employed or in business within the borough.

#### **C. ENCOURAGING ENTREPRENEURSHIP**

- Support the delivery of or work partnership to Deliver an entrepreneurship and enterprise support programme in partnership with a suitable training provider(s).
- Ensure enterprise and entrepreneurship support programmes are targeted towards helping and encouraging those members of the community who are currently farthest from being in work or business.

## **INNOVATION**

The inCharnwood brand has a strapline of “Be at the Centre of Innovation”. The phrase is more than a marketing slogan, it reflects the fact that across Charnwood and in Loughborough in particular, there is a strong clustering of businesses involved in leading-edge innovative technologies. Innovation is increasingly important across all commercial sectors and can play a major part in the uplift of the value and competitiveness of a local economy. Charnwood can significantly capitalise on national Government efforts to drive and support innovation because of the presence of Loughborough University, two Enterprise Zone sites and a strong existing base of companies in high-value, innovative sectors. We intend to further enhance this position through the following actions and objectives:

### **A. STRENGTHEN CHARNWOOD’S EXCELLENCE IN SCIENCE, INNOVATION AND ADVANCED MANUFACTURING**

- Support innovation and key sectors’ growth partnerships / networks.
- Work closely with Loughborough University Science and Enterprise Park (LUSEP) and Charnwood Campus to develop a cluster of high value companies and employment.
- Hold events which showcase innovation and bring innovative businesses together.

### **B. SUPPORT A PROGRESSIVE, KNOWLEDGE BASED ECONOMY WHICH FOSTERS INNOVATIVE APPROACHES TO BUSINESS**

- Bolster and develop the Council’s relationship with Loughborough University, Loughborough College and other regional universities to encourage innovation and the commercialisation of research.
- Engage directly with innovation leaders and institutions to secure awareness of Charnwood’s offer and provide the catalyst for investment.

## **ACTIONS AND MONITORING**

This Strategy sets out strategic priorities and objectives.

The Council (and its partners) will develop action plans which show how the Strategy will be delivered. It is important that actions are monitored in order to evaluate performance of delivery and to assess how much progress is being made in achieving the objectives of the Strategy.

Monitoring of actions will occur through the Council’s scrutiny processes, regular updates to the responsible Lead Member within Cabinet and in consultation with the Economy and Skills Group of Charnwood Together.



# **Charnwood Borough Council Economic Development Strategy Background Document**

<b>Date for review</b>	<b>Nov 24</b>	<b>Nov 25</b>	<b>Nov 26</b>	<b>Nov 27</b>
<b>Review completed (signature)</b>				

## Economic Development Strategy Background Document

### Background

This document gives an economic overview of Charnwood. This information will be updated on an annual basis which will help to develop a picture of not only where we are currently but also to show any changes or trends over the period of this Economic Development Strategy. Monitoring will cover footfall and vacancy rates in Loughborough, this data is provided by the BID monthly and September figures will be used to show annual changes. As Loughborough is the largest town in the Borough and the information is openly available it should give a good indication and reflect what is happening across the Borough, we also use data from across the region as well as from Charnwood. Each quarter East Midlands Chamber of Commerce compile an economic survey, this includes Charnwood Businesses, our aim is to encourage more Charnwood businesses to regularly take part in these to ensure our voice is heard. We will monitor against Q2 to capture the information including September to reflect against our local situation. As well as this we will monitor other relevant data that may affect the economic situation.

### Information from East Midlands – taken from East Midlands Chamber of Commerce

East Midlands is showing improvements in sales activity, cashflow and pricing expectations which is above expectations nationally. Recruitment is improving across the region with less businesses for the second quarter reporting difficulties in recruiting new staff than previously. This is also corresponding with other responses to the survey that shows that the recent increases in utility costs, wages and fuel are easing for businesses, which is reflected in the fall in pressure to increase their own prices, down from 54% the previous quarter to 36% in Q2. The impact of this is that businesses are reporting a more positive expectation that their profitability will grow over the next quarter, from 28%, 34%, 38% to 41% respectively across the last four quarters. At Charnwood we must ensure that we continue to provide support to businesses to start and grow and that they are in the best position to move forward.

### Information from Charnwood – taken from Office for National Statistics (ONS)

From the 2011 Census to Census 2021 Charnwood saw a percentage population growth higher than both the national (6.6% growth) and East Midlands (7.7% growth) with 10.8% growth, taking the population passed 180,000. Whilst private renting in Charnwood increased by 3.2% this represents 17.4% of the population.

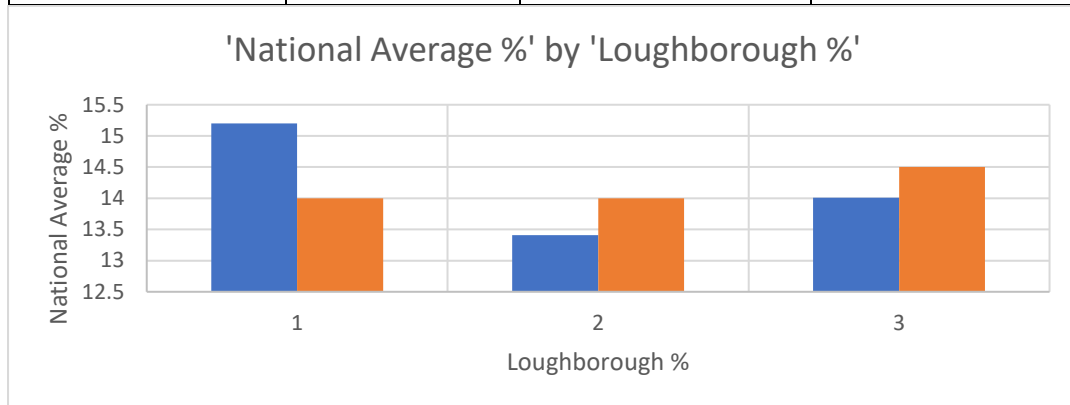
Status	2011 Census	2021 Census
Owens outright or with a mortgage or loan	72.1%	69.8%
Shared ownership	0.8%	1.0%
Social rented	11.8%	11.7%
Private rented	14.1%	17.4%
Lives rent free	1.2%	0.1%

The 2021 Census also shows that 30.2% of the working population (25,638 residents over 16 years and in employment) are now working mainly at home, this rise will impact on town centre footfall and will influence shopping habits and potentially the viability of town centre shops. If a person is travelling to work daily, they will be more tempted to visit retail units, also consequentially a person who is home daily will find it easier to have their online shopping delivered to their home address as they will spend longer there than when going out to work.

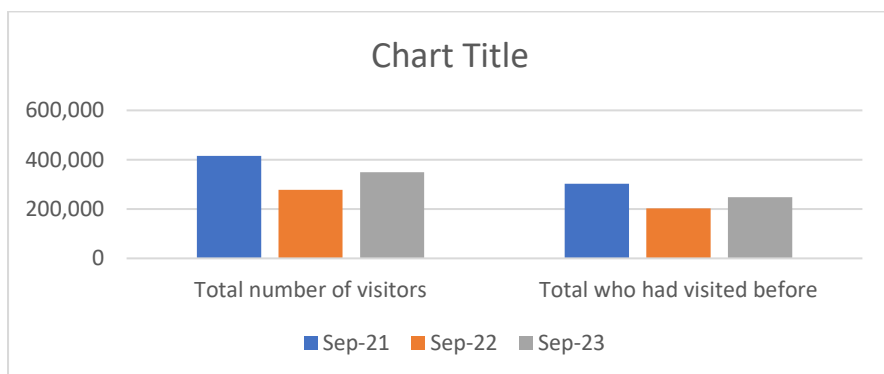
**Information from Loughborough – taken from the Loughborough BID**

**Vacancy rates in Loughborough town centre**

Date	Chart – horizontal axis ref	Loughborough %	National Average %
September 2023	1	15.20	14.00
September 2022	2	13.41	14.00
September 2021	3	14.01	14.50

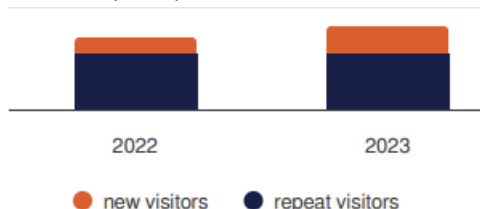


**Footfall in Loughborough town centre**



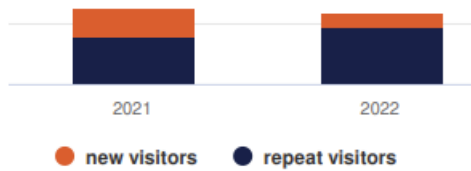
**Sept 23**

- The total number of visitors was 349,219 of which 248,008 (71%) have visited previously and 101,211 (29%) were new.



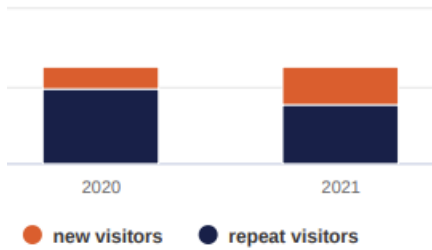
**Sept 22**

- The total number of visitors was 278,574 of which 203,263 (73%) have visited previously and 75,310 (27%) were new.



**Sept 21**

- The total number of visitors was 415,193 of which 302,856 (73%) have visited previously and 112,338 (27%) were new.



**LLEP updates on business trends**

The image below compares the monthly number of dissolved and incorporated businesses across the LLEP from January 2022 to August 2023.

Figure 18 compares the monthly numbers of dissolved and incorporated businesses for the period January 2022 onwards.

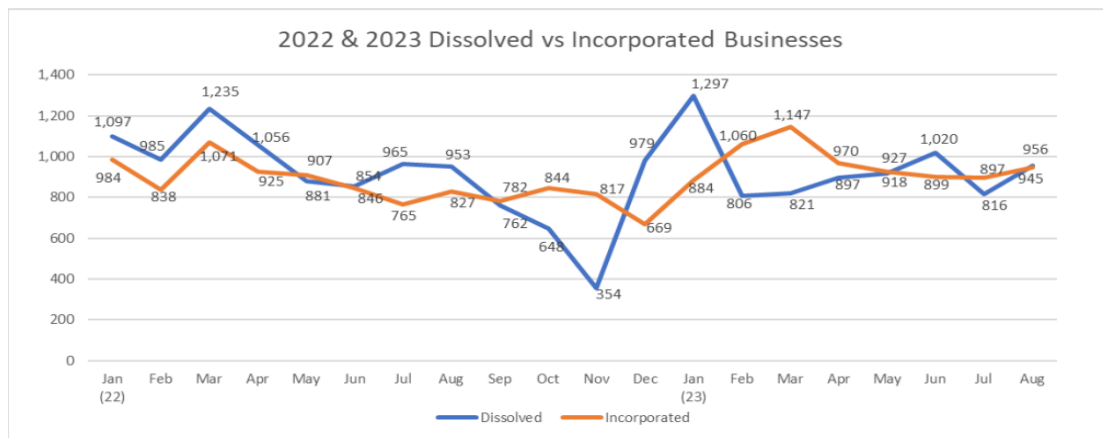


Figure 18: LLEP Area Dissolved and Incorporated Businesses Monthly Comparator  
Source: BVD Fame

When comparing closures with incorporations across the LLEP in 2023 (YTD) there were 7,531 closures and 7,729 incorporations. The is a difference of 198. In Charnwood there were 824 dissolved businesses against 959 incorporated businesses, a difference of 135. Not every council reflected this with half seeing more dissolved businesses than incorporated.

### CONSULTATION QUESTIONS & Responses

Consultation List:

Internal:

- Housing
- Planning
- Sustainability
- Cllr Tillotson
- Matt Bradford

External:

- Loughborough University
- Loughborough College
- BID
- Shepshed Town Team
- MP's
- FSB -
- E Mids Chamber

Seven questions as part of the consultation exercise.

The 7 questions and responses:

**Q1. Are the four main strategic priority areas of Places and Infrastructure, Business Environment, People, and Innovation appropriate?**

- The proposed priorities seem to be appropriate.
- Would recommend that the People section becomes People & Skills
- Yes, however we would suggest that 'People' should become 'People **and skills**' and should be considered in moving to be the priority as they are the key part of the strategy and central to the work of Charnwood and partners.
- 

**Q2. Has the Strategy omitted any significant objectives which, in your view, should be included? (If so, what are they and why are they important?)**

- Notes are track changed to the attached document and under each are some suggestions of additional objectives most of which are in process so far through various initiatives. I've tried to draft text in the comments so if you do choose to add them, you have some proposed text already.
- One suggestion I would make is that you could potentially provide more specificity on named projects or partners – for example in some cases Town Deal projects are named (Town Centres - section A bullet 4) in others there is no explicit reference to specific projects (People – section C bullet 1 / 2 no mention of work undertaken by LUinc. in support of businesses hence the suggestion of 'building on...' addition) appreciate you can't namecheck everyone / thing but just an suggestion.
- See my suggested additions in Business Environment Section A - on clusters, John Weightman recently share this information which might be of interest and relevance:

<https://www.centreforcities.org/publication/innovation-hotspots-clustering-the-new-economy/#:~:text=Hotspots%20are%20places%20where%20innovative,work-ers%20within%20and%20between%20companies>

In this respect, this strategy could make more specific mention of existing and growing clusters and 'strengths of Charnwood' hence my suggesting to include more on sport, health, wellbeing, net zero, manufacturing etc. you will see this features in a number of comments on Business Env section.

- Another point, not captured in my comments made in document, is that there might be more which could be said about exploration of how best to leverage value from local clusters in support of those most in need across our communities – Town Deal Healthy & Innovative Living Project is a good example of this in action.
- Another point to consider is whether the strategy captures the strong need for the workforce to upskill into new technologies. With the emergence of AI and a variety of advanced manufacturing methods and new ways and means of working it would be good to see more captured on the need to upskill people in new technologies in particular corresponding with the governments science and technology – and again this being for the whole borough not just the tech focussed areas. Again, Town Deal offers a vehicle to 'deliver' on this and connecting with the University DigiLabs and Lou College initiatives.
- Within Places and Infrastructure A. we would suggest including all the Towns Deal projects as a collective, these could be referred to as a 'building on the success of'...and 'we will work with partners to continue the delivery of...'
- 
- Within Places and Infrastructure B. Delivering Infrastructure and Employment Land/Premises we would propose an additional bullet point that references skills needed to deliver this infrastructure – working with partners to develop an offer that can be part of a package that attracts large employers to the area.
- 
- Within Places and Infrastructure C. Developing a Strong Borough-Wide Economy and Sustainable Practice there is a reference to digital, we feel the strategy would benefit from a focus/objective on AI and digital transformation to enable Charnwood to be forward thinking with the infrastructure to support the future needs of businesses in the area.
- 
- Within Business Environment there is no reference to Loughborough University Incubator which delivers this in the local area, alongside activity from the Business Gateway Hub at the LLEP. We would suggest including these organisations and the work they deliver to reduce the chance of duplication and ensure complementary support. This comment is also relevant to the People C. Encouraging Entrepreneurship.
- 
- Within Business Environment B 'attract and support potential investors', we would suggest also including the 'development of the support package', this offer could be very impactful across all partners including training providers to attract business and investment to the area.
- 
- Within People A. 'Building a Skilled and Learning Workforce' – we aren't clear on what this sentence is trying to say.
- 
- Within People A. 'Building a Skilled and Learning Workforce' – bullet point two 'bring employers and education together. This is activity undertaken by the East Midlands Chamber in



their role as the Employer Representative Body for the Local Skills Improvement Plan and therefore there may be a duplication here. We would suggest that the Local Skills Improvement Plan is also referenced in the strategy.

- 
- Within People A. 'Building a Skilled and Learning Workforce' – bullet point three 'encourage graduates to remain in the borough'. We would also propose consideration being given to engagement of businesses during study and offering of work placements across Further Education and Higher Education to enable this to happen. Our experience has found that students grow loyalty and commitment to businesses when they engage with them and if this can be earlier in their study, they are more likely to stay post-graduation.
- 
- Within People A. 'Building a Skilled and Learning Workforce' – the student population in the area and connection between people, skills and business growth doesn't feature here however we believe it is key to delivering a skilled workforce and so inclusion should be considered.
- 
- Within Innovation there isn't reference to the role of Further Education and Colleges role. There may be a point missing here in terms of the process innovation that businesses can deliver where large R&D isn't required but small improvements replicated in a process can lead to business innovation. This is particularly relevant to our SME population of businesses and connects with existing work being delivered by the college and into innovation organisations such as Innovate Edge hosted out of the East Midlands Chamber.
- 
- Place planning is key when considering any influx of businesses or expected population growth and how capital/infrastructure investment will be targeted in this area. Place infrastructure including education infrastructure, and more practically school and college places should be considered to connect the infrastructure and place objectives. In addition, there is an ongoing need for local student accommodation post 16 that isn't referred to in the infrastructure section. This would drive economic development within Charnwood, and we would recommend this is included within the strategy with support and incentives for those who are able to partner to enable this to be delivered.
- 

**Q3. Does the Strategy include too many objectives?**

- Subject to the additional proposed objectives the number of objectives seems to be just right. Particularly as for many we have 'live' projects already seeking to address these and therefore there is good chance we will make solid progress together on them.
- The overarching number of 4 seems to be correct. In considering suggestions above we would recommend the inclusion of 2 or 3 objectives within these.

**Q4. Does the strategy provide a useful platform upon which collaborative working and delivery of actions can be developed?**

- Certainly; though through suggested additions I have tried to add depth to these and articulate wording which might be relevant if we work together on joint bids or explore other opportunities in the future (e.g. comment on Town Centres section C bullet 3 is an example of this)

- The objectives outlined do provide a framework for collaborative working however we would need to be clearer on the intent and where accountability sits to maintain engagement in the delivery of the strategy. Further detail in the actions and monitoring section would help us to understand this.

**Q5. What would be your ‘Top 3’ areas of action from those which are included within the draft Strategy?**

This is difficult to answer! All of it is very important to us but I would consider the following top priorities from my perspective:

- 1) Town Centres – animating the town centres and Loughborough as a place for people to setup businesses but also to live and engage in community and leisure
- 2) CREATING A FERTILE BUSINESS ENVIRONMENT FOR GROWTH – promotion of business support to businesses and what the support offer comprises, who deliver it etc. & ENCOURAGING ENTREPRENEURSHIP – working with individuals to inspire them and support them to explore entrepreneurship and to upskill to understand how to plan, experiment, build, test, and develop new businesses and innovations
- 3) SUPPORT A PROGRESSIVE, KNOWLEDGE BASED ECONOMY WHICH FOSTERS INNOVATIVE APPROACHES TO BUSINESS - Building up and raising profile of our clusters and particular strengths across the Borough
- Support the facilitation of the supply of major employment sites and enable infrastructure through planning and growth delivery mechanisms. – we would recommend including skills here as referenced above.
- Work with partner organisations to provide opportunities which encourage graduates to remain employed or in business within the borough. – we would recommend considering during study opportunities also as referenced above.
- Support innovation and key sectors’ growth partnerships / networks – we would recommend a reference to colleges and the role of further educations here as reference above, either within this objective or as a separate objective in this section.

**Q6. Is the Strategy relevant to the needs of businesses in Charnwood?**

Yes it’s relevant, though the action plans should give greater specificity to how this activity will unfold.

Also, picking up a comment made in the document on Business Env introductory section, suggest there should be greater reference made to SMEs and/or more ‘established’ small businesses as well as earlier stage and/or knowledge based businesses.

The SME voice is extremely important within the area and this doesn’t seem to feature heavily enough within the strategy. The focus on inward investment and the reference in Business Environment A. Creating a Fertile Business Environment for Growth supports a lot of the ongoing activity. Is there an opportunity to be more ambitious here to support further impact for existing businesses? We would also suggest aligning the areas referred to here with the people and skills challenges outlined in the People section to ensure consistent messaging.

**Q7. Will the Strategy help facilitate an inclusive approach to economic development, for all parts of the borough and for people and businesses of diverse circumstances?**

The objectives outlined do provide a framework for this, further connectivity across the strategy between the objectives may help to broaden the impact.

**General Comments given:**

- Sport, physical activity and health have no mention in the strategy. The volume of businesses in the area and events that these generate is really valuable to the local economy.
- We would suggest there would be value in broader reference to the wider regional investment connections, such as the Freeport, as employment opportunities here will benefit people from within Charnwood, this connection may also assist with driving the Charnwood strategy.

I like the 4 main strategic priority areas and I can't think of any other main areas for inclusion and yes, clearly relevant to the needs of quality businesses.

I did wonder if there were too many objectives, but couldn't come to any conclusion about which ones to omit and I believe it does provide a sound basis on which to work with partners. We could combine People and building a skilled workforce.

It is hard to identify what is more important, but my top 3 areas of action are:

- working with partners to drive forward regeneration opportunities.
- Create a fertile business environment for growth.
- Sustain high levels of employment.

While I am substantially happy with the document, I have a few minor thoughts:

In developing a strong borough wide economy, do we want to encourage more homeworking? Could we instead change the end of this paragraph, after Charnwood, to limit the need to travel and enable homeworking, while recognising that in most cases 100% homeworking is not desirable ( could also add as high levels of homeworking is known to impact other parts of the economy and also have a detrimental effect on the mental health of individuals).

In creating a fertile business environment for growth: work with partner organisations to promote Charnwood as a vibrant easily accessible area for business activity and growth.

And finally, in either People or building a skilled workforce, could we say develop strategies and opportunities to encourage local graduates to stay local.



# **Equality Impact Assessment Economic Development Strategy 2024 - 2027**

- **Background**

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

- **Legislation- Equality Duty**

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

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

**For the following protected characteristics:**

- ✓ Age
- ✓ Disability
- ✓ Gender reassignment
- ✓ Marriage and civil partnership
- ✓ Pregnancy and maternity
- ✓ Race
- ✓ Religion and belief
- ✓ Sex (Gender)
- ✓ Sexual orientation

**What is prohibited?**

- ✓ Direct Discrimination
- ✓ Indirect Discrimination
- ✓ Harassment
- ✓ Victimisation
- ✓ Discrimination by association
- ✓ Discrimination by perception
- ✓ Pregnancy and maternity discrimination
- ✓ Discrimination arising from disability
- ✓ Failing to make reasonable adjustments

**Complete this action plan as you go through the questions**

- **Step 1 – Introductory information**

Title of the policy / strategy / project	<b>Economic Development Strategy 2024 – 2027</b>
Lead officer and others undertaking this assessment	<b>Lead Officer: Liz McCusker</b>
Date EIA started	<b>15<sup>th</sup> January 2024</b>
Date EIA completed	<b>18<sup>th</sup> January 2024</b>

● **Step 2 – Overview of policy/function being assessed**

Outline: What is the purpose of this policy, Strategy, project? (Specify aims and objectives)
The Economic Development Strategy 2024 – 2027 sets out the objectives to help facilitate a stronger economy for Charnwood and enable the development of action plans to deliver the strategic priorities.
What specific group/s is the policy, Strategy, project designed to affect/impact and what is the intended change or outcome for them?
The strategy shows the four main strategic themes: Places and Infrastructure; Business Environment; People (and skills) and Innovation. Working across these themes will positively impact on the business community and residents of Charnwood including those with protected characteristic groups. Successful delivery of the economic strategy should benefit all groups in Charnwood including those with protected characteristics and monitoring to ensure that each action plan and partners we will work with adhere to equality at all levels. The purpose of the strategy should not have any adverse impact on any groups or individuals as its purpose is to make improvements for all.
Which groups have been consulted as part of the creation or review of the policy, Strategy, Policy?
Consultation has taken place with Loughborough College, Loughborough University, and business groups, such as FSB and East Midlands Chamber of Commerce, data has also been incorporated from the ONS to identify statistics of Charnwood.

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

List any existing information/data do you have/monitor about different diverse groups in relation to this policy? Such as in relation to age, disability, gender reassignment, marriage and civil partnership, pregnancy & maternity, race, religion or belief, sex, sexual orientation etc. Data/information such as: <ul style="list-style-type: none"> <li>• Consultation</li> <li>• Previous Equality Impact Assessments</li> <li>• Demographic information</li> <li>• Anecdotal and other evidence</li> </ul>
Use of ONS data to monitor aspects related to economy, this is to be reviewed annually and any adjustments to work and actions is incorporated. All partnerships will be checked to ensure that they have an equalities policy which they adhere to.  Various programmes will provide monitoring opportunities to review data to ensure all groups are able to engage, be represented and included in our work. Materials used will also be checked prior to being used to ensure representation and appropriateness for all.
What does this information / data tell you about diverse group? If you do not hold or have access to any data/information on diverse groups, what do you need to begin collating / monitoring? (Please list)
The development of the economic development strategy will ensure that the actions and objectives provide positive outcomes for everyone living and working in Charnwood. Where a potential adverse impact is identified through consultation, review, and engagement this will be either addressed via

mitigating action within the strategy and/or the associated action plans or where appropriate in specific partnership and/or programmes to address any inequality issues.

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

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

Not in this circumstance. The strategy is an overarching strategy which will include a range of initiatives and different projects which are designed to provide positive outcomes for the wider community. Further consultation with individuals of protected characteristics, will take place as part of the ongoing development and implementation of these specific projects and initiatives which make up the strategy.

● **Step 5 – Assessing the impact**

Considering any data/consultation/information and your own knowledge, identify whether the policy has a positive or negative impact on the individuals or community groups who identify with any 'protected characteristics' and provide an explanation for your decision. Please refer to the general duties on the front page.

Age	<p>Positive Impact - Overall the strategy should have a positive impact on individuals of all ages across Charnwood.</p> <p>Specific initiatives may have age restrictions, especially some of the work with partners in education, however at all stages this will be challenged, and restrictions will only apply in appropriate situations, such as legal age restrictions with certain jobs, courses, i.e. Driving age, serving alcohol.</p>
<p>Disability</p> <ul style="list-style-type: none"> <li>● Physical</li> <li>● Visual</li> <li>● Hearing</li> <li>● learning disabilities</li> <li>● mental health</li> </ul>	<p>Positive Impact - The actions and objectives set out in the strategy should have a positive impact on this protected characteristic. All action plans will need to provide all reasonable access and adaptations to be inclusive, whichever disability is presented at all times, if venues are chosen and then cannot provide any requirements, alternatives will be found, whether this is physical, visual, hearing, learning or mental.</p>
Gender Reassignment (Transgender)	<p>Neutral Impact - No activity, outcomes of this strategy should impact negatively on anyone in this characteristic. A potential barrier may be access to and availability of relevant information as there is little national and local information on gender re-assignment both within the Council and other organisations. Therefore, additional engagement and monitoring may be required to ensure there is no negative impact whether intended or not.</p>



Race	Positive Impact - The actions and objectives of the strategy are likely to have a positive impact on individuals and communities with regards to the protected characteristics of race. Delivery and action plans will be open to all who participate, and a strong economy will have a positive impact on businesses and residents of Charnwood.
Religion or Belief (Includes no belief)	Positive Impact - The actions and objectives of the strategy are likely to have a positive impact on individuals and communities with regards to the protected characteristics of religion or beliefs. Delivery and action plans will be open to all who participate, and a strong economy will have a positive impact on businesses and residents of Charnwood.
Sex (Gender)	Positive Impact - The actions and objectives of the strategy are likely to have a positive impact on individuals and communities with regards to the protected characteristics of sex. Delivery and action plans will be open to all who participate, and a strong economy will have a positive impact on businesses and residents of Charnwood.
Sexual Orientation	Positive Impact - The actions and objectives of the strategy are likely to have a positive impact on individuals and communities with regards to the protected characteristics of sexual orientation. Delivery and action plans will be open to all who participate, and a strong economy will have a positive impact on businesses and residents of Charnwood.
Other protected groups <ul style="list-style-type: none"> <li>• Pregnancy &amp; maternity</li> <li>• Marriage &amp; civil partnership</li> </ul>	Positive Impact - The actions and objectives of the strategy are likely to have a positive impact on individuals and communities with regards to the protected characteristics of pregnancy and maternity and marriage and civil partnerships. Delivery and action plans will be open to all who participate, and a strong economy will have a positive impact on businesses and residents of Charnwood.
Other socially excluded groups <ul style="list-style-type: none"> <li>• Carers</li> <li>• Low literacy</li> <li>• Priority neighbourhoods</li> <li>• Health inequalities</li> <li>• Rural isolation</li> <li>• Asylum seeker and refugee communities</li> </ul>	Positive Impact - The actions and objectives of the strategy are likely to have a positive impact on individuals and communities including carers, low literacy, priority neighbourhoods, health inequalities, rural isolation and asylum seekers and refugee communities.

Where there are potential barriers, negative impacts identified and/ or barriers or impacts are unknown, please outline how you propose to minimise all negative impact or discrimination.

- If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately.
- Additionally, if you have identified adverse impact that is justifiable or legitimate, you will need to consider what actions can be taken to mitigate its effect on those groups of people.

Equality Impact Assessments will also be undertaken where appropriate on individual elements of the projects and initiatives which will deliver the strategy.

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

The economic development strategy 2024 – 2027 aims to provide a positive impact for all individuals living and working in Charnwood and therefore meets the Council's responsibilities in relation to equality and diversity.

● **Step 6- Monitoring, evaluation, review**

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

Once the strategy has been approved action plans will be developed, these will show actions matched against the strategy's priorities and objectives, and have where appropriate performance indicators, when implementing the action plans where appropriate EIA's will be undertaken to mitigate any barriers or adverse impacts to any of the protected characteristics.

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

The recommendations of this assessment will be shared with the Economic Development and Regeneration team. Monitoring will take place annually and at relevant stages of implementation and delivery of the action plans.

● **Step 7- Action Plan**

Please include any identified concerns/actions/issues in this action plan. The issues identified should inform your Service Plan and, if appropriate, your Consultation Plan

Reference Number	Action	Responsible Officer	Target Date
001	Further consider the protected characteristics of gender reassignment and sexual orientation when developing and implementing action plans against the economic development strategy.	Economic Development Manager	Ongoing

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

	Who needs to know?	How they will be informed (we have a legal duty to publish EIA's)
Employees		The EIA will be available via the information from cabinet meetings including online. It can also be requested via email to the Economic Development and Regeneration Team

Partners and stakeholders		The EIA will be available via the information from cabinet meetings including online. It can also be requested via email to the Economic Development and Regeneration Team
To ensure ease of access, what other communication needs/concerns are there?	N/A	N/A

- **Step 9- Conclusion (to be completed and signed by the **Service Head**)**

<b>I agree with this assessment</b>
Signed (Service Head): Christopher Grace
Date: 19 <sup>th</sup> January 2024

Please send completed & signed assessment to **Vicky Brackenbury** for publishing.

## SCRUTINY COMMISSION - MONDAY, 5 FEBRUARY 2024

### Report of the Cabinet

#### Part A

#### 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 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 8th January 2024, the Cabinet considered the following items on which the Commission undertook pre-decision scrutiny:

- A. CORPORATE STRATEGY 2024-2028
- B. DECLASSIFICATION OF PROPERTIES DESIGNED FOR ALLOCATION TO PEOPLE AGED OVER 45 YEARS
- C. CHARWOOD GRANTS STRATEGIC PARTNERS 2024/25 – 2025/26

Details of the Commission's consideration of the items as reported to the meeting of the Cabinet on the 11th January 2024 can be found in the minutes from the Commission's meeting on 8th January 2024.

The Chair of the Commission, Councillor Rattray, attended the Cabinet's meeting on the 11th January 2024 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:

##### CORPORATE STRATEGY 2024-2028

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

DECLASSIFICATION OF PROPERTIES DESIGNED FOR ALLOCATION TO PEOPLE AGED OVER 45 YEARS

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

CHARNWOOD GRANTS STRATEGIC PARTNERS 2024/25 – 2025/26

The Cabinet adopted the officer recommendations as set out in the 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

Officer to contact:           Sally Watson  
Democratic Services Officer  
01509 634969  
[sally.watson@charnwood.gov.uk](mailto:sally.watson@charnwood.gov.uk)

## SCRUTINY COMMISSION - MONDAY, 5 FEBRUARY 2024

### Report of the Director of Finance, Governance and Contracts

#### Part A

#### SCRUTINY PANELS

##### Purpose of the Report

To review the progression of scrutiny panels.

##### Actions Requested

1. To review the progression of scrutiny panels.
2. To approve any panel scoping documents submitted.

##### Reasons

- 1-2. To ensure timely and effective scrutiny of the matter/subject.
2. To enable panel work to commence.

#### Scrutiny Panels

##### Flooding Scrutiny Panel

Following the recent flooding events in the Borough, the Scrutiny Commission decided to start a Flooding Scrutiny Panel as soon as possible. The Scrutiny Commission agreed that Councillor Harper-Davies, having Chaired the Flooding Scrutiny Panel which concluded in 2014, be appointed as Chair of the Flooding Scrutiny Panel.

##### Budget Scrutiny Panel

The Budget Scrutiny Panel submitted their final report to the Scrutiny Commission at their meeting on 8th January 2024. The consideration of this item can be found in the minutes of the Scrutiny Commission meeting. The Scrutiny Commission approved the report and agreed that it be submitted to Cabinet at their meeting on 8th February 2024.

##### Public Transport Scrutiny Panel

The Public Transport Scrutiny Panel met for the first time on 13th December 2023. The panel considered the Leicestershire County Council Bus Improvement Plan and a Public Transport Survey. The minutes of the meeting can be found on the Council's website. The panel were due to meet again on 7th February 2024.

##### Housing Needs Scrutiny Panel

A scoping document had been drafted and an update will be provided at the meeting.

Appendices: Appendix 1 – Scrutiny Panels  
Appendix 2 – Housing Needs Scrutiny Panel Scoping Document

Background Papers: None

Officer to Contact: Sally Watson  
Democratic Services Officer  
01509 634969  
[sally.watson@charnwood.gov.uk](mailto:sally.watson@charnwood.gov.uk)

Scrutiny Panels

The CfGS 4 Principles:

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

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

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

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

Chair	Type	Topic	Scope	Notes	Timing
Councillor Leigh Harper-Davies	Formal	Flooding	TBC		February 2024 start
Councillor Sarah Monk	Formal	Housing Needs	Investigation of the effectiveness of the current Housing Register and whether the process could be streamlined. Suggestion of whether a separate list could be	Scoping document to be submitted to January 2024 Scrutiny Commission for approval.	February 2024 start



			created for residents that require adapted properties.		
Councillor Sarah Maynard	Formal	Public Transport	<p>Whilst it is recognised that the Council's influence upon public transport is limited within the statutory framework, as transport plays a vital role in the vitality of the Borough, it is an important area to consider and as such the scope will include:</p> <ul style="list-style-type: none"> <li>• Examination of the current provision in relation to public transport in the Borough and what is required to increase and improve provision including consideration of carbon neutrality and net zero aims by 2030.</li> <li>• Identifying innovation and good practice that may be applied in the Borough.</li> <li>• Consideration of public transport provision written into planning S106 agreements.</li> </ul>	Ongoing	December 2023 – May/July 2024
TBC	Formal	Budget Scrutiny	To closely review all aspects of the proposed budget for the following year and to monitor the performance of the budget from the previous year.	Ongoing	Autumn (Sept – Jan annually)

		Dementia Friendly Council/Loneliness	To look at how the Council can improve provision of services to those with Dementia and their carers.	A briefing note will be provided on this topic. Following this, the Scrutiny Commission will decide if a panel is required.	Received by members 8th January 2024
		Brownfield Sites	To look at whether there was a brownfield site register, to see how often registers are updated and to map the areas of brownfield sites.	A briefing note will be provided on this topic. Following this, the Scrutiny Commission will decide if a panel is required.	
		Tackling Substance Misuse	To look at how the Council could better support partners to tackle and improve substance misuse across the Borough.	A member briefing session on this topic will be scheduled in due course. Following this, the Scrutiny Commission will decide if a panel is required.	
		HMOs	To look at areas where HMOs are over the 20% limit and/or the parking permit issues when a house is converted into flats (more parking permits). Also to review student accommodation requirements.	A member briefing session on this topic will be scheduled in due course. Following this, the Scrutiny Commission will decide if a panel is required.	

Express	Informal	Formal	Proposed



**REVIEW TITLE:** Housing Needs Scrutiny Panel

**SCOPE OF ITEM / TERMS OF REFERENCE**

Scrutiny of the effectiveness of the current Housing Register (HR) and whether the process could be streamlined or whether a separate list could be created for residents that require adapted properties.

**REASON FOR SCRUTINY**

There is a long waiting list with a number of residents waiting long periods for housing assessment decisions to be made.

**MEMBERSHIP OF THE GROUP**

Councillor Sarah Monk (Chair)  
+ up to 5 other Members (following expressions of interest)

**WHAT WILL BE INCLUDED**

HR applications

**WHAT WILL BE EXCLUDED**

Supply side as this is a national matter

**KEY TASKS** \* \* including consideration of efficiency savings

1. Gather up to date statistics in respect of the HR and housing needs to initially ascertain extent of issues:
  - Current number of HR applications registered and active
  - Current number of new HR applications awaiting assessment
  - Current number of HR applications awaiting assessment due to “change in circumstances”
  - Current number of HR applications “awaiting further information” from applicant
  - Current number of HR applications (assessed) which are Band 1, Band 2 and Band 3
  - Current number of HR applications (assessed) which require ground floor/adapted

- accommodation (disability or mobility)
  - Current number of HR applications (assessed) requiring over 60 accommodation
  - Current number of HR applications (assessed) requiring 1, 2, 3, or 4+ bed accommodation
  - Current number of HR applications (assessed) requiring sheltered housing
  - Average time it takes to assess a new HR application
  - Average time it takes to re-assess an existing HR application following a “change of circumstances” application
  - Current number of HR review requests outstanding
2. Clarification on the assessment process for applicants with a disability or mobility need.
  3. Clarification of how the “downsizing incentive” works for those who currently under occupy a family home (2, 3 or 4 bed house) and/or those who are eligible for a sheltered accommodation or bungalow.
  4. Investigate the possibility of whether it would be feasible to incorporate an online ID checking process within the HR application.

**STAKEHOLDERS, OUTSIDE AGENCIES, OTHER ORGANISATIONS \***

Katie Moore - Head of Strategic Housing

Kyle Richardson - Housing Needs Manager

Dawn Eckersley - Strategic Housing Manager

Landlord Services

Private Sector Housing/Leicestershire County Council will be involved in cases where adaptations are needed

**EQUALITY IMPLICATIONS**

Equality / Diversity issues relating to this review will be considered as part of any work undertaken.

An impact needs assessment will be considered at the Panels penultimate meeting.

**LINKS/OVERLAPS TO OTHER REVIEWS**

This scrutiny review links to voids

**RESOURCE REQUIREMENTS**

Support from Democratic Services can be accommodated.  
Anticipate 3/4 meetings.

<b>REPORT REQUIREMENTS (Officer information)</b>	
None (at this stage)	
<b>REVIEW COMMENCEMENT DATE</b>	<b>COMPLETION DATE FOR DRAFT REPORT</b>
June 2024	Sep/Oct 2024

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

### **PROGRESS OF PANEL WORK**

<b>MEETING DATE</b>	<b>PROGRESS TO DATE</b>
<p>NOTE: To facilitate witness attendance, it is anticipated that times of the meetings will be a mix of daytime and early evening. (Chair requested that Thursdays be avoided)</p> <p>Meetings can be held online/hybrid.</p> <p>The final recommendation formulisation meeting must be held in person</p>	

<b>REPORT SUBMITTED TO SCRUTINY COMMISSION</b>
8 <sup>th</sup> January 2024

## SCRUTINY COMMISSION - MONDAY, 5 FEBRUARY 2024

### Report of the Director of Finance, Governance and Contracts

#### Part A

#### SCRUTINY WORK PROGRAMME

##### Purpose of the Report

To enable the Commission to review and agree the Scrutiny Work Programme. This includes reviewing the changes made by the Finance and Performance Scrutiny Committee and adding items to their work programme.

##### Actions Requested

1. To review the Finance and Performance Scrutiny Work Programme and make any amendments the Commission feel necessary.
2. To agree that the Finance and Performance Scrutiny Work Programme be updated in accordance with the decisions taken during consideration of this item and any further decisions taken during this meeting.

##### Reasons

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

2. To ensure that the information contained within the Work Programme is up to date.

##### Policy Context

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

##### Background

A change in the scrutiny structure was approved at full Council on 26th April 2021. This permitted the establishment of a Finance and Performance Scrutiny Committee.

##### Finance and Performance Scrutiny Committee Work Programme

The Finance and Performance Scrutiny Committee met on 28th November 2023. The outcomes of the meeting can be found in the minutes of the meeting which are published on the Council's website. The Finance and Performance Scrutiny Panel will meet again on 5th March 2024.

Appendices: Appendix - Finance and Performance Scrutiny Committee Work Programme

Background Papers: None

Officer to Contact: Sally Watson  
Democratic Services Officer  
01509 634969  
[sally.watson@charnwood.gov.uk](mailto:sally.watson@charnwood.gov.uk)



## Finance &amp; Performance Scrutiny Committee Work Programme

Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Offices	Progress / Notes / Action Requested
5th March 2024	Work Programme	To consider items for future meetings.	To allow the Committee to identify items for which scrutiny is required.	N. Conway/ Lead Officer	Standing item
5th March 2024	Homelessness and Reducing Rough Sleeping Strategy	Written report to consider in more depth where the Council was in terms of performance, to include consideration of impact of Leicestershire County Council withdrawing funding of Falcon Support Services.	Identified as amber RAG status in Performance Monitoring Quarter 2 report considered 28th November 2023 meeting.	Lead Member/P. Oliver/K. Moore	Requested at 28th November 2023 meeting.
5th Mar 2024 (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 / V. Brackenbury	Quarter 3 Report considered at the same time annually.
5th Mar 2024 (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.
5th Mar 2024 (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	Monitoring Report at each quarterly meeting.
5th Mar 2024	Car Parking Strategy Update (Written)	Update on progress of car parking strategy review, to include any car parking data available (see F&PSC Minute 19 2023/24).	Monitoring progress of developing strategy.	Lead Member / K Summers / Head of Service	Requested at its meeting on 12th Sep 2023
June 2024 (annual item)	Capital Monitoring including Outturn	Monitoring of position with the Council's Capital Plan.	To ensure progress to the Council's Capital Plan and its financing are satisfactory.	Lead Member/ L. Tansey	Outturn report considered at same time annually.

June 2024 (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.
June 2024	Performance Information  (Quarter 4 Report / Outturn)	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 / V. Brackenbury	Quarter 4 Report considered at the same time annually.
June 2024 (annual item)	Annual Performance report	Annual collation of performance information for publication on the Council's website	To communicate performance of the Council against annual targets	V. Brackenbury	Added to work programme by email agreement of the Chair for 2022. Confirmed on 15th March 2023 to be considered at June's meeting
Sept 2024 (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 / V. Brackenbury	Quarter 4 Report considered at the same time annually.
Sept 2024 (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.
Sept 2024 (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	Monitoring report at each quarterly meeting.
Sept 2024 (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	Requested by Scrutiny Workshop to be an annual review. Agreed with C/VC to review in Sep (19 Jul '21)
Nov 2024 (annual item)	Community Safety Partnership	To review the work of the Community Safety Partnership on an annual	To ensure effective scrutiny of the work of the Community Safety Partnership	CSP Chair / relevant Head of	Legal requirement to be reviewed annually. Agreed with C/VC 19

		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.		Service / T McCabe	Jul 2021 to occur mid-year in November.
Nov 2024 (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 / V. Brackenbury	Quarter 2 Report considered at the same time annually.
Nov 2024 (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.
Nov 2024 (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	Monitoring report at each quarterly meeting.
Nov 2024 (annual item)	S106 Agreement Monitoring Report	To advise relevant committees of the status and utilisation of Section 106 agreements	To meet internal audit requirements	Lead Member / R Bennett	Requested by Head of Service to be added to work programme
Mar 2025 (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 / V. Brackenbury	Quarter 3 Report considered at the same time annually.
Mar 2025 (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.
Mar 2025 (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	Monitoring Report at each quarterly meeting.

## SCRUTINY COMMISSION - MONDAY, 5 FEBRUARY 2024

### Report of the Director of Finance, Governance and Contracts

#### Part A

#### 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 the meeting of the Scrutiny Commission on 8th January 2024, the Scrutiny Commission made no changes to their work programme.

##### Key Decisions

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

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

Appendices: Appendix 1 – Scrutiny Commission Work Programme

Appendix 2 – Notice of Key Decisions

Background Papers: None

Officer to Contact: Sally Watson  
Democratic Services Officer  
(01509) 634969  
Sally.watson@charnwood.gov.uk

Scrutiny Commission Work Programme

APPENDIX 1

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Scrutiny Commission	05 February 2024  (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)	Agreed by SMB 23 January 2019 (see minute 31.2) (supports recommendation of Budget Scrutiny Panel Jan 2019).  To be identified from the Key Decisions Notice or from the Cabinet agenda.
Scrutiny Commission	05 February 2024  (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)	Items may also be determined by the Chair and Vice-chair in consultation with the Democratic Services Manager. Further items may also be added following publication of the Cabinet agenda

Scrutiny Commission Work Programme

Scrutiny Commission	05 February 2024 (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)	Scrutiny Commission
Scrutiny Commission	05 February 2024 (standing item)	Scrutiny Panels	To review progress with Scrutiny Panels.		K Widdowson	Re-established following Scrutiny Work Programme Workshop on 24 May 2021
Scrutiny Commission	05 February 2024 (standing item)	Scrutiny Work Programme	To review and agree the Scrutiny Work Programme		K. Widdowson	Re-established following Scrutiny Work Programme Workshop on 24 May 2021
Scrutiny Commission	05 February 2024	Pre-decision scrutiny – Economic Development Strategy 2023-27	To approve an Economic Development Strategy for the borough.		Head of Economic Development and Regeneration.	Agreed Scrutiny Commission 11 September 2023, min ref 39 2023/24.
Scrutiny Commission	05 February 2024	Pre-Decision Scrutiny – Housing Strategy	To approve the Council's Housing Strategy.		Head of Strategic Housing	Agreed Scrutiny Commission 13 November 2023, min ref 66 2023/24.

Scrutiny Commission Work Programme

Scrutiny Commission	05 February 2024	Update on Void Property Information	To update the Commission on the Void Property Information, six months after the last review. To include an updated version of the table attached as an Appendix to the report received by the Scrutiny Commission on 12th December 2022.		Peter Oliver/Katie Moore	Agreed Scrutiny Commission 7 August 2023, min ref 20 2023/24.
Scrutiny Commission	March 2024	Pre-Decision Scrutiny – Homelessness and Rough Sleeping Reduction Strategy	To approve the Council's Homelessness and Rough Sleeping Reduction Strategy.		Head of Strategic Housing.	Agreed Scrutiny Commission 13 November 2023, min ref 66 2023/24.
Scrutiny Commission	To be scheduled (early 2024)	Cost of Living Update	to update on the support provided to residents during the winter period of 2023-24.		Director of Housing and Wellbeing	Agreed Scrutiny Commission 3 July 2023, min ref 5 2023/24.
Scrutiny Commission	March 2024	Pre-decision scrutiny – Housing Capital Programme	To approve the annual investment programme for improvements to the Council's housing stock.		Director of Housing and Wellbeing	Agreed Scrutiny Commission 7 August 2023, min ref 27 2023/24.
Scrutiny Commission	March 2024	Pre-decision scrutiny – 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.		Head of Planning and Growth	Agreed Scrutiny Commission 7 August 2023, min ref 27 2023/24.

Scrutiny Commission Work Programme

Scrutiny Commission	March 2024	Pre-decision scrutiny – Corporate Delivery Plan 2024/25	To approve the Corporate Delivery Plan 2024-25.		Head of Transformation, Strategy and Performance	Agreed Scrutiny Commission 7 August 2023, min ref 27 2023/24.
Scrutiny Commission	April 2024	Selective and Additional Licensing Schemes Update	To enable the Scrutiny Commission to review the Selective and Additional Licensing Schemes one year after implementation.		Head of Strategic Housing	Agreed Scrutiny Commission 9 October 2023, Min ref 46 2023/24.
Scrutiny Commission	June 2024	Waste Management Scrutiny Panel Update	To include an update on the progression of Cabinet approved panel recommendations 5, 6 and 9.		Head of Contracts (Leisure, Waste and Environment)	Agreed Scrutiny Commission 8 Jan 2024, min ref 93 2023/24.
Scrutiny Commission	June 2024 (annual item)	Draft Annual Scrutiny Report (annual item)	To consider the Draft Annual Scrutiny Report with a view to it being recommended to Council for approval.		To be confirmed	In accordance with Section 6.3(e) of the Council's Constitution, Scrutiny Commission must report annually to Council on the workings of scrutiny bodies and the operation of the scrutiny function generally.



Scrutiny Commission Work Programme

Scrutiny Commission	08 January 2025 (annual item)	Budget Scrutiny Panel Report	A report of the Budget Scrutiny Panel following its scrutiny of the Council's draft budget for 2025/26.		Budget Scrutiny Panel Chair	Scrutiny Commission
Scrutiny Commission	05 February 2024	Pre-Decision Scrutiny – Interim Charnwood Transport Strategy	To endorse the Interim Carwood Transport Strategy and the collaborative approach to delivering transport infrastructure in the interregnum until the local plan is adopted.		Head of Planning and Growth	Agreed Scrutiny Commission 9 October 2023, min ref 55 2023/24.
Scrutiny Commission	To be scheduled	Web Contract Procurement	To allow the Scrutiny Commission to scrutinise the Web Contract Procurement when appropriate.	Referred from Digital Transformation Scrutiny Panel.	Lead Officer	Agreed Scrutiny Commission, 7 March 2022, min ref 111 2021/22



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

**Published  
10th January 2024**

**What is a Key Decision?**

A key decision is one which:

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

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

**What is a Private Meeting?**

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

**Representations**

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

**Other information**

This document supersedes all previous Forward Plans.

If you have any general queries, please contact:

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

## FORTHCOMING EXECUTIVE KEY DECISIONS

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Cossington Neighbourhood Plan	To “make” the Cossington Parish Neighbourhood Plan. The decision must be made within 8 weeks of the referendum, by 25th January 2024.	Cabinet	11th January 2024	Report	Yes	Richard Bennett Head of Planning and Growth Tel: 01509 634763 <a href="mailto:richard.bennett@charnwood.gov.uk">richard.bennett@charnwood.gov.uk</a>
Corporate Strategy 2024-2028	To approve the 4 year strategy.	Cabinet  Council	11th January 2024  26th February 2024	Report	Yes	Helen Gretton Head of Transformation, Strategy & Performance Tel: 01509 634556 <a href="mailto:helen.gretton@charnwood.gov.uk">helen.gretton@charnwood.gov.uk</a>
Decant and Disturbance Policy	To approve the Decant and Disturbance Policy.	Cabinet	11th January 2024	Report	Yes	Peter Oliver Director Housing and Wellbeing Tel: 01509 634952 <a href="mailto:peter.oliver@charnwood.gov.uk">peter.oliver@charnwood.gov.uk</a>
Declassification of Properties Designated for Allocation to People Aged Over 45 Years	To consider declassification of properties designated for let to people aged over 45 years.	Cabinet	11th January 2024	Report	Yes	Peter Oliver Director Housing and Wellbeing Tel: 01509 634952 <a href="mailto:peter.oliver@charnwood.gov.uk">peter.oliver@charnwood.gov.uk</a>
Charnwood Grants – Strategic Partners (2024/25-2025/26)	To put forward recommendations regarding the proposed levels of Strategic Partner Grant funding for the next two years.	Cabinet	11th January 2024	Report	Yes	Peter Oliver Director Housing and Wellbeing Tel: 01509 634952 <a href="mailto:peter.oliver@charnwood.gov.uk">peter.oliver@charnwood.gov.uk</a>

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?
Economic Development Strategy 2023-27	To approve an Economic Development Strategy for the borough.	Cabinet	8th February 2024	Report	Yes	Chris Grace Head of Economic Development and Regeneration Tel: 01509 634534 <a href="mailto:christopher.grace@charnwood.gov.uk">christopher.grace@charnwood.gov.uk</a>
Housing Strategy	To approve the Council's Housing Strategy.	Cabinet	8th February 2024	Report	Yes	Katie Moore Head of Strategic Housing Tel: 01509 634671 <a href="mailto:katie.moore@charnwood.gov.uk">katie.moore@charnwood.gov.uk</a>
New Capital Plan (2024-25 to 2026-27)	To approve the Capital Plan.	Cabinet  Council	8th February 2024  26th February 2024	Report	Yes	Lesley Tansey Head of Finance Tel: 01509 634828 <a href="mailto:lesley.tansey@charnwood.gov.uk">lesley.tansey@charnwood.gov.uk</a>
Capital Plan Amendment Report	To consider and approve amendments to the Capital Plan.	Cabinet  Council	8th February 2024  26th February 2024	Report	Yes	Lesley Tansey Head of Finance Tel: 01509 634828 <a href="mailto:lesley.tansey@charnwood.gov.uk">lesley.tansey@charnwood.gov.uk</a>
Medium-Term Financial Strategy 2024-27 and Capital Strategy, Treasury Management Strategy Statement, Annual Investment Strategy and Minimum Revenue Provision Policy for 2024-25	To seek approval to a Medium-Term Financial Strategy 2024-27 and Capital Strategy, Treasury Management Strategy Statement, Annual Investment Strategy and Minimum Revenue Provision Policy for 2024-25 and the annual report on the Prudential Code, for recommendation to Council.	Cabinet  Council	8th February 2024  26th February 2024	Report	Yes	Lesley Tansey Head of Finance Tel: 01509 634828 <a href="mailto:lesley.tansey@charnwood.gov.uk">lesley.tansey@charnwood.gov.uk</a>

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?
2024-25 General Fund and HRA Revenue Budgets and Council Tax	To seek approval to the Revenue Budget for 2024-25 and to propose the Council Tax for approval by Council.	Cabinet  Council	8th February 2024  26th February 2024	Report	Yes	Lesley Tansey Head of Finance Tel: 01509 634828 <a href="mailto:lesley.tansey@charnwood.gov.uk">lesley.tansey@charnwood.gov.uk</a>
Sheltered Accommodation Strategy Framework	To approve the Sheltered Accommodation Strategy Framework.	Cabinet	7th March 2024	Report	Yes	Peter Oliver Director Housing and Wellbeing Tel: 01509 634952 <a href="mailto:peter.oliver@charnwood.gov.uk">peter.oliver@charnwood.gov.uk</a>
Housing Repairs and Maintenance Policy	To approve the Housing Repairs and Maintenance Policy.	Cabinet	7th March 2024	Report	Yes	Janet Glass Head of Landlord Services Tel: 01509 634507 <a href="mailto:janet.glass@charnwood.gov.uk">janet.glass@charnwood.gov.uk</a>
Support for the Voluntary and Community Sector	To consider changes to the Community Grants, Member Grants and Community Facilities Grants schemes.	Cabinet	7th March 2024	Report	Yes	Peter Oliver Director Housing and Wellbeing Tel: 01509 634952 <a href="mailto:peter.oliver@charnwood.gov.uk">peter.oliver@charnwood.gov.uk</a>
Homelessness and Rough Sleeping Reduction Strategy	To approve the Council's Homelessness and Rough Sleeping Reduction Strategy.	Cabinet	7th March 2024	Report	Yes	Katie Moore Head of Strategic Housing Tel: 01509 634671 <a href="mailto:katie.moore@charnwood.gov.uk">katie.moore@charnwood.gov.uk</a>
Housing Capital Programme	To approve the annual investment programme for improvements to the Council's housing stock.	Cabinet	7th March 2024	Report	Yes	Peter Oliver Director Housing and Wellbeing Tel: 01509 634952 <a href="mailto:peter.oliver@charnwood.gov.uk">peter.oliver@charnwood.gov.uk</a>

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Local Development Scheme	To approve a revised Local Development Scheme (LDS) so that the programme for the preparation of planning documents for Charnwood is agreed.	Cabinet	7th March 2024	Report	Yes	Richard Bennett Head of Planning and Growth Tel: 01509 634763 <a href="mailto:richard.bennett@charnwood.gov.uk">richard.bennett@charnwood.gov.uk</a>
Corporate Delivery Plan 2024/25	To approve the Corporate Delivery Plan 2024-25.	Cabinet	7th March 2024	Report	Yes	Helen Gretton Head of Transformation, Strategy and Performance Tel: 01509 634556 <a href="mailto:helen.gretton@charnwood.gov.uk">helen.gretton@charnwood.gov.uk</a>
General Fund and HRA Revenue Outturn Report (2023/24) and Carry Forward of Budgets	To report the Council's revenue expenditure results for 2023/24 subject to audit.	Cabinet	July 2024	Report	Yes	Lesley Tansey Head of Finance Tel: 01509 634828 <a href="mailto:lesley.tansey@charnwood.gov.uk">lesley.tansey@charnwood.gov.uk</a>
Capital Plan Outturn 2023/24	To report the Council's capital expenditure results for 2023/24 subject to audit.	Cabinet	July 2024	Report	Yes	Lesley Tansey Head of Finance Tel: 01509 634828 <a href="mailto:lesley.tansey@charnwood.gov.uk">lesley.tansey@charnwood.gov.uk</a>
Charnwood Grants	To consider applications received in Round 1 of the Charnwood Community Grants and Community Facilities Grants Schemes for 2024/25.	Cabinet	July 2024	Report	Yes	Peter Oliver Director Housing and Wellbeing Tel: 01509 634952 <a href="mailto:peter.oliver@charnwood.gov.uk">peter.oliver@charnwood.gov.uk</a>
Capital Plan Amendment Report	To consider and approve amendments to the Capital Plan.	Cabinet  Council	September 2024  November 2024	Report	Yes	Lesley Tansey Head of Finance Tel: 01509 634828 <a href="mailto:lesley.tansey@charnwood.gov.uk">lesley.tansey@charnwood.gov.uk</a>

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Charnwood Grants	To consider applications received in Round 2 of the Charnwood Community Grants and Community Facilities Grants Schemes for 2024/25.	Cabinet	November 2024	Report	Yes	Peter Oliver Director Housing and Wellbeing Tel: 01509 634952 <a href="mailto:peter.oliver@charnwood.gov.uk">peter.oliver@charnwood.gov.uk</a>
Draft General Fund and HRA 2025-26 Budgets	To seek approval to the Draft Revenue Budget for 2025-26 as a basis for consultation.	Cabinet	December 2024	Report	Yes	Lesley Tansey Head of Finance Tel: 01509 634828 <a href="mailto:lesley.tansey@charnwood.gov.uk">lesley.tansey@charnwood.gov.uk</a>
Capital Plan Amendment Report	To consider and approve amendments to the Capital Plan.	Cabinet  Council	December 2024  January 2025	Report	Yes	Lesley Tansey Head of Finance Tel: 01509 634828 <a href="mailto:lesley.tansey@charnwood.gov.uk">lesley.tansey@charnwood.gov.uk</a>

**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?

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:

<b>Name (Group)</b>	<b>Lead Member Responsibilities</b>
Councillor Miah (Labour)	<b>Leader of the Council</b> Responsibility for Corporate Strategy and oversight, Strategic Relationships, Communications, Corporate Performance, Emergency Planning, Equalities, Diversity and Inclusion.
Councillor Hamilton (Labour)	<b>Deputy Leader – Public and Private Sector Housing</b> Responsibility for Repairs & Investment, Tenancy Management, Supported Housing, Rents & Income Management, Leaseholders and Lifeline, Refugee Resettlement, Housing Options, Allocations & Lettings, Housing Needs, Empty Homes and HMO Licensing. Training and Development (Members and officers).
Councillor Ashcroft (Labour)	<b>Finance, Customer &amp; Support Services, Revenues and Benefits</b> Responsibility for Capital and Revenue budgets and the MTFS. Revenues and Benefits services, Audit & Risk Democratic Services, Legal Services, HR, Electoral Services, ICS and customer experience.
Councillor Jadeja (Labour)	<b>Planning</b> Responsibility for Development Control, Conservation & Landscape, Building Control and S106 Agreements.
Councillor Jones (Labour)	<b>Climate Action, Net Zero, Property and Assets</b> Responsibility for Climate Action and Net Zero and Property and Assets, Armed Forces.
Councillor Tillotson (Labour)	<b>Economic Development, Regeneration and Town Centres</b> Responsibility for Economic Development strategy and policy, Enterprise Zone, Town Deal and UKSPF. Markets & events, Town Centre Management, Public Conveniences, Tourism and visitor economy.
Councillor A. Gray (Labour)	<b>Waste, Open Spaces and Leisure Facilities</b> Responsibility for Waste strategy and services, Open Spaces strategy, Grounds Maintenance and Engineering, Leisure Centres, Town Hall and Museums.
Councillor Blackshaw (Labour)	<b>Communities and Neighbourhoods</b> Responsibility for Community Safety & Neighbourhood Development, Community Grants, Safeguarding, CCTV, Sports & Active Recreation, Regulatory Services, Parking, Env Health, Street Management and Licensing.