To: Members of the Scrutiny Commission

Mr MR Lay (Chairman)  Mrs J Richards
Mrs R Camamile (Vice-Chairman)  Mr BE Sutton
Mr KWP Lynch (Vice-Chairman)  Mr P Wallace
Mr DC Bill MBE  Mr R Ward
Mr SL Bray  Mr HG Williams
Mr WJ Crooks

Copy to all other Members of the Council

(other recipients for information)

Dear Councillor,

There will be a meeting of the SCRUTINY COMMISSION in the De Montfort Suite - Hub on THURSDAY, 8 DECEMBER 2016 at 6.30 pm and your attendance is required.

The agenda for the meeting is set out overleaf.

Yours sincerely

Rebecca Owen
Democratic Services Officer
SCRUTINY COMMISSION - 8 DECEMBER 2016

AGENDA

1. APOLOGIES AND SUBSTITUTIONS

2. MINUTES (Pages 1 - 4)
   To confirm the minutes of the meeting held on 6 October 2016.

3. ADDITIONAL URGENT BUSINESS BY REASON OF SPECIAL CIRCUMSTANCES
   To be advised of any additional items of business which the Chairman decides by reason of special circumstances shall be taken as matters of urgency at this meeting (to be taken at the end of the agenda).

4. DECLARATIONS OF INTEREST
   To receive verbally from members any disclosures which they are required to make in accordance with the Council's code of conduct or in pursuance of Section 106 of the Local Government Finance Act 1992. **This is in addition to the need for such disclosure to be also given when the relevant matter is reached on the agenda.**

5. QUESTIONS
   To hear any questions in accordance with Council Procedure Rule 10.

6. PRESENTATION FROM TOGETHER FOR TENANTS
   Representatives of Together for Tenants will be in attendance to give a presentation. All members are invited to attend.

7. CLOCKWISE CREDIT UNION UPDATE (Pages 5 - 10)
   To inform members of progress and impact of the local credit union provision and secure commitment from members as champions.

8. AFFORDABLE HOUSING DELIVERY (Pages 11 - 16)
   To present the annual update on affordable housing delivery in the borough.

9. CAPACITY PRESSURES (Pages 17 - 28)
   To request additional capacity in areas of the council detailed in the report.

10. CAPITAL PROJECTS AND MAJOR REGENERATION UPDATE (Pages 29 - 36)
    To update members on the key capital projects currently being delivered.

11. ENVIRONMENTAL ENFORCEMENT POLICY AND PROCEDURES (Pages 37 - 58)
    To advise members of the updated enforcement policy and procedures for the Clean Neighbourhoods team.

12. LOCAL COUNCIL TAX SUPPORT SCHEME (Pages 59 - 70)
    To provide an update on the Local Council Tax Support Scheme and seek a recommendation on the future level of support.

13. CORPORATE EQUALITIES (Pages 71 - 78)
    To advise members of the current and planned actions of the Corporate Equalities' Steering Group and its focus on the delivery of the approved Equality Policy.
14. LGA PEER CHALLENGE (Pages 79 - 102)
   To present the formal report from the LGA Peer Challenge Team and associated action plan.

15. SCRUTINY COMMISSION WORK PROGRAMME 2016-18 (Pages 103 - 108)
   Work programme attached.

16. MINUTES OF FINANCE & PERFORMANCE SCRUTINY (Pages 109 - 112)
   Minutes of the meeting held on 21 November 2016, for information.

17. ANY OTHER ITEMS OF BUSINESS WHICH THE CHAIRMAN DECIDES HAVE TO BE DEALT WITH AS MATTERS OF URGENCY
   As announced under item 3.
HINCKLEY AND BOSWORTH BOROUGH COUNCIL

SCRUTINY COMMISSION

6 OCTOBER 2016 AT 6.30 PM

PRESENT: Mr MR Lay - Chairman
Mrs R Camamile and Mr KWP Lynch – Vice-Chairman

Mr WJ Crooks, Mr K Nichols (for Mr SL Bray), Mrs J Richards, Mr BE Sutton,
Mr P Wallace, Mr R Ward, Mr HG Williams and Ms BM Witherford (for Mr DC Bill MBE)

Also in attendance: Councillor SL Rooney and Councillor MJ Surtees

Officers in attendance: Steve Atkinson, Julie Kenny, Rob Parkinson, Stephen Meynell,
Caroline Roffey and Nic Thomas

187 APOLOGIES AND SUBSTITUTIONS

Apologies for absence were submitted on behalf of Councillors Bill and Bray, with the
following substitutions authorised in accordance with Council Procedure Rule 4:

Councillor Witherford for Councillor Bill
Councillor Nichols for Councillor Bray.

188 MINUTES

On the motion of Councillor Camamile, seconded by Councillor Sutton, it was

RESOLVED – the minutes of the meeting held on 11 August 2016 be
confirmed and signed by the Chairman.

189 DECLARATIONS OF INTEREST

No interests were declared at this stage.

190 GARDEN WASTE SCHEME - PROGRESS

Members received a report which provided an update on the Garden Waste Scheme and
its progress since implementation.

Councillor Richards arrived at 18:36.

During discussion and in response to questions asked, the following points were made:

• Overall the scheme had been a success and members expressed thanks to all
staff involved in its implementation
• The expenditure on the scheme shown did not include the operational costs of
the service and removal of the unwanted bins which was still ongoing. Members
requested the operational costs to be included in any future reports, once
completed
• It was suggested that information on actual numbers of take up in areas as well
as percentages would be useful. It was agreed that this would be provided to
members outside of the meeting
The current national target for recycling was 50% by 2020 and any fine for non-compliance would be levied at a national level and the mechanism or value of this was yet unknown.

Whilst there had been an increase in garden waste fly tipping, it was not possible to attribute this to the Garden Waste Scheme as there had been a gradual increase in fly tipping generally.

RESOLVED – The report be endorsed.

191 CARBON MANAGEMENT

The Scrutiny Commission received a report which outlined progress on the reduction in carbon emissions as set out within the Carbon Management Plan. Members welcomed the report and congratulated officers for achieving more than the target set. It was noted that this also delivered significant financial savings which would be circulated to members, along with details of the contribution of the photovoltaic cells on Hinckley Hub, following the meeting.

A member enquired whether air quality in the borough was still measured and it was reported that it was and that a report on Air Quality Management could be brought to a future meeting.

RESOLVED –

(i) the achievement of a 25.5% reduction of council CO$_2$ emissions be welcomed and the Executive be RECOMMENDED to agree the new target of 35%;

(ii) A report on Air Quality Management across the Borough be brought to a future meeting.

192 PLANNING APPEALS UPDATE

Members received a report which provided an update on planning and enforcement appeals during the first six months of 2016.

During discussion and in response to questions asked, the following points were made:

• The budget for Appeals had been reduced to £50,000 as a result of the positive work that been completed with both officers and members
• Many of the issues related to highways considerations and we now retained a Highways Consultant to assist in these matters
• The costs of the appeals did not include officer time and resource.

It was requested that future reports contain a table to show the number of decisions subject to appeal that were made by officers, the number made by members and, of these, how many were dismissed and how many allowed.

RESOLVED – The report be endorsed.

193 ECONOMIC REGENERATION STRATEGY 2016 TO 2020

The views of the Scrutiny Commission were sought on the draft of the revised Economic Regeneration Strategy which would be considered by Executive and, if approved, would be subject to public consultation. Members welcomed the strategy and the useful format of the report and requested that the positive news elements were communicated as part of the consultation process.
RESOLVED – the report be welcomed and supported.

194 SCRUTINY COMMISSION WORK PROGRAMME 2016-17

The work programme for 2016-17 was supported, subject to the addition of any other items agreed at this meeting and the rescheduling of the Burials Review and the Car Parking Update (Hinckley Town Centre).

195 MINUTES OF FINANCE & PERFORMANCE SCRUTINY

The minutes of Finance & Performance Scrutiny held on 19 September were received for information.

(The Meeting closed at 7.52 pm)

__________________________
CHAIRMAN
FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

SCRUTINY COMMISSION 8 DECEMBER 2016

WARDS AFFECTED: ALL WARDS

PROGRESS REPORT – LOCAL CLOCKWISE CREDIT UNION PROVISION

Report of Deputy Chief Executive – Community Direction

1. PURPOSE OF REPORT
1.1 To inform members of progress and impact of our local credit union provision
1.2 To secure ongoing member commitment to act as champions.

2. RECOMMENDATION
2.1 To note the progress report
2.2 To agree to continue to adopt the role of champions in promoting the local credit union provision.

3. BACKGROUND TO THE REPORT
3.1 The local authority has worked in partnership with Clockwise Credit Union since 2010, at that time establishing local provision to tackle financial exclusion in our priority neighbourhood areas.

3.2 Hinckley and Bosworth BC continues to allocate resources - £10,000 p.a. to secure the services of a part time dedicated Hinckley and Bosworth Credit Union Manager, to oversee arrangements in delivering our local provision.

3.3 Established in 1992 Clockwise Credit Union is a credible, responsible and accessible financial co-operative, with over 24 years experienced, providing a wide range of services, and specifically our local offer:

- Access to banking
- Access to safe and ethical affordable credit/loans
- Access to products that support better budgeting/money management advice

3.4 Initially, back in 2010, we established a local access point at Earl Shilton Community House, staffed part time by a Clockwise Credit Union officer and trained volunteers, offering one to one advice, information and support via drop in sessions. Alongside
this HBBC staff and community volunteers at Barwell and Wykin Community Houses were trained to deal with initial enquiries, and scheduling of one to one appointments with Credit Union staff.

3.5 Monitoring information collated between March 2010 and March 2012, indicated that whilst over this period there was ongoing access via the local access point at Earl Shilton Community House, overtime numbers declined to reach a static position, of on average, 1.5 appointments per week. However, this was tying up at least 50% of the credit union manager’s time, in staffing the drop in session provision.

3.6 Therefore, based on this evidence, it was subsequently agreed to adopt a revised delivery model going forward, as follows:

- To retain information/advice access points at each of the Community Houses, but not retain the scheduled drop in sessions, and a move to scheduling of appointments based on demand approach
- Focus resources on stepping up the marketing campaigns, specifically in all priority neighbourhood areas, and ongoing borough wide promotion campaigns, particularly in mitigating the rise in Pay Day and Door Step Lenders

3.7 The following provides an overview of the current and ongoing activities to raise the profile and awareness of our local provision, and increase take up:

i) Ongoing local marketing campaigns including:
- An article in every edition of Borough Bulletin
- Regular article in TCP/BID newsletter
- Regular article in HBBC staff newsletter
- Inclusion in relevant HBBC mail outs i.e. rents statements
- Regular mail out via relevant HBBC and partner networks/databases i.e. Voluntary & Community Sector network, Community Relations Forum, Together for Tenants Forum, Older Persons Forum, Community Safety Partnership, Community Houses Newsletters, etc.

ii) Targeted marketing campaigns including:
- Door to door leaflet drop to all priority neighbourhood areas and broader Borough wide multi deprivation hot spot areas
- Door to door leaflet drop in areas supported by Local Area Coordinators (LACs) in Barwell and Newbold Verdon & Desford
- Inclusion of promotion leaflets as part of regular Borough campaigns e.g. Community Safety seasonal campaigns

iii). Awareness raising activities:
- Presentations at HBBC staff meetings, Political Party Group meetings, local voluntary and community groups
- Monthly presence in main reception of Hinckley Hub, advertised to all Hub partners i.e. CAB, SLF, DWP, and regular attendance at HBBC Depot
- Attendance at key forums/events: SNAP Dragon festival, Community Relations Forums, VCS Development Forums, etc.

iv). Physical local access point at Next Generation Community Connects, every Wednesday 10.00am – 1.00pm

3.8 Appendix 1 sets out the most recent monitoring data indicating number of members, value of loans, savings, etc. during the period May 2015 to October 2016
3.9 As the economic situation continues to impact, Pay Day and Door Step Lending publicity continues to rise and populate all sources of media. Therefore, we need to continue the robust ongoing publicity campaign to remind people that there is a readily available alternative and affordable option, where the package of provision offered via Clockwise now includes in some cases an instance decision for a loan application.

3.10 However, successful take up of the credit union provision is reliant on all officers and members continuing to promote this offer to our community at every opportunity. Elected member support is essential in tackling financial exclusion within our communities and Scrutiny members support is sought in championing the provision and engaging the support of all members.

4. EXEMPTIONS IN ACCORDANCE WITH THE ACCESS TO INFORMATION PROCEDURE RULES

4.1 This report can be taken in an open session.

5. FINANCIAL IMPLICATIONS (TF)

5.1 The council contributes a sum of £10,000 to the credit union which is met from existing budgets.

6. LEGAL IMPLICATIONS (MR)

6.1 The Local Government Act 2000 empowers the Council to do anything it considers will promote or improve the economic or social well-being of its area. The Credit Union provision clearly falls within those powers.

7. CORPORATE PLAN IMPLICATIONS

7.1 The contents of this report relate to and support the following strategic aims:
   - Thriving economy
   - Safer and healthier Borough
   - Stronger and distinctive communities

8. CONSULTATION

8.1 The established work within our priority neighbourhoods, informed through ongoing engagement and consultation, along with data analysis in support of our anti poverty work streams, plus the quarterly monitoring information collated by Clockwise, provides the evidence base to inform the current delivery model and approach.

9. RISK IMPLICATIONS

9.1 It is the Council’s policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

9.2 It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer’s opinion based on the information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively.
9.3 The following significant risks associated with this report / decisions were identified from this assessment:

<table>
<thead>
<tr>
<th>Management of significant (Net Red) Risks</th>
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<tbody>
<tr>
<td>Risk Description</td>
</tr>
<tr>
<td>Net red risk</td>
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<tr>
<td>Members of the community falling into further debt by taking up Pay Day and Door Step Lenders options</td>
</tr>
</tbody>
</table>

10. **KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS**

10.1 The specific purpose of this facility is to provide additional resources to focus on priority need within Hinckley and Bosworth i.e. to work towards eliminating financial exclusion, specifically within the most deprived areas of the Borough, including rural areas.

11. **CORPORATE IMPLICATIONS**

11.1 By submitting this report, the report author has taken the following into account:

- Community Safety implications
- Environmental implications
- ICT implications
- Asset Management implications
- Procurement implications
- Human Resources implications
- Planning implications
- Data Protection implications
- Voluntary Sector

Background papers: None

Contact Officer: Edwina Grant, 01455 255629
Executive Member: Cllr Mike Hall, Leader Member for Finance
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<thead>
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<td>4</td>
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<td>3</td>
<td>3</td>
<td>7</td>
<td>3</td>
<td>5</td>
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<td>5</td>
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<td>397</td>
<td>397</td>
<td>396</td>
<td>354</td>
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<td>356</td>
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<td>369</td>
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<td>377</td>
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<td>118</td>
<td>117</td>
<td>115</td>
<td>112</td>
<td>111</td>
<td>113</td>
<td>112</td>
<td>104</td>
<td>104</td>
<td>104</td>
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<tr>
<td>Value of Loans for this period</td>
<td>£7,830</td>
<td>£7,065</td>
<td>£6,300</td>
<td>£3,425</td>
<td>£6,160</td>
<td>£7,081</td>
<td>£10,400</td>
<td>£15,430</td>
<td>£3,300</td>
<td>£1,800</td>
<td>£8,225</td>
<td>£11,156</td>
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<td>n/a</td>
<td>11</td>
<td>9</td>
<td>9</td>
<td>12</td>
<td>15</td>
<td>21</td>
<td>3</td>
<td>4</td>
<td>8</td>
<td>15</td>
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<tr>
<td>No. of new Member Loans</td>
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<td>2</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>3</td>
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<tr>
<td>Value of new Member Loans</td>
<td>n/a</td>
<td>£1,720</td>
<td>£1,500</td>
<td>£850</td>
<td>£250</td>
<td>£1,750</td>
<td>£5,600</td>
<td>£3,000</td>
<td>£400</td>
<td>£-</td>
<td>£3,036</td>
<td>£3,036</td>
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<td>Savings</td>
<td>n/a</td>
<td>£128,893</td>
<td>£123,486</td>
<td>£110,626</td>
<td>£109,256</td>
<td>£106,547</td>
<td>£105,684</td>
<td>£80,191.00</td>
<td>£77,075</td>
<td>£77,234</td>
<td>£77,428</td>
<td>£76,559</td>
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<td>New Members this Month</td>
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<td>5</td>
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<td>3</td>
<td>1</td>
<td></td>
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<tr>
<td>Total Membership for HB</td>
<td>380</td>
<td>384</td>
<td>388</td>
<td>390</td>
<td>395</td>
<td>399</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Total Loan Balance</td>
<td>£110,597</td>
<td>£114,186</td>
<td>£115,963</td>
<td>£117,259</td>
<td>£119,294</td>
<td>£116,879</td>
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<tr>
<td>Total Number of Loans</td>
<td>108</td>
<td>105</td>
<td>103</td>
<td>101</td>
<td>99</td>
<td>99</td>
<td></td>
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<td></td>
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<td>Value of Loans for this period</td>
<td>£6,230</td>
<td>£6,350</td>
<td>£9,960</td>
<td>£12,700</td>
<td>£11,300</td>
<td>£5,228</td>
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<td>No. of Loans for this period</td>
<td>10</td>
<td>9</td>
<td>14</td>
<td>9</td>
<td>15</td>
<td>7</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>No. of new Member Loans</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Value of new Member Loans</td>
<td>£200</td>
<td>£750</td>
<td>£-</td>
<td>£2,000</td>
<td>£500</td>
<td>£878</td>
<td></td>
<td></td>
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<tr>
<td>Savings</td>
<td>£75,879</td>
<td>£74,707</td>
<td>£73,730</td>
<td>£73,847</td>
<td>£101,781</td>
<td>£100,236</td>
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</tbody>
</table>
Report of Deputy Chief Executive

1. PURPOSE OF REPORT

1.1 To inform Members of the delivery of affordable housing in the Borough, as requested by the Scrutiny Commission as an annual position update.

2. RECOMMENDATION

2.1 That members note the contents of this report and the initiatives to maximise the supply of affordable housing in the Borough.

3. BACKGROUND TO THE REPORT

3.1 This report is in response to a request at the Scrutiny Commission meeting of 20 December 2012, which requested that Members are informed on an annual basis on the delivery of affordable housing in the Borough.

3.2 The targets and thresholds for affordable housing in the Borough are set out in Policy 15 of the Core Strategy. These differ for the urban and rural settlements and are as follows:

<table>
<thead>
<tr>
<th>Location</th>
<th>Site size threshold</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban (Hinckley, Barwell, Burbage and Earl Shilton but not the SUEs)</td>
<td>15 dwellings or more, or sites of 0.5 ha or more</td>
<td>20% affordable housing</td>
</tr>
<tr>
<td>Sustainable Urban Extensions – Barwell and Earl Shilton</td>
<td>15 dwellings or more, or sites of 0.5 ha or more</td>
<td>20% affordable housing</td>
</tr>
<tr>
<td>Rural areas (all sites not in the above categories)</td>
<td>4 dwellings or more, or sites of 0.13 ha or more</td>
<td>40% affordable housing</td>
</tr>
</tbody>
</table>
3.3 The Core Strategy also sets out the minimum numbers of affordable housing to be delivered in the Core Strategy period 2006 – 2026. This sets out a target of 2,090 affordable dwellings to be delivered over the policy period, 480 of which should be in rural areas.

4. AFFORDABLE HOUSING COMPLETIONS AND PERMISSIONS TO 31 MARCH 2015

4.1 The total number of affordable housing completions and the percentage of affordable housing delivered since the start of the Local Plan period (2006 – 2026) is shown in the table below.

**ANNUAL AFFORDABLE HOUSING COMPLETIONS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Affordable Completions (net)</th>
<th>Total Affordable Housing Completions (net)</th>
<th>Total Open Market Housing Completions (net)</th>
<th>Total Housing Completions (net)</th>
<th>Percentage of housing delivery that is affordable (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural</td>
<td>Urban</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006/07</td>
<td>15</td>
<td>65</td>
<td>80</td>
<td>358</td>
<td>438</td>
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<tr>
<td>2007/08</td>
<td>3</td>
<td>41</td>
<td>44</td>
<td>354</td>
<td>398</td>
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<td>2008/09</td>
<td>9</td>
<td>80</td>
<td>89</td>
<td>385</td>
<td>474</td>
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<td>2009/10</td>
<td>0</td>
<td>107</td>
<td>107</td>
<td>246</td>
<td>353</td>
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<td>2010/11</td>
<td>0</td>
<td>5</td>
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<td>222</td>
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<td>2011/12</td>
<td>0</td>
<td>134</td>
<td>134</td>
<td>239</td>
<td>373</td>
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<tr>
<td>2012/13</td>
<td>6</td>
<td>11</td>
<td>17</td>
<td>210</td>
<td>227</td>
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<tr>
<td>2013/14</td>
<td>60</td>
<td>43</td>
<td>103</td>
<td>377</td>
<td>480</td>
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<td>2014/15</td>
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<td>61</td>
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<td>2015/16</td>
<td>27</td>
<td>68</td>
<td>95</td>
<td>602</td>
<td>697</td>
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<tr>
<td>Totals:</td>
<td>213</td>
<td>615</td>
<td>828</td>
<td>3591</td>
<td>4419</td>
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</tbody>
</table>

4.2 This table shows that since the beginning of the plan period (2006) a total of **828** affordable dwellings have been completed against the 2,090 affordable dwelling requirement set out in the Core Strategy Policy 15 (see point 3.3) which equates to **18.73%** affordable provision.

4.3 In addition to the completions of affordable housing, there is planning permission for schemes yet to be implemented, which includes 30 affordable dwellings in urban areas and 26 affordable dwellings in the rural areas. This equates to **56** affordable dwellings with planning permission within the borough at 1 April 2016.

4.4 In conclusion, this equates to a total number of completions and permissions for affordable dwellings of **884** against the adopted Core Strategy target of 2,090 for the period 2006 – 2026. The delivery has been reasonable against the Core Strategy target but the Council recognises that there continues to be challenges in delivering affordable housing within the borough.

5.0 SUMMARY OF PAST DELIVERY

5.1 The delivery of affordable housing within the borough has been affected by many factors, these include the following;

- Not every site which comes forward for development crosses the minimum size threshold to require the provision of affordable housing
• A developer can seek to negotiate a reduced level of affordable housing, or type of affordable housing, where the site is not financially viable
• The economic downturn has meant that the total number of dwellings being built has been below the expected levels. This has resulted in the number of affordable dwellings not being constructed as a result.
• The delay in the delivery of the Sustainable Urban Extensions at Barwell and Earl Shilton has had implications on the delivery of affordable housing.
• On 28 November 2014 Government issued a revision to the site thresholds, which meant that affordable housing could not be required on sites of 10 dwellings or less. This affected sites in the rural areas where the policy requirement in the Core Strategy is for sites of 4 dwellings or more to provide affordable housing. Although this decision was challenged, the revision has been confirmed and therefore no sites of 10 dwellings or less, or 1000 square metres of floorspace or less need to provide affordable housing contributions.
• The Homes and Communities Agency latest funding programme, Shared Ownership and Affordable Homes Programme 2016 – 2021, no longer provides grant for general needs rented housing. The majority of the programme is for shared ownership properties although bids will be considered for specialist affordable rented properties.

6.0 FUTURE AFFORDABLE HOUSING DELIVERY METHODS

6.1 The council is addressing the challenges in the following ways:

• Where there is no Registered Provider interest in buying properties on section 106 sites, the council will negotiate to take a commuted sum, or as an alternative, if the site is in a high demand area, will consider taking gifted units to the equivalent value of the commuted sum. Gifted units have been accepted on a site on Coventry Road, Hinckley where the developer demonstrated there was no Registered Provider interest and this has given the council 6 x 1 bedroomed flats close to Hinckley town centre.

• Planning permission has been sought by Nottingham Community Housing Association for a Rural Exception Site in Barlestone to increase the supply of affordable housing to meet the identified need in the parish.

• Work has started on site at Southfield Road Hinckley. Working in partnership with Westleigh Homes and Nottingham Community Housing Association the site will deliver 68 new affordable homes, 30 of which will be new council houses for affordable rent.

• Planning permission has been granted for a scheme of 9 bungalows in Martinshaw Lane Groby. This is on land owned by the council and will use land which has been vacant for some time to provide new affordable rented council housing, including 2 bungalows for people with disabilities.

7. EXEMPTIONS IN ACCORDANCE WITH THE ACCESS TO INFORMATION PROCEDURE RULES

7.1 None.

8. FINANCIAL IMPLICATIONS [TF]

8.1 Assuming that the 95 affordable housing completions (as stated in table from
point 4.1) can be included for New Homes Bonus purposes, the table below shows a potential **£125,254 income stream for the General Fund.

<table>
<thead>
<tr>
<th>Property Category</th>
<th>Number of Affordable Completed Properties</th>
<th>New Homes Bonus</th>
<th>Affordable Rent Element of New Homes Bonus</th>
<th>Total New Homes Bonus Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non Affordable Rent Properties</td>
<td>71</td>
<td>87,333</td>
<td>-</td>
<td>87,333</td>
</tr>
<tr>
<td>Affordable Rent Properties*</td>
<td>24</td>
<td>29,521</td>
<td>8,400</td>
<td>37,921</td>
</tr>
<tr>
<td>Totals**</td>
<td>95</td>
<td>116,854</td>
<td>8,400</td>
<td>125,254</td>
</tr>
</tbody>
</table>

*Assumed 25% of affordable properties are rented

**The formula for the New Homes bonus is 80% of the Council Tax Banding x Number of Affordable Completed Properties plus £350 per property if this is let as Affordable Rent. The assumption made in the table is that on average the properties are at Council Tax Band D equivalent of £1,537.56.

8.2 Additionally, based on an average band D equivalent council tax of £117.09 (including special expenses) the estimated additional council tax income will be £11,123.55 (£117.09 x 95 Affordable Completed Properties)

9. LEGAL IMPLICATIONS [AR]

9.1 None.

10. CORPORATE PLAN IMPLICATIONS

10.1 The delivery of affordable housing supports the following aims of the Corporate Plan 2013 – 2016:
   - Provide decent and affordable homes

11. CONSULTATION

11.1 None required as this report is for information only.

12. RISK IMPLICATIONS

12.1 It is the Council’s policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

12.2 It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer’s opinion based on the information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively.
12.3 The following significant risks associated with this report / decisions were identified from this assessment:

<table>
<thead>
<tr>
<th>Management of significant (Net Red) Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Description</td>
</tr>
<tr>
<td>------------------</td>
</tr>
<tr>
<td>Failure to deliver affordable housing increases the pressure on the Council’s waiting lists and impedes its desire to assist residents in the Borough who cannot meet their needs on the open market</td>
</tr>
</tbody>
</table>

13. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

13.2 This report is concerned with ensuring that a supply of affordable housing is available in the Borough for people in the greatest need. This includes consideration of people from vulnerable groups, and those living in rural areas.

14.1 CORPORATE IMPLICATIONS

14.1 By submitting this report, the report author has taken the following into account:

- Community Safety implications
- Environmental implications
- ICT implications
- Asset Management implications
- Procurement implications
- Human Resources implications
- Planning implications
- Data Protection implications
- Voluntary Sector

Background papers: None
Contact Officer: Valerie Bunting x5612
Executive Member: Councillor C Boothby
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FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

Scrutiny Commission 8 December 2016
Council (Budget) 23 February 2017

WARDS AFFECTED: ALL WARDS

________________________________________
CAPACITY PRESSURES

________________________________________

Report of Deputy Chief Executive Community Direction

1. PURPOSE OF REPORT

1.1 To request additional capacity in areas of the Council as detailed below.

2. RECOMMENDATION

Members are recommended:

2.1 To endorse recruitment to the following posts on two year fixed term contracts and to acknowledge the risk to funding for the Domestic Abuse Children’s Worker:

2.1.1 Private Sector Housing Enforcement Officer
2.1.2 Private Sector Housing Environmental Health Officer (18.5 hours)
2.1.3 Assistant Town Centre Manager (1.5 posts)
2.1.4 Environmental Enforcement Officer
2.1.5 ASB Officer
2.1.6 Housing Support Officer (1.5 posts)
2.1.7 Domestic Abuse Children’s Worker (0.6 post subject to PCC external funding bid
2.1.8 To delete the Private Sector Leasing post.
2.1.9 To agree that the proposals are included in the 2017/18 budget which will be approved by Council on 23rd February 2017.

3. BACKGROUND TO THE REPORT

3.1 Pressures from increases in demand and responsibilities have been experienced in certain sections in the council. In addition, a request has been made for additional capacity within the Town Centre management team. Detailed below is a summary of capacity requests, including why the request has been received, the risk of not increasing capacity, the link to the draft revised corporate priorities and the cost. A summary of requests is as follows:
<table>
<thead>
<tr>
<th>Post</th>
<th>GF Cost</th>
<th>HRA Cost</th>
<th>Rationale and lead manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Sector Enforcement Officer</td>
<td>£29,515</td>
<td></td>
<td>Increased demand and complexity of cases. To meet statutory responsibilities. Sharon Stacey</td>
</tr>
<tr>
<td>Private Sector Housing Environmental Health Officer</td>
<td>£22,315</td>
<td></td>
<td>Increased demand and complexity of cases. To meet statutory responsibilities. Sharon Stacey</td>
</tr>
<tr>
<td>Assistant Town Centre Manager 1.5 posts</td>
<td>£45,000</td>
<td>(subject to JE)</td>
<td>To increase the visibility and presence in our town centres and increase support to OWBC. Sharon Stacey</td>
</tr>
<tr>
<td>Environmental Enforcement Officer</td>
<td>£22,739</td>
<td>(subject to JE)</td>
<td>Increase demand and to increase enforcement levels. Rob Parkinson</td>
</tr>
<tr>
<td>Anti Social Behaviour Officer</td>
<td>£6,358</td>
<td>£25,432</td>
<td>Increased demand and complexity of cases. To meet statutory responsibilities. Sharon Stacey</td>
</tr>
<tr>
<td>Housing Support Officer 1.5</td>
<td></td>
<td>£31,860</td>
<td>Increased demand and complexity of cases. To meet statutory responsibilities. Sharon Stacey</td>
</tr>
<tr>
<td>Domestic Abuse children’s worker</td>
<td>£23,000 if PCC funding is not awarded.</td>
<td></td>
<td>Post currently externally funded and at risk if PCC funding isn’t awarded. Sharon Stacey</td>
</tr>
<tr>
<td>Total</td>
<td>£125,927</td>
<td>£57,292</td>
<td>(including children’s worker.</td>
</tr>
</tbody>
</table>

Income/savings to contribute to the costs (General Fund)

| Deletion of PSL post                                | £11,591  |
| Contribution from OWBC for Assistant TC manager 0.5 post | £15,000  |
| Total income/saving                                 | £26,591  |

3.2 Private Sector Housing enforcement

3.2.1 Request

Private Sector Housing Enforcement Officer 37 hours
Private Sector Housing Environmental Health Officer 18.5 hours

3.2.2 Reason for request

The private rented sector as a market has increased significantly during the past 5 years with the 2011 census stating that the private rented housing sector for HBBC area accommodates 10.4% of the population and is now the second largest sector.
after owner occupation. The Private Sector Housing Team (PSHT) has seen a 48% increase in service requests in the past year – from 156 cases completed between 1/6/14 – 31/5/15 to 297 cases completed between 1/6/15 and 31/5/16. An additional 126 cases were completed between May 31st 2016 and 1st November 2016. There are currently 179 live requests for service, 25 of which are complex due to vulnerability. This, coupled with increasing complexity of the cases presented, requires additional resource to meet demand. There is also an increasing need for formal enforcement action to remove category 1 hazards in homes occupied by vulnerable households.

Additional statutory duties have also commenced impacting on capacity:

- The Deregulation Act (October 1st 2015) introduced new measures to provide tenants with protection from retaliatory eviction, where an improvement notice has been served or emergency remedial action has been taken by the council. For tenants, whose tenancy started after 1st October 2015, Landlords will no longer be able to evict a tenant who has made a legitimate complaint about the condition of their rented property. The new protection came into force from 1 October 2015 and applies in instances where the council has confirmed that a repair needs to be carried out to protect health and safety. The landlord will be unable to evict the tenant for six months. This has lead to an increase in demand for formal action; an increase which will continue, as all tenancies will benefit from the new legislation by October 2018. If PSHT are unable to meet this demand, then complaints are very likely, as failure to respond in a timely fashion will significantly affect the tenants’ rights to be protected from retaliatory eviction.

- Smoke and Carbon Monoxide Regulations 2015. These regulations came into force in October 2015 and, under the new regulations, landlords are required to install working alarms on every floor of their properties. Carbon monoxide alarms are also mandatory in every room where a solid fuel heating system is installed. Government funded alarms were distributed by the Council as a pre-enactment launch. Alarms will have to be tested at the beginning of each tenancy and landlords who fail to comply with the new regulations may be subject to a civil penalty, enforced by the PSHT. Since coming into force, this additional burden has impacted on the team, with 196 properties receiving intervention and 9 properties requiring formal enforcement notice.

- Local letting and managing agents also became subject to greater scrutiny by the redress scheme. Agents are now required to publicise a full breakdown of their fees, state whether or not they are a member of a client money protection scheme and of which redress scheme they are a member. This is all enforced by the PSHT, which includes identifying and checking all letting and managing agents against the three redress scheme registers, serving a notice of intent to act, if an agent isn’t registered, and, if the agent isn’t compliant, serving a final notice with fine and subsequently debt recovery. Since coming into force, four agents have been served with formal notices.

- There will be additional burdens on the PSHT following the enactment of the Housing and Planning Act 2016, which includes additional duties to control ‘rogue landlords’. Further guidance is expected, which will detail how this will impact on the council.

As a temporary measure, a 12 month Private Sector Enforcement Officer is in post to assist with the increase in demand and new responsibilities. This will be extended, in effect, if the proposed staffing is agreed.
3.2.3 Risk if additional capacity not provided

Without the additional capacity, statutory duties will not be met and vulnerable people will continue to reside in poor quality housing, of which the council will be aware, but unable to address within a reasonable timescale. Complaints could increase if our failure to act results in detrimental action against tenants by landlords. The additional capacity would ensure that service requests received are dealt with in a timely manner, thereby ensuring properties are free from category one hazards, would meet the additional demands of recently introduced legislation within reasonable timescales, continue proactive work around empty homes and take advantage of external funding opportunities.

3.2.4 Link to new draft corporate priorities

- **People**
  - supporting people who are most in need from vulnerability, age or protected characteristics.
- **Place**
  - creating a clean, attractive and safe place to live and work,
  - promoting the delivery of decent, affordable housing,
  - keeping our environment clean and green.
- **Prosperity**
  - reducing poverty.

3.2.5 Cost

<table>
<thead>
<tr>
<th>Post</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Sector Enforcement Officer</td>
<td>£29,515</td>
</tr>
<tr>
<td>Private Sector Housing Environmental Health Officer 18.5</td>
<td>£22,315</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£51,830</strong></td>
</tr>
</tbody>
</table>

3.3 Town Centre Management

3.3.1 Request

Assistant Town Centre Manager 37 hours and 18.5 hours

3.3.2 Reason for additional capacity requirement

Following the significant capital investment into Hinckley Town Centre, there is a requirement to positively increase the Council’s visibility and presence in the town centre. This would predominately focus around enhancing the operational activity and liaison arrangements with local businesses from the Town Centre Manager, working in partnership with the Hinckley BID.

In addition to the above, to deliver on the commitments within the Council's adopted 'Town Centre Vision', a new wider rural focus would also be developed, in particular providing operational support to Earl Shilton, Barwell and Market Bosworth town centres. Multiple medium/long term investment streams are aligned to these town centres via emerging and committed S106 Developer contributions. The operational
support proposed would compliment these streams as well as help deliver short term wins.

Oadby and Wigston Borough Council (OWBC) is seeking to increase capacity to support town centre management across its two main centres. This presents an opportunity for the Councils to work collaboratively to enhance capacity and resilience as well as shared costs of increasing capacity.

In summary the additional posts would:
- Increase the council’s visibility and presence in the town centre and ability to support the BID.
- Enhance the operational activity and liaison arrangements with local businesses.
- Provide a wider rural focus by providing operational support to Earl Shilton, Barwell and Market Bosworth in line with the adopted Town Centre Vision.
- Provide enhanced business continuity and improve resilience.
- Increase capacity to Oadby and Wigston BC.

3.3.3 Risk if additional capacity not provided

Increased activity and development will not take place to the same level. This could result in missed opportunities for increasing footfall, attracting investment and supporting businesses to develop and enhance our town centres.

3.3.4 Link to new corporate priorities

Place – creating a clean, attractive and safe place to live.
Prosperity – encouraging investment in economic growth, skills and regeneration.

3.3.5 Costs

| Assistant Town Centre Manager (1.5) | £45,000 (subject to JE) |

<table>
<thead>
<tr>
<th>Income contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contribution from OWBC for 0.5 post</td>
</tr>
</tbody>
</table>

3.4 Environmental Enforcement

3.4.1 Request

Environmental Enforcement Officer

3.4.2 Reason for additional capacity requirement

The Clean Neighbourhood Strategy was adopted in 2013 and identifies our vision as “Hinckley and Bosworth is a place with clean, tidy and litter free neighbourhoods where everyone takes responsibility for their waste and the surrounding environment”.

There has been an overall 12% increase in service requests in the last two years (21% increase in fly tipping and 99% increase in abandoned vehicle requests). The amount of litter / waste collected by the street cleaners has increased from 1102 tonnes in 2014/15 to 1171 tonnes in 2015/16.

The increased supervisory role of the Neighbourhood Officers has reduced the capacity to enforce and educate residents on environmental crime. There are also
low levels of enforcement around littering, dog fouling and fly tipping, with only 33 paid FPN's and 1 prosecution in 2015/16.

Introduction of public space protection orders will place additional demands on Neighbourhood Officers.

The new post would concentrate on enforcement, education and community engagement. The service of Fixed Penalty notices will generate income to reduce the net cost of the service. This has not been included in the costing of the post due to uncertainty of levels of issue and payment.

3.4.3 Risk if additional capacity not provided

Enforcement, education and community engagement will be limited to the current levels, with the consequent failure to effectively enforce, resulting in increased littering, dog fouling, fly tipping etc.

3.4.4 Link to new corporate priorities

Place – creating a clean, attractive and safe place to live and work, keeping our environment clean and green.

3.4.5 Cost

| Environmental Enforcement Officer | £22,739 |

3.5 Anti Social Behaviour

3.5.1 Request

Anti Social Behaviour (ASB) Officer 37 hours

3.5.2 Reason

Between 2014/15 and 2015/16 there was a 28% increase in ASB cases managed by the team (from 333 to 461 cases) Alongside this is an increasing complexity of cases, which take up more officer time.

The structure in place through Endeavour enables access and review of police and council data, in order to highlight emerging trends and to inform multi agency responses. This increased knowledge has brought with it an increase in work load, since officers are now aware of incidents which require attention and possible response, of which they would not normally be aware if reliant on people reporting directly. This is often in relation to criminal activity taking place in council property where we can then, possibly, take tenancy action.

3.5.3 The ASB team (2 full time and 2 part time officers) is currently dealing with 72 cases of anti social behaviour. In addition officers assist with other partnership cases which may have a police lead. The team should also focus on work around diversion from ASB and educating people about its consequences, particularly with young people; but the capacity to do this preventative work is much reduced because of front line pressures. The additional capacity would ensure that some of the most vulnerable people in our communities are protected from harm. Additional resilience in the team would enable a more effective, interventionist approach which is currently hampered due to staffing levels and ensure consistency across the Borough. At present anti
social behaviour cases requiring legal intervention are prioritised. Cases necessitating legal action are time-consuming and require an officer to prepare statements, documents and other information to present to court. This then creates a difficulty with other cases being managed and responded to as quickly and thoroughly as they should be. It is worth noting that cases which are prioritised as low often escalate to high risk cases if immediate intervention is not considered.

Changes in ASB legislation over the last two years have increased the powers and sanctions available to the council in tackling ASB. The ease of gaining sanctions, due to civil evidence thresholds being introduced, has brought with it great success in achieving legal sanctions to resolve ASB; however, this has increased officer workload still further.

3.5.4 Risk if additional capacity is not provided

Officer caseload will remain too high, resulting in delays in the management of high risk cases and low level ASB cases not being progressed in a timely away to prevent issues escalating. The council will not be able to manage the workload coming through the Endeavour intelligence gathering process. There is a risk to the council should anything go wrong with any of these cases. It should be emphasised that this risk will be reduce, but not eliminated by an additional officer. The team’s ability to carry our education and prevention work will be severely limited.

3.5.5 Link to new corporate priorities

- People
  - helping them to stay healthy, active and protected from harm
  - helping them make a positive contribution to their community
  - supporting people who are most in need from vulnerability, age or protected characteristic.
- Place
  - Creating a clean, attractive and safe place to live and work

3.5.6 Cost

The post would be 80% funded from the HRA given the split of council and non council work.

<table>
<thead>
<tr>
<th>Post</th>
<th>GF</th>
<th>HRA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASB Officer</td>
<td>£6,358</td>
<td>£25,432</td>
<td>£31,790</td>
</tr>
</tbody>
</table>

3.6 Housing Options

3.6.1 Request

Housing Support Officer 1.5 posts.

3.6.2 Reason for request

The role of the Housing Support officer is to administer the Housing Register, ensuring relevant proofs are received and applicants are correctly banded and to provide housing advice to customers, adding to the homelessness prevention work undertaken by the team. This function is critical to ensuring that the Borough Council meets its objectives in accordance with Part Vi of the Housing Act and properties are awarded in accordance of the Allocations Policy 2013. Due to the volume and
complexity of applications being received, there is a continual backlog of work which is unable to be completed in a timely manner. Systems and processes have been reviewed and changed to ensure any unnecessary actions, which may be adding to the timescales, are removed. There is on average a 8 week backlog against a service standard of registering applications within 10 days of receipt. Increasingly, priority cases, often linked to ASB case management and priority homelessness, are being prioritized (in order to minimize the risk with these cases) at the expense of general needs service delivery. By not responding to the lower priority applications in a timely manner, the housing needs of these applicants can escalate, which could have been prevented, if more timely interventions had been possible. The additional posts would enable the housing options service to be delivered in a more timely and efficient manner and to meet service standards. It would ensure that those cases requiring a priority response continue to be prioritised, but not at the expense of other customers as is currently the case.

3.6.3 Risk if additional capacity not approved

The backlog will continue, service standards won’t be met, applicants may miss out on properties for they would be eligible to bid, due to not being registered, lower level needs will escalate, thus requiring more costly interventions, and complaints will continue to rise.

3.6.4 Link to new Corporate priorities

- People
  - Supporting people who are most in need from vulnerability, age or protected characteristics.
- Prosperity
  - Reducing poverty

<table>
<thead>
<tr>
<th>Post</th>
<th>HRA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Support officer 1.5 posts</td>
<td>£31,860</td>
</tr>
</tbody>
</table>

3.7 Domestic Abuse Children’s worker.

3.7.1 Request

Domestic abuse children’s worker x 0.6

3.7.2 Reason for Request

The Domestic Abuse Children’s Worker delivers therapeutic work with children and young people (aged 0-19) who are affected by domestic abuse and aims to stem the cycle of abuse. Children and young people often blame themselves for situations that they may find themselves in and often feel powerless and helpless in trying to change some situations that are out of their control. This service gives the young person a voice and advocates for them, it has been statistically proven to improve their health and well-being. Often the trust that is built up with the young person leads to further disclosures from which we can make other referrals, such as safeguarding referrals, that can ensure their safety and well-being going forward. The service is seen as best practise in the county and has become a key part of the community safety team and the early help offer in the borough. In the first 6 months of this financial year the service has worked with 52 young people affected by domestic abuse and currently have a waiting list of 19 for the service. In addition to this the
service has done a number of pieces of work capturing the voice of vulnerable young people so that partnership locality groups can decide the best direction and referrals for the young person. The service has also developed and delivered a healthy relationship workshop with young people in schools across the borough so that young people can spot the signs early if they become involved in a potentially abusive relationship.

This post has been in place since 2014 and has been funded through the Police and Crime Commissioner’s Partnership Locality Funds. The intention is to apply again for external funding via the Police and Crime Commissioner funds for this post for 2017-18. The reason for this request is to gage whether support for this post would be forthcoming internally if external funding bids were unsuccessful.

3.7.3 Risk if additional capacity is not provided.

If external funding is unsuccessful and additional capacity is not approved then this service will cease. This will mean that there is no dedicated service locally that will work on a prevention and awareness basis with young people in our borough who have been or could be affected by domestic abuse. If this prevention work is not delivered there are risks for the young people’s health and well-being as well as an increased chance of them becoming involved in anti-social behaviour and poor school attendance. There will also be a reduction in the opportunity to intervene and take appropriate action to protect young people as this service has clearly provided opportunities to ensure young people are protected appropriately.

3.7.4 Link to new corporate priorities

- People
  - helping them to stay healthy, active and protected from harm
  - helping them make a positive contribution to their community
  - supporting people who are most in need from vulnerability, age or protected characteristic

3.7.5 Cost

If external funding was unsuccessful the below costs would be relevant:

<table>
<thead>
<tr>
<th>Post</th>
<th>GF</th>
<th>HRA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic Abuse Children’s Worker (0.6)</td>
<td>£23,000</td>
<td>£0</td>
<td>£23,000</td>
</tr>
</tbody>
</table>

4. EXEMPTIONS IN ACCORDANCE WITH THE ACCESS TO INFORMATION PROCEDURE RULES

4.1 The report should be considered in open session.
5. FINANCIAL IMPLICATIONS [IB]

5.1 The estimated costs/savings of the proposals are summarised in the table below and represent the worse case scenario.

<table>
<thead>
<tr>
<th></th>
<th>GF</th>
<th>HRA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditure</td>
<td>£148,927</td>
<td>£57,292</td>
<td>£206,219</td>
</tr>
<tr>
<td>Savings/Contributions</td>
<td>(£26,591)</td>
<td>£0</td>
<td>(£26,591)</td>
</tr>
<tr>
<td><strong>Net Cost</strong></td>
<td><strong>£122,336</strong></td>
<td><strong>£57,292</strong></td>
<td><strong>£179,628</strong></td>
</tr>
</tbody>
</table>

5.2 If the PCC funding continues the cost to the General Fund would be reduced by the £23,000 contribution giving a net cost to the Council of £99,336 for the General Fund. The overall net cost will therefore reduce to £156,628.

5.3 If endorsed by the Executive the budgets will be reflected in the 2017/18 base budget which will be approved as part of the budget setting report approved by Council on 23rd February 2017.

5.4 For the General Fund the net cost for 2017/18 and 2018/19 will be funded from, additional underspends. Currently additional underspends of £160,000 have been identified in 2016/17. It is estimated that officers can achieve similar savings in 2017/18 and 2018/19. These additional savings will be built into the budget for 2017/18 and 2018/19 therefore ensuring that there is no net additional cost for two years chargeable to the General Fund.

6. LEGAL IMPLICATIONS (AR)

6.1 There are no direct implications arising from this report.

7. CORPORATE PLAN IMPLICATIONS

7.1 The Corporate Aims relevant to each request are set out in relation to each post in the appropriate section.

8. CONSULTATION

8.1 Consultation will take place with Unison.

9. RISK IMPLICATIONS

<table>
<thead>
<tr>
<th>Management of significant (Net Red) Risks</th>
<th>Mitigating actions</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Description</td>
<td>Mitigating actions</td>
<td>Owner</td>
</tr>
<tr>
<td>The risks in each case are set out in</td>
<td>Agree and implement the recommendations in this report</td>
<td>As set out in section 3.8</td>
</tr>
<tr>
<td>the Summary table in 3.8</td>
<td></td>
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</tr>
</tbody>
</table>

10. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

10.1 The posts identified all cover the whole of the Borough, with the exception of the Assistant Town Centre Managers, who will cover Hinckley, Earl Shilton, Barwell and Market Bosworth town centres.
11. CORPORATE IMPLICATIONS

11.1 By submitting this report, the report author has taken the following into account:

- Community Safety implications
- Environmental implications
- ICT implications
- Asset Management implications
- Procurement implications
- Human Resources implications
- Planning implications
- Data Protection implications
- Voluntary Sector

Background papers: None

Contact Officer: Sharon Stacey
Executive Member: Councillor C Boothby, Councillor M Nickerson, Councillor A Wright, Councillor C Ladkin
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FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

SCRUTINY COMMISSION 8 DECEMBER 2016

ALL WARDS

_________________________________________________________

CAPITAL PROJECTS AND MAJOR REGENERATION UPDATE

_________________________________________________________

Report of the Deputy Chief Executive (Community Direction)

1. PURPOSE OF REPORT

1.1 To update members on progress of the key capital projects currently being delivered by the Council. More specifically the report will focus on:

- Trinity Lane, former Leisure Centre
- Former Co-op site 61 – 63 Castle Street
- Ambion Court
- Martinshaw Lane
- Hinckley Crescent Development
- SUEs
- Druid Street Development
- Land West of Hinckley

1.2 To highlight to Members the position of each project with regard to its delivery and key milestones within their proposed programmes.

2. RECOMMENDATION

2.1 Members note the content of this report.

3. PROJECT UPDATES

3.1 Trinity Lane Demolition, former Leisure Centre

3.2 The former Hinckley Leisure Centre demolition project was awarded to Cawarden on 1 August 2016 and commenced on site on Monday 15th August. The contract was for a period of 13 weeks and will leave the former leisure centre site cleared and ready for future development. The demolition involved various mechanical means to pull down walls and floors and take up foundations along with the removal of the building’s contents, asbestos and termination of all live services.
3.3 The contract directed the contractor to ensure as little disturbance of any existing trees or grassed areas as possible. A hoarding was be erected around the building prior to the commencement of the works which separated the existing green frontage and building structure. Working hours on site were restricted to Monday – Friday 8:00am – 6:00pm, with some work being necessary on Saturday mornings however local residents and businesses were given prior notice where this was necessary.

3.4 Although the associated Trinity Vicarage Road car park will eventually form part of the whole redevelopment site, this part of the site is currently retained as a public car park both during the demolition and beyond. Part of the existing car park has been included within the demolition contractors site boundary providing a location for site setup and contractor parking. Whilst the pedestrian access from the car park to Trinity Lane has been closed during the demolition works a paved link will reopen on completion of the contract.

3.5 At the time of writing this report the contract is on programme and within budget.

4. Former Co-op site 61 – 63 Castle Street

4.1 The former Co-op site in upper Castle Street was acquired on 14 October 2016, following the Council decision on the 6th September, which supported the recommendation - “to approve purchasing the former Co-op site in order to secure the facility and the site, with further options being pursued after that time”.

4.2 The Coop site is a key strategic site in a key part of the town centre. It was considered the most viable site in the short/medium term for the delivery of a much-needed town centre car park, due to its location being adjacent to Upper Castle Street and close to Stockwell Head (two of the three priority areas), its proximity to the leisure centre, its immediate availability and its potential for longer term development, once a level of usage has been established. It was also acknowledged as the most likely option to deliver a suitable public car park within the pre-Christmas timescales.

4.3 Work is now being carried out by Officers to establish both the short term and long term options for this site. Initial utilisation of the 115 space carpark which opened on 24 October showed a 42% occupancy in its first weekend and the trend for use is increasing.

5. Ambion Court

5.1 Ambion Court is situated in Southfield Way near the centre of the village of Market Bosworth. The building contains 25 studio flats and 4 x 1 bedroomed flats for rent to older people and a 3 bedroomed warden’s flat. The scheme was built in the 1970s and there are essential works needed to the building which will require significant financial outlay. The studio flats do not have their own bathrooms and therefore whilst the location is excellent and current residents are happy at the scheme, vacancies are becoming harder to let as the accommodation does not meet the expectations of modern sheltered housing.

5.2 On 12 July 2016 the HRA Investment board approved the recommendation to remodel Ambion Court as the other options, that included extending or rebuilding the scheme, could not be achieved within budget and grant or partner funding could not be sourced.
The remodelled scheme will consist of 17 x 1 bedroom flats and 7 x 2 bedroom flats which will all benefit from modern facilities including new bigger kitchens and their own level access shower rooms. There will also be 2 Guest rooms (1 on each floor) with interlinked communal bathrooms containing a bath suitable for those with reduced mobility. This is to allow residents’ guests to freshen up and bathe whilst doubling up as a communal bathroom for residents.

The re-modelling will also include:

- Renewing/upgrading old and tired heating and wiring installations
- Individual heat metering for each flat
- New windows and doors
- Upgrade of fire alarm and call equipment
- Upgrade of passenger lift
- Accessible gardens with seating areas
- Redecoration
- Additional mobility scooter storage

Tenants will be able to influence items such as kitchen types and colour schemes from a list of specific pre-identified ranges. They will be agreed by a majority decision as a ‘one size fits all’ approach. Tenants have been kept informed of the project and detailed consultation with Tenants is planned for November 2016.

Drawings for the £1.9m project are due to be submitted for planning early next year with onsite activity commencing during the Summer-time and tenants returning to their new homes early 2018.

Martinshaw Lane

Martinshaw Lane in Groby has an undeveloped piece of vacant land which is situated behind a row of Council bungalows and some private detached and semi-detached houses. There is also a reasonable amount of mature soft landscaping around the Site.

The £1.4m project will see the site being developed to include the construction of nine bungalows which will be made available for rent to the elderly as part of the Council’s social housing stock. The bungalows will be a mixture of one and two bedroom homes and Planning Approval for these has been granted.

Bidders for the work have been advised that they can supplement their bid with ‘priced’ alternatives for the development, subject to the alternatives meeting or exceeding the needs of the development and at no additional cost.

The Tendering process for the works is underway and it is estimated that on site activity will commence in February 2017 with a completion date of early November 2017.

Soft Landscaping of the site will be undertaken by the Council’s Green Spaces Team.

Hinckley Crescent Development

Construction of the new Crescent development began in June 2014 and was completed in November 2015. This development includes a new supermarket for
Sainsbury’s with an integrated car park (Block E), a 5 screen cinema for Cineworld with 9 units beneath (Block C). A further 6 large retail units (A Block), a gym provider (D Block) and 6 small units adjacent to the new bus intersection on Waterloo Road (B Block).

7.2 Cineworld’s occupation was agreed as a pre-let anchor tenant for the leisure sector within the development.

7.3 In support of the project the Council purchased Block C to extend its commercial estate and add to its retail offer within Hinckley Town Centre.

7.4 Following a report to Full Council in November 2015 it was agreed to reconfigure the ground floor area of Block C to provide accommodation for a “headline tenant”.

7.5 Block C’s tenants now include Cineworld; Tarro Lounge (part of a national chain); Rossini Italian Restaurant; Mobility & Lifestyle; Elbow Room (a local micro pub) and FAB (a local fast food business). A tenancy has been agreed (subject to contract) for a further two units with the remaining two units being marketed by Strutt & Parker. Further assistance in letting the units is being sought by more locally centric agents.

8. **Hinckley Leisure Centre**

8.1 The Centre continues to perform well. 7 Leicester league galas booked for 2016/17 and 10 local schools regularly use the facility which is very encouraging.

8.2 Leisure Centre has been shortlisted in the top three £3m+ best building category in the Pro Con awards – results announced on 18 November 2016.

8.3 September witnessed the introduction of the new ‘Supa Aqua Inflatable session’ which has been a complete success. Sessions are selling out almost immediately and since the launch on the 3rd September they have been at capacity ever since.

8.4 Schools returned in the autumn for the new academic year, as everybody gets back into the normal routines there was thought of a possible downturn in footfall, however, swimming continues to attract excellent participation over the month; Adults swimming in September against last year showed significant growth at 127% and Junior swimming was even higher at 245%.

8.5 The site is in partnership with Research Garage in Hinckley and have a branded vehicle for outreach to generate awareness of the Leisure Centre.

8.6 2 full time Apprentices have been appointed in September through PFP Leisure’s training provider Lifetime. A further apprentice is due to start late October.

8.7 Swimming Lessons are renowned for growth in September and we were not disappointed. The scheme had its strongest growth since opening during this period, currently at 1833, 60% up on last year.

8.8 Fitness members stand at 2533 at the end of September, which was static for the month.

8.9 Footfall is up 22% against the same period last year.
9. **Sustainable Urban Extensions**

9.1 **Earl Shilton SUE** - The development comprises 81 hectares (200 acres) and the Earl Shilton and Barwell Area Action Plan (AAP) allocates land for housing, employment, retail, recreation/open space and community facilities. It also contains policies which relate to proposals that require site specific conditions such as design guidance, conservation and protection of open spaces, through development control policies which will be used in the day to day assessment of planning applications.

9.2 A developer consortium proposes 1,500 new homes, 4.5 hectares (11 acres) of employment development with access from a new connection to the A47. The consortium are working with their consultant (AMEC), submitting a planning application to the borough council and Leicestershire County Council to commence pre-application discussions with a view to submission in early 2017.

9.3 A viability assessment for the SUE is being appraised and this will be used to inform the Section 106 package.

9.4 **Barwell SUE** - The development site covers an area of 132.37 hectares (327.09 acres) and is currently agricultural land. It has been allocated for residential, community and employment uses and the Earl Shilton and Barwell Area Action Plan requires improve connections between the site and Earl Shilton Town Centre; 4.5ha of employment land; community facility contribution (AAP Policy 2); indoor sport and leisure contribution (AAP policy 5); public realm strategy contribution (Policy 19). The developer consortium propose up to 2,500 homes, a community hub with potential for shops, a healthcare facility or pub-restaurant, a two-form entry primary school, employment space and open spaces including sports pitches and play areas.

9.5 Following a resolution to grant planning permission in 2013 the Section 106 agreement has been drafted and broadly agreed by the parties. The council is intending to review the final agreement in late 2016 to allow the decision to be signed and planning permission issued. The council is seeking an updated programme from the consortium for bringing the site forward for delivery.

10. **Druid Street**

10.1 The Council was successful in a bid for funding from the Government’s ‘Starter Homes Local Authority Funding Programme’ administered by the Homes and Communities Agency (HCA). The Programme is to support schemes that will contribute towards the target of 200,000 starter homes over the course of this parliament through the preparation of underused brownfield land for future high quality Starter Home development. The funding had to be linked to projects to support the development of homes for first time buyers on vacant and underused brownfield sites in local authority ownership. Starter homes must be offered exclusively to first-time buyers aged under 40 with a discount of 20% on market values.

10.2 The Council secured a grant which has been used to undertake site investigations including ecological, topographical and utilities surveys as well as to fund an options study and appraisal of an 874 m2 site at Druid Street owned by the Council. A total sum of £11,619.91 was drawn down to cover the works.

10.3 Council at its meeting on 6 September 2016 confirmed that the site at Druid Street, Hinckley was declared surplus and should be marketed and disposed for use for the construction of starter homes. Work on preparing the sales particulars is being
finalised and it is proposed that the site will be marketed in a similar way to the HRA sites being sold currently. This is to allow the Council to meet the terms of the funding agreement that a contract with a developer is to be in place and planning permission secured by 31 March 2017. A start on site of the Starter Homes is then required by 31 March 2018 to enable completion by 31 March 2019.

11. **Land West of Hinckley**

11.1 Land West of Hinckley – The development site covers an area of 44.04 hectares and is currently agricultural land. The site is allocated in the Site Allocations and Development Management Policies DPD for 850 dwellings, including 20% affordable housing, a local shop, a primary school, pedestrian access links across Normandy Way and appropriate provision of play and open space.

11.2 Two planning applications have been considered. The latest is an application for 850 dwellings, including 20% affordable housing, 500m2 of retail units, a primary school, community facilities including sport pitches, parkland, children’s play areas, allotments, sustainable urban drainage systems, a new access from Normandy Way and associated infrastructure. The application taken to Planning Committee 21st June 2016 was resolved for approval subject to conditions and the completion of a Section 106. The first draft of the Section 106 has been drafted and commented upon. A second draft has been received and is with the council’s appointed solicitor for comments. Work is still ongoing upon the contributions required for the pavilion, town centre improvements, and the details off site highways works, in consultation with Leicestershire County Council Highways.

11.3 A full application for an element of the allocated site, (phases 1 and 2) has been considered. This application is for 260 dwellings, formal and informal public open space, a new access from Normandy Way and associated infrastructure including a sustainable urban drainage system. The application was approved by Planning Committee 16th August 2016 subject to conditions and the completion of a Section 106 agreement. A first draft of the Section 106 has been prepared however a number of amendments are required. Due to the necessary linkages with the Section 106 for the outline planning application the figures and detail must reflect this and therefore work is ongoing to secure the appropriate figures and details needed to secure a suitable Section 106 package.

12. **EXEMPTIONS IN ACCORDANCE WITH THE ACCESS TO INFORMATION PROCEDURE RULES**

12.1 This report is to be taken in open session.

13. **FINANCIAL IMPLICATIONS (IB)**

13.1 Budgets for individual schemes are approved in accordance with financial procedure rules.

14. **LEGAL IMPLICATIONS (AR)**

14.1 None arising directly from this report. Where applicable, each individual scheme has previously been considered separately within past submitted reports.
15. **CORPORATE PLAN IMPLICATIONS**

15.1 All of the projects contained in this report are key deliverables towards the Corporate Plan and have been individually assessed for how they contribute to the Authorities strategic aims.

16. **CONSULTATION**

16.1 Where necessary individual consultations have taken place to support each project within this report.

17. **RISK IMPLICATIONS**

17.1 It is the Council’s policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

17.2 It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer’s opinion based on the information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively.

17.3 Significant risks associated with each project are highlighted within individual risk assessments for each project and appropriate mitigations put in place for high risk elements.

18. **KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS**

18.1 Implications for Equality and Rural Implications have been considered at the project initiation stage for each of the projects highlighted in this report.

19. **CORPORATE IMPLICATIONS**

19.1 By submitting this report, the report author has taken the following into account:

- Community Safety implications
- Environmental implications
- ICT implications
- Asset Management implications
- Procurement implications
- Human Resources implications
- Planning implications
- Data Protection implications
- Voluntary Sector

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Background papers: None

Contact Officer: Malcolm Evans, 5614

Executive Member: Councillor M Surtees
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FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

SCRUTINY 8 DECEMBER 2016
EXECUTIVE 21 DECEMBER 2016

WARDS AFFECTED: ALL

ENVIRONMENTAL ENFORCEMENT POLICY & PROCEDURES

Report of Deputy Chief Executive (Community Direction)

1. PURPOSE OF REPORT

1.1 To advise Members of the updated Enforcement policy and procedures for the Clean Neighbourhoods Team.

2. RECOMMENDATION

2.1 That Executive agrees to the updated policy and procedures.

3. BACKGROUND TO THE REPORT

3.1 The Neighbourhood Wardens enforcement policy and procedures were adopted in 2010 and are used to ensure a consistent and fair approach to environmental enforcement.

3.2 These 2 documents have been updated and merged into one document. Key changes are:-

- Inclusion of new legislation - Antisocial Behaviour Crime and Policing Act 2014 (including Public Space Protection Order and Community Protection Notices (and the corresponding removal of legislation repealed by this act e.g. dog fouling of land act).
- Inclusion of new legislation for fly tipping fixed penalty notice.
- All references to the Neighbourhood Wardens are changed to Clean Neighbourhood Officers to reflect the change in post titles.
- Those caught littering will no longer be issued with a warning notice on the first offence, but with a fixed penalty notice. This change is recommended to reduce littering as this remains an environmental nuisance, and brings the enforcement of littering in line with the enforcement of other environmental crimes.
A public consultation seeking opinions on the updated policy and procedure has now been undertaken, and the responses were overwhelmingly supportive and therefore no further amendments to this document is proposed.

Agreement to fining people on their first littering offence – 100% yes
Agreement to new fixed penalty notice for fly tipping – 100% yes
Overall believe policy is fair – 100% yes
Overall happy with procedures for tackling environmental crime – 95% yes

4. EXEMPTIONS IN ACCORDANCE WITH THE ACCESS TO INFORMATION PROCEDURE RULES

4.1 This report will be heard in open session.

5. FINANCIAL IMPLICATIONS [CS]

5.1 At this stage it is not expected that this change will result in significant additional income. The current income budget from penalty notices is £2,000

6. LEGAL IMPLICATIONS [AR]

6.1 This is contained within the body of this report and the updated policy/procedures.

7. CORPORATE PLAN IMPLICATIONS

7.1 The introduction of the updated policy and procedures will contribute to the corporate plan aims of:-

- Clean neighbourhoods
- Protecting and improving our parks and open spaces
- Protecting the community by creating a safer place.
- Encourage responsible citizenship

8. CONSULTATION

8.1 HBBC undertook a web based consultation seeking views on the changes proposed. 20 responses were received and the results are detailed in 3.4 of this report.

9. RISK IMPLICATIONS

9.1 It is the Council’s policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

9.2 It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer’s opinion based on the information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively.

9.3 The following significant risks associated with this report / decisions were identified from this assessment:
Management of significant (Net Red) Risks

<table>
<thead>
<tr>
<th>Risk Description</th>
<th>Mitigating actions</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of staff to carry out enforcement duties (this new policy includes new enforcement responsibilities)</td>
<td>Seek opportunities to increase enforcement capacity</td>
<td>Lisa Kirby</td>
</tr>
</tbody>
</table>

10. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

10.1 Fly tipping is a problem particularly in our rural areas affecting farmers and other land owners. Any initiative which simplifies the enforcement of environmental legislation will assist in these areas.

10.2 The policies and procedures are to be applied consistently across all areas of the Borough.

10.3 Equalities are covered in section 7 of the policy / procedures

11. CORPORATE IMPLICATIONS

11.1 By submitting this report, the report author has taken the following into account:

- Community Safety implications
- Environmental implications
- ICT implications
- Asset Management implications
- Procurement implications
- Human Resources implications
- Planning implications
- Data Protection implications
- Voluntary Sector

Background papers: Environmental Enforcement Policy and Procedures (Dec 2016)

Contact Officer: Caroline Roffey / Lisa Kirby x5782
Executive Member: Councillor Mark Nickerson
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Clean Neighbourhoods

Environmental Enforcement
Policy & Procedures

Reviewed: September 2016
Consultation: October 2016
Adopted by Council:
Review date October 2019

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4. Partnership Working
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7. Equalities
8. Procedures
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   8.2 Fly Tipping & Duty of Care
   8.3 Graffiti
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   8.5 Fly Posting
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   8.8 Community Protection Notices
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10. Exemptions relating to Public Space Protection Order
11. Appeals and complaints
12. Table of Offences
13. Relevant Documents
1. **Introduction**

This document supplements the HBBC general enforcement policy, and identifies the enforcement used by the Clean Neighbourhood Officers to contribute to the Council’s Corporate objective of “Clean Neighborhood’s for everyone”.

The Clean Neighbourhoods strategy identifies how the council will achieve this aim by adopting the 5 E’s:

1. Efficient - we will work efficiently and effectively to remove litter, dog foul, fly- tip, graffiti, fly posters, abandoned vehicles
2. Education – we will work with all ages and sectors of the community to increase awareness of the benefits of clean neighbourhoods and of the harm litter, dog foul and other forms of environmental nuisance can cause
3. Engagement – we will encourage, support and work in partnership with local communities to improve the cleanliness of their neighbourhood
4. Environment – we will act to remove the sources of litter and other nuisances and create environments where everyone can act responsibly to achieve clean neighbourhoods
5. Enforcement – we will use enforcement to change the behaviour of the minority of people who fail to take personal responsibility to keep Hinckley and Bosworth clean, tidy and litter free

This document outlines the procedures used to deliver the enforcement part of this strategy. It updates the process developed in 2010 which was developed following consultation with residents.

2. **Hinckley & Bosworth Borough Council - General Clean Neighbourhoods Enforcement Policy**

This policy builds upon the principles of good enforcement set out in the Council's General Enforcement Policy Statement in relation to environmental and street scene crime.

**General Clean Neighbourhood’s Enforcement Policy Statement**

This Council is committed to improving the street scene environment to create, “a Borough to be proud of” through education, training and enforcement. Ideally education through effective and targeted campaigns will lead to a reduction in environmental crime. However where legislative breaches occur the council will apply appropriate legal sanctions.

The Council will enforce in a consistent, fair and proportionate manner. Authorised officers will, wherever possible, seek to remedy non-compliance by a graduated approach to enforcement. When necessary, the option to issue Fixed Penalty Notices (FPN’s) should be considered. Authorised officers should consider these options before commencing any other enforcement action.
The effectiveness of enforcement activity will be monitored through indicators such as assessments of street cleanliness, number of FPN's issued and paid, number of complaints / incidents, number of campaigns and residents' satisfaction with our services.

This enforcement policy deals with the various enforcement actions available to tackle the environmental crimes set out within this policy & procedures.

Only trained officers will be employed by the Council on environmental enforcement activities. Suitably trained officers employed through partnership arrangements may be authorised to undertake enforcement on behalf of the Borough Council. Examples could include Civil Enforcement Officers, Parish Council Clerks and staff, PCSO's etc.

Officers will be fully familiar with, and abide by, the policy when making enforcement decisions. Any departure from the policy will be exceptional, capable of justification and be fully considered by senior managers within the Street Scene Services before the decision is taken, unless it is considered there is significant risk to the public in delaying the decision.

The policy shall be reviewed regularly or in the light of new legislation or guidance with any developments incorporated.

3. Partnership Working

Agreement on co-operation between District Councils in Leicestershire

3.1 A memorandum of understanding was signed by all the Leicestershire District Councils in July 2009. This memorandum acknowledges that environmental crime, particularly fly tipping, does not recognise administrative boundaries and that for authorities to deal with it effectively inter-authority co-operation is necessary. It sets out the principle of mutual assistance and the exchange and sharing of information necessary to tackle environmental crime.

3.2 The Clean Neighbourhoods team work closely with Endeavour team which is a multi agency group dealing with anti social behaviour and other emerging threats within the borough. The team consists of various council departments the Police, Trading Standards, Fire Service and other enforcement teams.

4. Authorisation and delegation

In relation to the legislation, part 3 page 85 of the Councils constitution sets out the delegated authority to:

- commence a prosecution
- authorise named officers for enforcement
5. **Training**

The Council will provide appropriate initial and updated training to Clean Neighbourhood Officers and others authorised to undertake environmental enforcement as is deemed necessary to enable them to carry out their duties efficiently and effectively. This will include the following:

(a) Minimum update training of 5 hours per year for continual professional training.

(b) Minimum of 10 hours revision training for authorised officers returning to environmental enforcement.

(c) Minimum of three months monitoring of newly qualified or appointed Officers or Officers returning to environmental enforcement duties after an absence of more than 3 years.

In most instances, action other than fixed penalty notices will be instigated by Clean Neighbourhood Officers and other officers within Street Scene Services.

In addition all officers must remain fully conversant with this policy and the standard responses for different types of environmental crimes.

6. **Enforcement Options**

(a) **No Action**

Where an intervention or investigation reveals full compliance with the relevant Legislation / Codes of Practice, no further action is required.

(b) **Informal Action**

Informal action to secure compliance with legislation may be given in the form of:-

(i) Verbal advice

(ii) Written advice

(iii) Written warnings

In deciding to take informal enforcement action many criteria will be considered, including:-

(i) Whether the act or omission is serious enough to warrant formal action.

(ii) Whether past history indicates that informal action can be expected to achieve full compliance.
(iii) Whether officers' confidence in the management of the issue is high.

(i) Whether the consequences of non-compliance will pose a significant risk to public health or safety or to the environment.

(v) Whether, even when some of the above criteria are not met, there may be circumstances in which informal action will be more effective than a formal approach.

(vi) The availability of a due diligence defence (acting with reasonable care).

(c) Informal caution

The Council has the power to issue informal cautions as an alternative to prosecution for some less serious offences, where a person admits an offence and consents to the informal caution. Where an informal caution is offered and declined, the Council is likely to consider prosecution.

An informal caution will be kept on the Council’s Register of Cautions. It is likely to influence how the Council deal with any similar breaches in the future, and may be cited in court if the offender is subsequently prosecuted for a similar offence.

(d) Formal action

(i) Fixed Penalty Notice

Fixed penalty notices (FPN’s), where legislation allows them, provide a simple and effective method of dealing with low level crimes for both the council and the offender. They will normally be offered initially as an opportunity to discharge offences that would otherwise be taken to court.

FPN’s for certain offences can only be issued by officers working for the Borough Council. In these instances, others authorised to act on behalf of the council will need to issue an incident notice. These will then be passed to the Clean Neighbourhood Officers who will determine whether to proceed with issuing a fixed penalty notice of prosecution in line with this policy.

Levels of payment for FPN’s will be set through the council's fees and charges annually. A reduced fee will apply if early payment is made to encourage prompt payment by offenders.

Exceptions to the use of FPN’s will apply for more serious offences such as large or hazardous fly tipping and in relation to repeat offenders where the payment of earlier FPN’s has not deterred them from reoffending. In these cases prosecution will normally occur.
(ii) Incident notices

Incident notices are recommended by Keep Britain Tidy Group as an effective method of highlighting minor breaches of the Clean Neighbourhoods and Environment Act 2005 with the general public. These can be issued by Officers not employed by the Borough Council and followed up by suitably authorised enforcement officers who will determine if it is appropriate to issue an FPN.

These are an effective method of highlighting inappropriate behaviour, tracking offenders where they are initially given a caution for a first offence, and increasing the number of people able to deliver enforcement on the street. Such notices could for example be used by an enforcement officer not employed by the Borough Council to alert residents to inappropriate behaviour.

(iii) Prosecution

This will be used where necessary when other means of enforcement are not appropriate or have proved ineffective.

(e) Prosecution Criteria

Purpose

This section details the Council’s criteria on which a decision is made whether to prosecute.

Prosecutions

The council always has the discretion of whether or not to prosecute for an offence. The decision to prosecute is a very significant one and is not taken lightly and is based on the circumstances of each case laid out in the policy below.

The Policy

A breach of law will not automatically result in legal proceedings. The circumstances which are likely to warrant prosecution may be characterised by one or more of the following criteria:-

(a) There is a flagrant breach of law such that public health, safety or well being is put at risk, there is a risk of negative environmental impact, or there is a serious offence under clean neighbourhoods legislation.

(b) A failure by the offender to correct an identified offence having been given a reasonable opportunity to do so.

(c) There is a history of similar offences
(d) A fixed penalty notice has previously been issued for a similar offence, or payment of a FPN has not been made.

The examples above are not exhaustive and not all of the examples may be relevant in every case. The weight to be attached to each of the examples, and the factors identified, will also vary according to the facts and merits of each case.

Before a prosecution proceeds, the enforcement officer will need to be satisfied that the case is in the public interest and is supported by sufficient relevant evidence which is:-

(a) Admissible
(b) Substantial
(c) Reliable

The guidance contained in Section 40 of the Code for Crown Prosecutors will be followed.

7. Equalities

The Borough Council is committed to achieving equality for all by removing direct and indirect discrimination set out within the council’s Equality Policy.

Therefore when determining what enforcement action (if any) should be undertaken, Officers will assess if there are any circumstances which may affect the individual or business concerned from complying with the legislation. If such issues are identified then options for enforcement will be assessed to ensure the council is not discriminating against any individual. All necessary measures to ensure people are treated equally will be introduced where necessary e.g. use of language translation, sign language interpretation, support for people with learning difficulties etc.

In line with current DEFRA guidance FPN’s will not be issued to anyone under 16 years of age for a first offence. Instead, an incident notice will be issued and advice and guidance will be provided by the Clean Neighbourhood Officers. For second and subsequent offences, an incident notice will be issued and, dependent upon the circumstances, a FPN may be issued if it is felt that this is the best way to change the offender’s behaviour. This decision will be made after consultation with the offender’s family. If necessary an Anti-social Behaviour Contract will be developed in conjunction with Community Safety Officers.

Where a disabled person has committed an offence, if it is reasonable to establish a link between the disability and the offending behaviour, the decision to issue a FPN will be reviewed.

Where the offender can demonstrate that they are experiencing financial hardship, then a payment plan may be agreed. This is done on a case by case basis at the discretion of the Senior Clean Neighbourhoods officer. Where offenders fail to follow
a payment plan, the council may withdraw the plan and the offender would be required to settle any balance immediately.

8. Procedures

The following procedures / strategies will be employed to tackle these issues. These will be updated on a regular basis to ensure we are up to date with the best practice and are in line with national campaigns and guidance.

8.1 Dog Foul & Littering Offences

Results from the Public Space Protection consultation in 2015 showed most residents are in favour of using FPN’s for dog fouling offences, setting the FPN at £100.

Consultation results from 2009 showed opinion was divided over whether a fine should be issued for littering or if offenders should be issued with a warning. However complaints about littering have increased in 2015/16 and the resident’s satisfaction survey 2015 showed an increase in dissatisfaction about the levels of cleanliness so setting this FPN at £80 for all littering offences can be justified.

Therefore the following approach will typically be used:-

1. Hot spots will be identified through complaints received from residents, feedback from streetscene service staff, parish council staff and through ASC Surveys (street cleanliness) inspections.
2. Pavement stencils and signage will be installed to warn of penalties
3. Where appropriate “Report it cards” will be delivered to local residents asking for their co-operation in bringing about a reduction. This will include the collection of intelligence from local residents to identify perpetrators.
4. Where necessary the installation of additional litter bins will be considered (subject to budget restrictions for HBBC land and for referral to land owners if not Borough Council land.)
5. Clean Neighbourhoods staff will monitor the site for 2 weeks to establish if there has been a reduction.
6. If no reduction happens after 2 weeks, the use of CCTV will be considered to catch offenders. More prolonged and sustained monitoring of the site will also be deployed.
7. When appropriate PACE interviews will be conducted from evidence received from a third party, FPN’s will be issued for first offences where the witness statement and evidence is robust and conviction would be likely should prosecution prove necessary.
8. When an incident of dog fouling or littering is observed in the course of normal duties, for first offences a FPN will be issued. Community Protection Notices will be used where complaints are received relating private land / property.
9. If appropriate local schools and other organisations will be targeted with information to try to reduce the problem, this may include press releases, posters, litter picks by children etc.
10. Offenders who litter from vehicles often do so in a neighbourhood which is not their own. Therefore an FPN will be issued in every case. Registration details will be taken and driver details will be established.

8.2  **Fly Tipping & Duty of Care**

Consultation in 2010 revealed the public strongly support the use of CCTV to catch fly tipping offenders.

Therefore the following approach will be followed:-

1. Fly tipping incidents will be monitored. Clean Neighbourhoods Officers will seek to establish hot spots and patterns in fly tipping behaviour in order to target offenders.
2. All fly tips will be investigated to try to establish the source. Where any evidence is found, it will be fully investigated and where appropriate the offender will be prosecuted / fined.
3. For first offences FPN’s for fly tipping will be issued for minor fly tips (single items or up to an equivalent of 6 bags of domestic rubbish). Serious offences such as large fly tips (items above the equivalent of 7 bags) offences committed by businesses, hazardous material and repeat offenders will be prosecuted. The FPN has been set at £400.00.
4. Where evidence identifies an individual in most cases they will be invited in for a PACE interview as part of the investigation, if they claim to not be responsible, they will be requested to give a witness statement identifying who is responsible. Failure to do this could result in a FPN for Duty of care being issued or prosecution.
5. Signs will be placed at hot spots to inform residents / visitors that offenders will be prosecuted and CCTV may be in operation.
6. Where hot spots are identified, CCTV will be deployed to catch offenders.
7. Duty of care inspections will be made to establish premises have correct procedures for dealing with trade waste.
8. Where a particular type of waste is fly tipped then appropriate premises will be visited for duty of care inspections for trade waste. For example if tree cuttings are found repeatedly, then local tree surgeons and landscape gardeners will be targeted, tyre fitters would be visited if tyres were found etc. Waste transfer notes will be requested and FPN’s issued if records are not accurate or business have failed to take responsibility for the correct disposal of their trade waste.
9. Where appropriate the Clean Neighbourhoods Officers will join with other appropriate agencies such as the Environment Agency to target high priority premises. This could include stop and search measures, vehicle seizures etc. by the appropriate authority.
10. Site waste management plans will be requested from construction sites where fly tipping has occurred in the vicinity. Where this is not provided on first occasions a FPN will be issued in line with the site waste management plan regulations 2008. The level of this FPN will be £300.00

8.3  **Graffiti**
Consultation established that the public support on the spot fines and prosecution for this type of offence. As such incidents of graffiti will be dealt with as follows:-

1. Hot spots for graffiti will be identified through site visits by the Clean Neighbourhoods team, complaints for the public, reports from staff and results from street cleansing inspections.
2. Offensive graffiti will be removed within 24 hours regardless of its location i.e. private property or public land. Property owners will be charged for this removal.
3. All other graffiti will be removed within 5 working days if on HBBC land or property.
4. Where non offensive graffiti is on private land or property, 28 days notice to remove graffiti will be issued to the person responsible for the property. This notice is given under the Anti Social Behaviour Act 2003.
5. Graffiti will be photographed and frequently seen tags will be referred to the community safety team who will work with local schools and the police to identify offenders.
6. FPN’s will be issued for all first offences.
7. Alternative measures will be used in particular hot spots e.g. graffiti walls (subject to funding being available).
8. As an incentive to deter further incidents of graffiti and to assist the owners of private property which is repeatedly targeted, the Borough Council will develop a service where graffiti on private property will be removed free of charge for 1 incident providing the area is immediately treated with anti graffiti paint to ensure ease of removal by the property owner in the future. The Borough Council will offer a service to apply this anti graffiti paint which will be provided on a cost basis.

8.4 Abandoned Vehicles & Untaxed Vehicles

To develop a more effective service the Clean Neighbourhoods Officers have been authorised by the DVLA to remove untaxed vehicles from the highway and council owned public car parks. The DVLA wheel clamping and removal instructions will be followed at all times.

1. Reports of abandoned vehicles will be investigated within 24 hours (1 working day)
2. Officers will determine if the vehicle is abandoned through DVLA registration checks, locality of keeper relative to vehicle, state of vehicle, length of time in place. The vehicle must have been in place for 7 days before the officer will begin the investigation.
3. Burnt out and dangerous vehicles will be removed within 24 hours.
4. If the vehicle appears to be abandoned, a notice of the council’s intention to remove is attached to each vehicle. This notice will require removal within 7 days if on public land or 15 days on private land. Failure to remove the vehicle will result in the council removing and scrapping the vehicle.
5. Vehicles will be removed within 24 hours of the end of the notice period.
6. Officers will investigate who has abandoned the vehicle and where appropriate and relating to a first offence a FPN will be issued to the person who has abandoned the vehicle.
7. If a vehicle is reported as untaxed, the officer will follow the rules set out by the DVLA to establish how and when it will be removed.

8.5 **Fly Posting**

Random and unauthorised advertising on lamp posts, highway infrastructure such as traffic lights, telecoms cabinets, is known as ‘flyposting’. Flyposting is illegal, unsightly and can make areas look unsafe and uncared for. A-boards and signage installed into highway verges are enforced by Leicestershire County Council who are the Highway Authority. Consultation revealed 48% of the public thought the council should educate offenders and 42% thought we should issue on the spot fines to offenders.

Therefore the following approach will be used in relation to reducing incidents of fly posting.

1. All fly posters will be removed immediately when they are seen or within 5 working days of being reported. This will not include charitable events or signage which has been granted permission to be installed by Leicestershire County Council. Where the date for the event has passed all signs will be removed regardless of any permissions form LCC.
2. All fly posting will be investigated, warning letters will be issued where possible advising offenders of further action, which could include a FPN being issued.
3. Where offenders are witnessed installing a fly poster, officers will issue a on the spot FPN for first offences, a statement will be required if the offence is witnessed by a third party this could then lead to a FPN being issued.
4. Where signs are fixed to private property the owner will be consulted /asked to remove. If required the Clean Neighbourhoods team will refer the case to the Planning enforcement service to enforce.

8.6 **Unauthorised distribution of printed matter**

Examples would include leaflets handed out on the street or placed under car windscreens

1. FPN’s will be issued for all first occasion offences witnessed.
2. Warning letters will be sent where an offence has been committed but not witnessed.
3. Where printed matter continues to be distributed an FPN will be issued for first offences even if the distribution has not been witnessed.

8.7 **Nuisance Vehicles**

It is illegal to sell two or more vehicles on the road within 500 metres of each other as part of a business. These are considered to be nuisance vehicles. Repairing vehicles on the highway can also be deemed to be a nuisance.
Therefore the following approach will be used:

1. At the initial visit, where appropriate owners will be verbally requested to remove vehicles/stop the repairs. NB repairs to your own vehicle if it has broken down can be carried out as long as this doesn’t cause an ongoing nuisance to the people who live nearby and the work is completed within 72 hours. A warning letter will follow the verbal request outlining the offence, time frame for compliance and the enforcement action.
2. If the request has not been complied with then a FPN will be issued for first offences. NB once a verbal request has been issued to an owner this will apply to all vehicles owned by that individual / company.
3. Where necessary the Clean Neighbourhoods Team will work with LCC highways and trading standards department to ensure nuisance vehicles are removed.

### 8.8 Community Protection Notice

If we conclude that an issue is persistent, unreasonable and has a detrimental effect on the quality of life of those in the locality the issue is enforceable using a Community Protection Notice under the Anti-social Behaviour Crime and Policing Act 2014. Some issues which may fall under this behaviour may relate to untidy land.

Therefore the general approach shall be:

1. The investigating officer must first establish that it meets the criteria above; this could be by way of receiving a complaint from a member of the public.
2. When satisfied that the behaviour is unreasonable and is having a detrimental effect on the quality of life of those in the locality a Community Protection Warning Notice would be sent to the person/persons causing the unreasonable behaviour for example if the complaint related to untidy land the property could be owned but leased out to another individual so the land owner would not be responsible for the nuisance. The warning notice would set out clear guidance on what changes needed to be made and, depending on the issue, would allow a reasonable amount of time to complete the request.
3. If the warning notice period ends and the actions haven’t been completed the officer would then obtain the relevant evidence to establish that the issue is still persistent. Once satisfied that this is the case they would then serve a Community Protection Notice, this notice allows a further reasonable time frame to complete the requested work and clearly sets out what the next action would be.
4. The officer will issue a FPN for non compliance of a Community Protection Notice for a first offence; if the FPN was to go unpaid this would lead to prosecuting the offender.

### 9. Public Space Protection Order

Under The Anti-social Behaviour, Crime and Policing Act 2014 following a public consultation in 2015 HBBC has created a Public Spaces Protection Order (PSPO’s).
PSPO’s are designed to stop individuals or groups committing anti social behaviour in a public space.

The agreed sanctions under the order are as follows, specific areas and sanctions covered are listed within the Public Space Protection Order:

a) Prohibit the use of fires and barbeques, camping with or without a vehicle, the use of remote controlled vehicles, and the use of a motorcycle.

b) Refusal to leave a site when required.

c) Put dogs on lead if instructed to do so by an Authorised Officer from the Council.

d) Restrict dogs from going into certain places i.e. children's play areas.

e) Keep dogs on a lead, in specified areas

f) Fouling of Land by Dogs.

Therefore the general approach to tackle the above PSPO breaches will be as follows:

1. Hot spots will be identified through reports received from resident's feedback, from council staff and other partners.
2. Signage will be installed at all affected sites, highlighting the restrictions.
3. Where appropriate “Report it cards” will be delivered to local residents asking for their co-operation. This will include the collection of intelligence from local residents to identify perpetrators.
4. Clean Neighbourhoods staff will monitor the site for 2 weeks to establish if there has been a reduction.
5. If no reduction happens after 2 weeks, the use of CCTV will be considered to catch offenders. More prolonged and sustained monitoring of the site will also be deployed.
6. PACE interviews will be conducted using evidence received from a third party, for first offences FPN’s will be issued where the evidence is robust and conviction would be likely should prosecution prove necessary.
7. When a breach of the Order is observed in the course of normal duties then a FPN will be issued for the first occasion.
8. If appropriate local schools and other organisations will be targeted with information to try to reduce the problem. This may include press releases and additional signage.

10. Exemptions relating to PSPO

The powers/restrictions referred to above would not apply to those who –

(a) Is registered as a blind person in a register compiled under section 29 of the National Assistance Act 1948; or
(b) Is deaf, in respect of a dog trained by Hearing Dogs for Deaf People (registered charity number 293358) and upon which he relies for assistance; or

(c) Has a disability which affects his mobility, manual dexterity, physical coordination or ability to lift, carry or otherwise move everyday objects, in respect of a dog trained by a prescribed charity and upon which he relies for assistance.

11. Appeals and complaints

Extenuating circumstances are taken into account when relating to the payment of a fixed penalty notice; appeals must be given in writing to the Clean Neighbourhoods Team stating the reason why payment should not be made within 14 days of the date of the notice.

We are committed to providing access to those wishing to appeal or complain about enforcement action, in accordance with the council's corporate complaints procedure. However a formal right of appeal must be resolved through the legal process.

Should anyone wish to complain, initially contact should be made with the Senior Clean Neighbourhood Officer. This may be by person, telephone, writing or e-mail. If not satisfied with the response at this stage, a written complaint should be made to the Head of Street scene Services who will carry out a further investigation. If still dissatisfied at this stage, the Director (Environment and planning) should be asked to arrange for an independent review of the case.

At this point all the stages of the council's Complaints Procedure will have been initiated and will have resolved the problem satisfactorily. If still dissatisfied, the complainant can approach the Local Government Ombudsman for adjudication.
### 12. Table of Offences

<table>
<thead>
<tr>
<th>Offence</th>
<th>Legislation</th>
<th>Fixed Penalty</th>
<th>Discount Rate</th>
<th>Max Penalty on Conviction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nuisance Parking</td>
<td>S6(1) Clean Neighbourhoods &amp; Environment Act 2005</td>
<td>£100</td>
<td>£80</td>
<td>£2,500</td>
</tr>
<tr>
<td>Abandoning a Vehicle</td>
<td>S2A(1) Refuse Disposal Amenity Act 1978</td>
<td>£200</td>
<td>£160</td>
<td>£2,500</td>
</tr>
<tr>
<td>Litter</td>
<td>S88(1) Environmental Protection Act 1990</td>
<td>£80</td>
<td>£60</td>
<td>£2,500</td>
</tr>
<tr>
<td>Non Compliance of Community Protection Notice</td>
<td>S48 Anti-Social Behaviour Crime and Policing Act 2014</td>
<td>£100</td>
<td>£80</td>
<td>£2,500</td>
</tr>
<tr>
<td>Unauthorised Distribution of Literature</td>
<td>Sch 3A Paragraph 7(2) Environmental Protection Act 1990</td>
<td>£80</td>
<td>£60</td>
<td>£2,500</td>
</tr>
<tr>
<td>Fly Posting or Graffiti</td>
<td>S43 Anti-Social Behaviour Act 2003</td>
<td>£80</td>
<td>£60</td>
<td>Variable</td>
</tr>
<tr>
<td>Fail to Produce Authority (Waste Transfer Notes)</td>
<td>S34A Environmental Protection Act 1990</td>
<td>£300</td>
<td>£230</td>
<td>Unlimited</td>
</tr>
<tr>
<td>Fail to furnish documentation (Waste Carriers Licence)</td>
<td>S5B Control of Pollution (Amendment) Act 1989</td>
<td>£300</td>
<td>£180</td>
<td>Unlimited</td>
</tr>
<tr>
<td>Waste receptacles and putting waste out</td>
<td>S47ZA Environmental Protection Act 1990</td>
<td>£60</td>
<td>£40</td>
<td></td>
</tr>
<tr>
<td>Allowing a dog to foul in a public place</td>
<td>The Dog (Fouling and Land) Act 1996 section 4</td>
<td>£50</td>
<td>£50</td>
<td>£1,000</td>
</tr>
<tr>
<td>Breach of Public Spaces Protection</td>
<td>S67 Anti-Social Behaviour Crime and Policing Act 2014</td>
<td>£100</td>
<td>£80</td>
<td>£1,000</td>
</tr>
<tr>
<td>Fly tipping</td>
<td>S33(1)(a) Environmental Protection Act 1990</td>
<td>£400</td>
<td>£125</td>
<td>Unlimited</td>
</tr>
</tbody>
</table>

The discounted rate applies when notices are paid within 10 working days. This is applied to encourage offenders to pay quickly to reduce the costs of collecting payments, and to reflect the lower costs the council incurs when offenders pay promptly.

### 13. Relevant Documents


Clean Neighbourhood Strategy
Hinckley & Bosworth’s Equality’s policy 2010-2016
Hinckley & Bosworth’s General Enforcement policy
Public Space Protection Order
Constitution of the council
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Report of the Head of Finance

1. PURPOSE OF REPORT

1.1 To provide an update on the current Local Council Tax Support Scheme (LCTS) and to seek approval that the current level of support (88%) is maintained from 2017/18 or that it is reduced to a level no lower than 80%, for the reasons stated in the report.

2. RECOMMENDATION

2.1 Members consider the options provided and endorse the retention of the current level of maximum Council Tax support at 88% or a reduction to a level no lower than 80% as from 1 April 2017 for approval by Council on 10 January 2017.

3. BACKGROUND TO THE REPORT

3.1 Local Council Tax Support helps those on low incomes to pay their council tax. In 2013, LCTS replaced the old Council Tax Benefit scheme, in which the Government set rules about who could claim help towards their council tax bill. Hinckley and Bosworth Borough Council (HBBC) is part of the Leicestershire & Rutland Welfare Practitioners Group (LRWPG), which has been directed by the Leicestershire Treasurers group to review the council tax support scheme and establish co-operation and share best practice across Leicestershire and Rutland for welfare benefits administration and processing. The objectives of HBBC, and the wider LRWPG project, are to:

- successfully review the current scheme and to implement changes to the scheme, on time and to budget;
- establish appropriate co-operation across Leicestershire councils directly affected by the project, whether or not currently responsible for local council tax support;
- identify and maximise opportunities for county-wide efficiency within the schemes;
• review their schemes with a view to reducing costs on the current schemes whilst meeting established principles i.e. protecting the most vulnerable and incentivising work.

3.5 The following CTS scheme options are modelled against the uprated current scheme for working age households.

- Model 1 – Maximum Council Tax Support reduced to 70% for all households
- Model 2 – Maximum Council Tax Support reduced to 80% for all households
- Model 3 – Introducing a band cap at band D, and a capital limit of £6,000

3.6 The schemes were agreed with the council as being relevant for consideration, as part of a coordinated review of the existing LCTS schemes in Leicestershire, with a view to adopting new schemes from 1st April 2017. A reduction on LCTS also interacts with other support offered to households in the area; a list of wider welfare considerations noted in the consultation report is set out at Appendix 1. The options covered below have financial information in relation to the whole of Council Tax for all precepting bodies and are not just in relation to HBBC.

3.6.1 Consultation has been carried out in relation to these options, plus a question on Council Tax Support being reduced to 75% for all households. The majority of respondents (61% for HBBC and 59% for the Leicestershire area) replied they wished there to be no change to the current level of LCTS given. However, there were only 53 respondents for the HBBC area. The potential options have been discussed informally with the other District Council Leaders in Leicestershire who have concluded that there is no appetite from any District Council in Leicestershire to move to a level below 80%, although no figure was agreed.

**Current scheme and Options**

3.7 The current scheme (2016/17) is modelled on the pre-2013 Council Tax Benefit scheme, but with support capped at 88% for working-age households. All councils must retain this scheme in respect of pensioner households; therefore, modelling for revised schemes is for working age households only. Our current caseload in receipt of LCTS is 5,837 households of which 3,102 are pensioners (who are protected and will continue to receive 100% support), with the remainder of 2,735 working age households will all lose some level of support under either of the reduced schemes.

3.8 The cost of the current scheme is £4.66m, with £1.98m spent on working age households, who could potentially be impacted by changes in LCTS. The remaining £2.68m is spent on pension age households, who are fully protected from any changes in support. Council Tax Liability has been modelled to increase by 3.99% in 2017/18. This will increase the costs of support by 4.1% to £4.88m, or £2.05m for working age households.

**Model 1 - Maximum Council Tax Support reduced to 70% for all households**

3.9 Council tax support falls on average by £3.32 per week (£172.53/year) for working age households. Looking at the effects of this scheme across different household groups, we observe a few variations. Households living in band C (or higher) properties, private tenants, lone parents and in work households face the highest reduction in CTS, compared to the amount of support they would receive if the current scheme was maintained in 2017/18.
### Annual cost of modelled scheme - working age households

<table>
<thead>
<tr>
<th>Scheme</th>
<th>Cost</th>
<th>Comparison to uprated current scheme cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£/annum</td>
<td>Change/£ annum</td>
</tr>
<tr>
<td>Working age</td>
<td>£1,598,213</td>
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</tr>
<tr>
<td>Pension age</td>
<td>£2,796,355</td>
<td>£0</td>
</tr>
<tr>
<td>Total</td>
<td>£4,394,568</td>
<td>-£454,797</td>
</tr>
</tbody>
</table>

3.10 Under this proposal 81 households would be removed from receiving any support. However, a far wider number of households will face reductions in their income as noted above (para 3.7).

**Model 2: Maximum Council Tax Support reduced to 80% for all working age households**

3.11 Scheme 2 models a reduction in maximum support from 88% to 80% for all working age households. Our analysis finds that, under this scheme, council tax support falls on average £1.49 per week (£77.23 / year) for working age households. Similar to Model 1, households living in band C or higher properties, owner occupiers, couples with children and households that are self-employed will face the highest drops in the level of support received.

### Annual cost of modelled scheme - working age households

<table>
<thead>
<tr>
<th>Scheme</th>
<th>Cost</th>
<th>Comparison to uprated current scheme cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£/annum</td>
<td>Change/£ annum</td>
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<tr>
<td>Working age</td>
<td>£1,849,428</td>
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<td>Pension age</td>
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<tr>
<td>Total</td>
<td>£4,645,783</td>
<td>-£203,582</td>
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</tbody>
</table>

3.12 Under this proposal 33 households would be removed from receiving any support. Again, a far wider number of households will face reductions in their income.

**Model 3 – Introducing a band cap at band D, and a capital limit of £6,000**

3.13 Council tax falls by an average of 22p per week (£15.37 / year). 36 working age households would lose their support altogether, 25 of them due to the lower capital limit of £6,000. Owner-occupiers living in higher banded properties (E, F, G) are impacted the most. This will need a higher level of administration as it is targeting a subset of households and includes consideration of the level of savings held. This may incur additional costs to the council.
### Annual cost of modelled scheme - working age households

<table>
<thead>
<tr>
<th>Scheme</th>
<th>Cost</th>
<th>Comparison to uprated current scheme cost</th>
<th>£/annum</th>
<th>Change/£ annum</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working age</td>
<td>£2,012,500</td>
<td>-£40,510</td>
<td>-£40,510</td>
<td>-9.90%</td>
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<tr>
<td>Pension age</td>
<td>£2,796,355</td>
<td>£0</td>
<td>£0</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>£4,808,855</td>
<td>-£40,510</td>
<td>-£40,510</td>
<td>-4.20%</td>
<td></td>
</tr>
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</table>

3.14 Each of the schemes seeks to make savings, but does so to different extents with a corresponding impact on low income households. They are each modelled on the current scheme, which is in turn modelled on the original Council Tax Benefit scheme, retained for pensioners. This helps to ensure each of the proposed schemes can be administered effectively, without significant changes in administration.

3.15 There are no protected groups within the scheme itself, but there is a discretionary council tax hardship scheme to support households who may need additional support to pay their council tax. There are 447 lone parents with children under five and 824 households in receipt of ESA, DLA or Carer’s Allowance, who may qualify for this type of support.

3.16 Migration to Universal Credit has not been included when modelling the specified schemes, as it is unlikely to have a significant impact in 2017/18.

3.17 A high level summary of the impact of the three options is given at Appendix 2

**Equality Impact assessment**

3.18 Part of the considerations of the Council Members in deciding on which option to take is to ensure any decision is balanced and ensures that the financial savings made from changes to the level of LCTS is balanced against the impact on the families and individuals affected. The options noted above have included information on household removed from support under the various scenarios described, and Appendix 1 covers some wider welfare issues.

3.19 We have engaged a third party (Policy in Practice) to determine the cumulative impact of welfare reform on each individual household which is currently in receipt of housing benefit or council tax support. The household dataset being considered will cover a range of differing areas, including:

- Household characteristics
- The impact of Coalition reforms (LHA freeze, under-occupation, £26k benefit cap, council tax support)
- The impact of major reforms in the current parliament (reduced benefit cap (£23k / £20k), Universal Credit)
- Reforms affecting new claimants
- Mitigating measures put in place including the introduction of the National Living Wage, increased income tax allowance, an extra 15 hours of free childcare for 3-4 year olds Details of records that the local authority should investigate further to mitigate the impact of reforms (e.g. Benefit Cap households in work, receiving ESA or households earning below minimum wage), and
• Barriers to work
• Disabilities or caring responsibilities for adults / young children

3.20 Among other things, the dataset can be used to proactively identify households negatively impacted by future reforms (e.g. benefit cap or Universal Credit) and identify households affected by current reforms.

Discretionary Discount Fund

3.21 The discretionary fund will continue to be in place and is used to support those people who will have great difficulty paying council tax. The discretionary fund is a fundamental part of the scheme; it provides districts with the flexibility to assess on a case by case basis requests for financial assistance from people who are vulnerable or suffering from severe financial hardship.

3.22 The discretionary fund also mitigates the potential increase in the number of small bad debts and impact on demand for public services more generally. The Fund will have common eligibility criteria enabling discretionary discounts to be offered to residents on a case by case basis. The fund is proposed to be cash limited with the option to increase the limit in exceptional circumstances if deemed necessary. The table below gives the most recent information on the amounts set aside for the Discretionary Discount Fund, which dates from 2013/14 and totals £348,114. It is likely that this will need to be more highly funded

<table>
<thead>
<tr>
<th>Billing Authority</th>
<th>BLA</th>
<th>CHA</th>
<th>HAR</th>
<th>HIN</th>
<th>MEL</th>
<th>NWL</th>
<th>OAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Council</td>
<td>£32,759</td>
<td>£67,463</td>
<td>£25,044</td>
<td>£42,981</td>
<td>£18,118</td>
<td>£41,489</td>
<td>£22,046</td>
</tr>
<tr>
<td>Leics Fire</td>
<td>£1,644</td>
<td>£3,384</td>
<td>£1,256</td>
<td>£2,157</td>
<td>£910</td>
<td>£2,080</td>
<td>£1,105</td>
</tr>
<tr>
<td>Leics Police</td>
<td>£5,358</td>
<td>£11,035</td>
<td>£4,096</td>
<td>£7,027</td>
<td>£2,963</td>
<td>£6,785</td>
<td>£3,606</td>
</tr>
<tr>
<td>Total Gross Cost</td>
<td>£46,304</td>
<td>£92,967</td>
<td>£35,188</td>
<td>£58,316</td>
<td>£25,438</td>
<td>£58,943</td>
<td>£30,958</td>
</tr>
</tbody>
</table>

3.23 When the Discretionary Discount Fund it was made clear it would be for those in significant financial hardship. It also noted that applications for Discretionary Council Tax Support (DCTS) should be one of last resort. Applicants will be expected to have explored and secured any lawful entitlement to other benefits, incomes and reductions in preference to claiming DCTS. Applicants will need to ensure they are able to satisfy the Council that they have taken all reasonable steps to resolve their own situation prior to application.

3.24 Of the £58,316 available for the HBBC area, £12,722 has been awarded to the end of September 2016 to applicants able to satisfy the requirements needed to be awarded assistance from this fund.

4. EXEMPTIONS IN ACCORDANCE WITH THE ACCESS TO INFORMATION PROCEDURE RULES

4.1 Report to be taken in open session
5. **FINANCIAL IMPLICATIONS [AW]**

5.1 Contained within the body of the report

6. **LEGAL IMPLICATIONS [AR]**

6.1 The Schedule 1A of Local Government Finance Act 1992 requires all local authorities to consider each financial year whether to revise its Local Scheme for Council Tax. For any changes to the Scheme to have effect in the 2017/2018 financial year the revision must be made by 31 January 2017.

7. **CORPORATE PLAN IMPLICATIONS**

7.1 This report and its outcomes contribute to all the Council aims, but particularly that of “Providing value for money and proactive services”.

8. **CONSULTATION**

8.1 The Local Government Finance Bill imposes a duty on billing authorities to consult with major precepting authorities and such other persons as it considers likely to have an interest in the scheme.

8.2 All authorities within Leicestershire have consulted on plans to make changes to the benefit cap based on the models noted at 3.5 above.

8.3 The different participating councils in the consultation used differing methods to complete the survey of views. HBBC included the option to take part in the survey either on-line or by completing a paper copy which was available on request. A summary of the responses, excluding Leicester City Council, indicate that all district councils the largest response was for “No change” at 59% (970 responses), for HBBC this was also the case at 61% (53 Responses). Leicester City Council responses only covered options for 75% and 70% as the level of support, and 49% of respondents supported “No change”. Further detail is in Appendix 3.

8.4 Leicestershire County Council has requested that Districts, as the scheme administrators, give serious consideration to a standard level of support at 70%, as a means of securing the highest possible level of income, most of which will accrue to the County Council. The County Council has given an informal commitment that discretionary funding for ‘hardship’ would be made available to District Councils. It is for the Members of each District Council to agree the level they feel is most appropriate, taking into account the residual impacts on individuals and families and, therefore, on the consequent increase in demand for our own services.

9. **RISK IMPLICATIONS**

9.1 It is the Council’s policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

9.2 It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer’s opinion based on the information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively.
9.3 The risk in relation to the changes in the level of LCTS is that of unforeseen consequences. As 2,735 working age households will all lose some level of support under either of the two reduced schemes, there is an increased risk they will require alternative support, fall into arrears and generally have less disposable income. The collection rates were reported to the FAP Committee in February 2016 as being less than expected, being partially due to reduction in LCTS, and in April 2015 annual collection rates were reported to the same Committee since 2007/08 which indicated a fall in the collection rate following the introduction of the LCTS of around 0.5% compared to the historical level of collection (see table below). This indicates that a further reduction may further reduce the level of council tax collection.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Collection (%)</td>
<td>98.75</td>
<td>98.53</td>
<td>98.61</td>
<td>98.44</td>
<td>97.93</td>
<td>98.00</td>
<td>Target 98.1</td>
</tr>
</tbody>
</table>

10. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

10.1 The budget process for the LCTS will impact on all areas of the Borough and all groups within the population. Further details on specific impacts are set out in the ‘Modelling Report’ by Policy in Practice, available as a background paper.

11. CORPORATE IMPLICATIONS

11.1 By submitting this report, the report author has taken the following into account:

- Community Safety implications
- Environmental implications
- ICT implications
- Asset Management implications
- Procurement implications
- Human Resources implications
- Planning implications
- Data Protection implications
- Voluntary Sector

Background papers: Medium Term Financial Strategy, Budget Monitoring Reports, ‘Council Tax Support Modelling for Hinckely and Bosworth Borough Council’ (Paper from Policy in Practice)

Contact Officer: Ashley Wilson, Interim Head of Finance, ext 5609

Executive Member: Cllr M Hall
Appendix 1

Work incentives

In work support under Universal Credit will be significantly less generous than under the current benefit regime. The Local Government Association (LGA) calculated that even before the Autumn Statement 2015, a third of welfare reform savings would be from the working poor. The authority may wish to consider the effects of possible further hardship to this group together with the effect on work incentives. Particularly vulnerable are the working poor who are also private tenants. This group is likely to migrate to Universal Credit at a faster rate than owner occupiers or social housing tenants. Private tenants show a significantly higher level of change of circumstances, resulting in a new claim and thus hastening migration to Universal Credit.

The self-employed are also likely to be affected by the move to Universal Credit as income will be assessed on the minimum wage rather than actual earnings. For many, this will result in benefit support based on a significantly higher notional income than is actually received by the household.

Protection of vulnerable groups

The LGA has calculated that at least 20% of welfare benefit savings will come from cuts in benefit to the disabled. As the local authority has a statutory duty to support vulnerable adults and children, it may wish to consider the impact on other services if there is further hardship to this group.

Tenants

At least 20% of welfare benefit savings have come from tenants. Currently, three quarters of this amount has been saved from private tenants, mostly through implementation of local housing allowances. The extension of local housing allowances to the social rented sector may see an increase in hardship for tenants in this sector. The LGA calculated that private tenants have already lost about £25 per week in benefits, while the figure for those in the social rented sector is about £14 per week. The authority may wish to consider the hardship implications of reduced support for these groups, particularly if tenants fall within more than one group shown to be especially hard hit by welfare reform. For example, 34% of private tenants receiving Housing Benefit are working and 33% of private tenants are in receipt of DLA/PIP or attendance allowance. The groups that have multiple risk factors will be at significant risk of hardship and non-payment of Council Tax if a CTS scheme reduces support over more than one of these areas.

Impact on other discretionary schemes

Any reduction in CT support is likely to have an impact on other discretionary schemes. There may be more pressure on these schemes with the introduction of LHA to the social rented sector and the roll out of Universal Credit. The reduction in support through CTS should also be considered next to the impact of these changes. Some of the impact of reduced CTS will continue to be managed through the existing discretionary scheme which has support from MBC, County Council, Police and Fire Authorities and provides targeted support to those in financial hardship.
CTS subsidy

Central government funding for CTS is predicted to fall, meaning that councils will increasingly need to meet scheme costs through other means. Subsidy for payment of CTS was initially set at 90% of forecast expenditure for the year 2014/15. Although funding for council tax support was identified within councils’ overall Settlement Funding Assessment figures in 2013/14, from 2014/15 onwards it has not been possible to separately identify the level of funding to each council. A report by the LGA states that “although the government claims that the top level transfer indicates that CTS funding has not been cut further, in practice allocations to councils are reducing.”2 The LGA also calculates that if funding for CTS is reduced in line with overall funding to councils, there will be a reduction of 28% by 20173.
## Appendix 2

<table>
<thead>
<tr>
<th>Scheme description</th>
<th>Current Scheme</th>
<th>Baseline current scheme (Uprated)</th>
<th>Option 1 (70%)</th>
<th>Option 2 (80%)</th>
<th>Option 3 (Band cap &amp; capital limit £6,000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheme description</td>
<td>The current scheme caps supports for working age households AT 88%</td>
<td>Current scheme (CTS @ 88%) uprated by 3.99% for 2017/18, taking into accounts National Living Wage and Tax allowance</td>
<td>Maximum CTS set at 70% for all working age households.</td>
<td>Maximum CTS set at 80% for all working age households.</td>
<td>CTS limited to properties limited to properties at Band D and below and to households with savings below £6,000.</td>
</tr>
<tr>
<td>Total cost of Scheme</td>
<td>£4,658,166</td>
<td>£4,849,364</td>
<td>£4,394,668</td>
<td>£4,645,783</td>
<td>£4,808,855</td>
</tr>
<tr>
<td>Support to working age households</td>
<td>£1,982,663</td>
<td>£2,053,010</td>
<td>£1,598,213</td>
<td>£1,849,428</td>
<td>£2,012,500</td>
</tr>
<tr>
<td>Estimated CT savings relative to current uprated scheme</td>
<td>N/A</td>
<td>N/A</td>
<td>-£454,797</td>
<td>-£203,582</td>
<td>-£40,510</td>
</tr>
<tr>
<td>Estimated CT savings relative to current uprated scheme (%)</td>
<td>N/A</td>
<td>N/A</td>
<td>-9.40%</td>
<td>-4.20%</td>
<td>0.80%</td>
</tr>
<tr>
<td>Average annual loss in support, working age (Compared to uprated scheme)</td>
<td>N/A</td>
<td>N/A</td>
<td>-£172.53</td>
<td>-£77.23</td>
<td>-£15.37</td>
</tr>
<tr>
<td>Number of households losing support all together.</td>
<td>N/A</td>
<td>9</td>
<td>81</td>
<td>33</td>
<td>36</td>
</tr>
<tr>
<td>Overview</td>
<td>N/A</td>
<td>The overall cost of support increases in line with the costs of liability. Council tax support falls on average by £3.32 per week (£172.53/year) for working age households compared to the uprated scheme. 81 in-work households lose support. Council tax support falls on average by £1.49 per week (£77.23/year) for working age households compared to the uprated scheme. 33 in-work households lose support. Council tax fails by 50p per week (£15.37/year), 36 households lose support.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impacts</td>
<td>N/A</td>
<td>Households in higher banded properties will see the highest increases in CTS, while households in work will see an average loss. Lone Parents, private tenants and in work households are particularly affected. Lone Parents, private tenants and in work households are particularly affected. Owner-occupiers in higher banded properties (particularly couples with children) are more negatively impacted upon.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix 3

All responses excluding Leicester City Council

<table>
<thead>
<tr>
<th>Main options</th>
<th>NO CTS</th>
<th>Receiving CTS</th>
<th>total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>numbers</td>
<td>No CTS %</td>
<td>numbers</td>
</tr>
<tr>
<td>1 - no change</td>
<td>224</td>
<td>23</td>
<td>353</td>
</tr>
<tr>
<td>2 - 80%</td>
<td>72</td>
<td>7</td>
<td>104</td>
</tr>
<tr>
<td>3 - 75%</td>
<td>53</td>
<td>5</td>
<td>46</td>
</tr>
<tr>
<td>4 - 70%</td>
<td>76</td>
<td>8</td>
<td>42</td>
</tr>
<tr>
<td>total</td>
<td>425</td>
<td>44</td>
<td>545</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other options</th>
<th>yes</th>
<th>YES %</th>
<th>no</th>
<th>NO %</th>
<th>don't know</th>
<th>Don't Know</th>
<th>total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Align to HB</td>
<td>370</td>
<td>39</td>
<td>249</td>
<td>26</td>
<td>335</td>
<td>35</td>
<td>954</td>
</tr>
<tr>
<td>Restrict to band D</td>
<td>365</td>
<td>41</td>
<td>307</td>
<td>35</td>
<td>210</td>
<td>24</td>
<td>882</td>
</tr>
<tr>
<td>Capital £6K</td>
<td>243</td>
<td>48</td>
<td>205</td>
<td>41</td>
<td>58</td>
<td>11</td>
<td>506</td>
</tr>
</tbody>
</table>

HBBC

<table>
<thead>
<tr>
<th>main options</th>
<th>NO CTS</th>
<th>Receiving CTS</th>
<th>total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>numbers</td>
<td>No CTS %</td>
<td>numbers</td>
</tr>
<tr>
<td>1 - no change</td>
<td>31</td>
<td>58</td>
<td>3</td>
</tr>
<tr>
<td>2 - 80%</td>
<td>4</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>3 - 75%</td>
<td>4</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>4 - 70%</td>
<td>8</td>
<td>15</td>
<td>0</td>
</tr>
<tr>
<td>total</td>
<td>47</td>
<td>89</td>
<td>6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>other options</th>
<th>yes numbers</th>
<th>YES %</th>
<th>no numbers</th>
<th>NO %</th>
<th>don't know numbers</th>
<th>Don't Know %</th>
<th>total numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>align to HB</td>
<td>18</td>
<td>40</td>
<td>16</td>
<td>36</td>
<td>11</td>
<td>24</td>
<td>45</td>
</tr>
<tr>
<td>restrict to band D</td>
<td>24</td>
<td>52</td>
<td>16</td>
<td>35</td>
<td>6</td>
<td>13</td>
<td>46</td>
</tr>
<tr>
<td>capital £6K</td>
<td>17</td>
<td>40</td>
<td>23</td>
<td>53</td>
<td>3</td>
<td>7</td>
<td>43</td>
</tr>
</tbody>
</table>
FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

SCRUTINY COMMISSION 8 DECEMBER 2016

WARDS AFFECTED: ALL

CORPORATE EQUALITIES

Report of Chief Executive

1. PURPOSE OF REPORT

1.1 To advise Members of the current and planned actions of the Corporate Equalities' Steering Group and its refocus on the delivery of the Equality Policy, agreed by Council on 12 July 2016.

2. RECOMMENDATIONS

2.1 That Members note the achievements within the current Action Plan for Equalities.

2.2 That Members endorse the refocus of the Corporate Equalities' Steering Group onto delivery of the Equality Policy approved by Council in July 2016.

2.3 That Members 'sign off' the 2011 Action Plan (Appendix A) as embedded practice (undertaken by the Community Safety Partnership/Endeavour Team).

3. BACKGROUND TO THE REPORT

3.1 Both Scrutiny Commission (14 April 2016) and Council (12 July 2016) have considered the most recent version of the Corporate Equalities' Action Plan (2016-2020) as part of the revised Equality Policy (2016-2020). This Action Plan was drafted originally in response to the findings and recommendations from an independent assessment of the Council's Equalities' activities in September 2011.

3.2 At the last meeting of the Internal Corporate Equalities' Steering Group (CESG), consideration was given to that Action Plan, alongside the newly adopted Equality Policy. It was concluded that:

* most of the actions in the Action Plan (Appendix A) are now embedded within day to day practice, or are fully undertaken by the Community Safety Partnership/Endeavour Team.
* the current Action Plan concentrates on specific areas of what is now termed 'Hate Crime', to the exclusion of other legitimate areas of Equalities' activity.

* the Equality Policy, adopted in July 2016 and covering all our relevant activity, should be the driver for the CESG to monitor and deliver and that future meetings of the CESG should focus on the delivery of actions in conformity with that Policy.

* the Community Safety Partnership should inform CESG of its relevant activities at each six-monthly meetings of the CESG.

* the CESG should present an annual report to the Scrutiny Commission.

3.3 As a result, the above actions were agreed, for endorsement by the Scrutiny Commission (supported by the Executive). The incoming Chair of the CESG, Julie Kenny (Director of Corporate Services), will be responsible for these actions being delivered.

3.4 In order to ensure that the change in direction is properly recorded, Members are asked to 'sign off' the final version of the signed Action Plan, as 'embedded' in day to day activity or performed by the Community Safety Partnership/Endeavour Team.

4. EXEMPTIONS IN ACCORDANCE WITH THE ACCESS TO INFORMATION PROCEDURE RULES

4.1 None necessary. This will be considered in open session.

5. FINANCIAL IMPLICATIONS (AW)

5.1 None arising directly from the report.

6. LEGAL IMPLICATIONS (AR)

6.1 The Council is required to meet the statutory obligations contained within the Equality Act 2010 and specifically its Public Sector Equality Duty.

6.2 This report and its recommendations ensure the Council is meeting its statutory obligations.

7. CORPORATE PLAN IMPLICATIONS

7.1 This aligns to the Council's corporate aim of 'Supporting Individuals'.

8. CONSULTATION

8.1 The Corporate Equalities' Steering Group comprises officer representation from all service areas and (currently) one elected Member.

9. RISK IMPLICATIONS

9.1 It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.
9.2 It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer’s opinion based on the information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively.

9.3 The following significant risks associated with this report / decisions were identified from this assessment:

<table>
<thead>
<tr>
<th>Management of significant (Net Red) Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Description</td>
</tr>
<tr>
<td>That the Council does not concentrate on addressing equality in all its aspects.</td>
</tr>
</tbody>
</table>

10. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

10.1 This whole report is concerned with the issue of equality of service and treatment.

11. CORPORATE IMPLICATIONS

11.1 By submitting this report, the report author has taken the following into account:

- Community Safety implications
- Environmental implications
- ICT implications
- Asset Management implications
- Procurement implications
- Human Resources implications
- Planning implications
- Data Protection implications
- Voluntary Sector

Council 12 July 2016

Contact Officer: Steve Atkinson, ext 5606

Executive Member: Cllr Amanda Wright
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## EQUALITIES ACTION PLAN WITH SEPTEMBER 2016 UPDATES
(for final sign-off)

<table>
<thead>
<tr>
<th>Area for improvement identified from the EHRC Inquiry 'Hidden in Plain Sight' or from the Independent report of Glenys Johnson</th>
<th>Actions proposed by the Inquiry and HBBC</th>
<th>Specific Actions Identified</th>
<th>When</th>
<th>Officer Responsible</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>The most critical factor in organisations improving their performance is the level of commitment and determination to address the issue shown by their leaders. If there is a real and visible commitment to change at the most senior level, then it is likely that this will drive real change throughout the organisations.</td>
<td>Commitment by leaders or organisation and community.</td>
<td>Senior Managers lead. Both political groups will have representatives on that Group</td>
<td>Immediate</td>
<td>Director (Corporate Services)/ Cllrs Amanda Wright and Bron Witherford</td>
<td>Meetings every six months. Next one March 2017.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Regular reports to Scrutiny and Council.</td>
<td>Immediate</td>
<td>Director (Corporate Services)</td>
<td>Scrutiny Commission Annually.</td>
</tr>
<tr>
<td></td>
<td>The Corporate Plan contains the Council's Value of Equality and Fair Treatment for all.</td>
<td>Review and refresh Corporate Plan; ensure actions are in all Service Improvement Plans.</td>
<td>Immediate</td>
<td>Director (Corporate Services)</td>
<td>In refreshed Corporate Plan.</td>
</tr>
<tr>
<td></td>
<td>The criminal justice system is more accessible and responsive to victims and disabled people and provides effective support for them.</td>
<td>Support for victims.</td>
<td>We will use mechanisms to support victims such as victim support referrals, safe at home schemes and safer places scheme.</td>
<td>Continuing</td>
<td>Community Safety Partnership</td>
</tr>
<tr>
<td></td>
<td>Review and remove all obstacles for reporting harassment</td>
<td>Work with partners to provide alternative reporting centres, easy read report forms and work continually to promote awareness on how to report Hate Crime.</td>
<td>Immediate and ongoing</td>
<td>Community Safety Partnership</td>
<td>RB to raise Hate Crime awareness and PREVENT at next Parishes' Forum (29 September). RB to link with CAB and County Forum re Hate Crime Week.</td>
</tr>
<tr>
<td></td>
<td>Seek the views of disabled people</td>
<td>We will use the Disability Forum to seek the views of disabled people.</td>
<td>Immediate</td>
<td>HBBC Comms Team</td>
<td>Disability Forum established and is consulted on specific issues/initiatives.</td>
</tr>
<tr>
<td></td>
<td>The wider community has a more positive attitude towards disabled people and the seriousness of disability related harassment, and more general social attitudes towards disabled people.</td>
<td>Review the effectiveness of current awareness-raising activities concerning disability related harassment and assess whether there are any gaps.</td>
<td>Immediate and ongoing</td>
<td>HBBC Comms Team</td>
<td>References now in all editions of the Borough Bulletin.</td>
</tr>
<tr>
<td></td>
<td>Review the effectivenes of current awareness-raising activities concerning disability related harassment and assess whether there are any gaps.</td>
<td>We will promote positive images of disabled people.</td>
<td>Immediate and ongoing</td>
<td>Community Safety Partnership</td>
<td>This is now formally under the remit of the Community Safety Partnership (‘Endeavour’) Team, with RB being the link officer.</td>
</tr>
<tr>
<td></td>
<td>We will encourage all individuals and organisations to recognise, report and respond to any incidents of disability related Hate Crime.</td>
<td>We will encourage all individuals and organisations to recognise, report and respond to any incidents of disability related Hate Crime.</td>
<td>Immediate and ongoing</td>
<td>Community Safety Partnership</td>
<td>[Rachel Burgess]</td>
</tr>
</tbody>
</table>

[Rebecca Ball]
<table>
<thead>
<tr>
<th>Action</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to coordinate and deliver the Community Relations Forum aimed at working towards eliminating discrimination of any kind and building community relationships to be proud of.</td>
<td>Ongoing, with twice-yearly events</td>
</tr>
<tr>
<td>In place and ongoing delivery of twice-yearly Forum events. Growing engagement of organisations/agencies representing those with disabilities, learning difficulties, victims of discrimination/harassment and Hate Crime. We continue to support the delivery of twice-yearly Forums.</td>
<td></td>
</tr>
<tr>
<td>All frontline staff who may be required to recognise and respond to issues of disability-related harassment and have received proper training.</td>
<td>Ongoing, with twice-yearly events</td>
</tr>
<tr>
<td>We will train all frontline staff to recognise and record vulnerability and train them to recognise safeguarding and the process to follow on identification of safeguarding.</td>
<td>Immediate and ongoing</td>
</tr>
<tr>
<td>In place and ongoing delivery of twice-yearly Forum events. Growing engagement of organisations/agencies representing those with disabilities, learning difficulties, victims of discrimination/harassment and Hate Crime. We continue to support the delivery of twice-yearly Forums.</td>
<td></td>
</tr>
<tr>
<td>All frontline staff where disability related harassment or antisocial behaviour are trained in how to recognise and ensure appropriate safeguarding.</td>
<td>Immediate and ongoing</td>
</tr>
<tr>
<td>Safeguarding training for Gold, Silver and Bronze rolled out to all staff utilising online training modules, where appropriate.</td>
<td>Immediate and ongoing</td>
</tr>
<tr>
<td>In place. Safeguarding training rolled out and reviewing Competency Framework.</td>
<td></td>
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<tr>
<td>[Rebecca Ball]</td>
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<tr>
<td>More generally, all agencies should consider whether their wider staff training and development processes and appraisal and promotion systems should be amended.</td>
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<tr>
<td>[Rebecca Ball]</td>
<td></td>
</tr>
<tr>
<td>Urge local partnerships to raise the issue of disability related harassment on their agendas in order to effectively tackle it together</td>
<td>Immediate</td>
</tr>
<tr>
<td>Local agencies and partnerships need to communicate and act together in ways that produce a swift resolution.</td>
<td>Immediate</td>
</tr>
<tr>
<td>Promotion of the 'Safe Place' scheme to the local media and in the Council's own newspaper. Promotion of awareness of hate crime and reporting hate crime campaign in the Council's newspaper. Ongoing.</td>
<td></td>
</tr>
<tr>
<td>[Richard Evans/Julie Stay]</td>
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<td>Local agencies and partnerships should review the priority they give to dealing with harassment and work together to eliminate it.</td>
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<tr>
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<td>Immediate</td>
</tr>
<tr>
<td>Publish Annual Hate Incident Monitoring Project Report.</td>
<td>Published 2011. Next annual review 2016.</td>
</tr>
<tr>
<td>[Richard Evans/Julie Stay]</td>
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<td>Next Campaign Nov 2016</td>
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<td>Key delivery partnerships namely: TCP, CSP, Health and Wellbeing, Think Family Partnership, provide quarterly progress reports to the LSP, which could include a requirement to report on the above.</td>
<td>LSP meets three times per year, plus an annual review meeting in February each year.</td>
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<tr>
<td>Further develop and embed arrangements to identify and consult with vulnerable residents in its borough, including those with learning disabilities.</td>
<td>We will ensure that vulnerable residents are represented and consulted.</td>
</tr>
<tr>
<td>New Voluntary and Community Sector (VCS) arrangements in Hinckley and Bosworth provides a further mechanism to consult more widely on the needs of our most vulnerable residents.</td>
<td></td>
</tr>
<tr>
<td>Works with its partners in Health and Social Care to ensure that young people with moderate learning difficulties are targeted for support and awareness raising about harassment and how to report</td>
<td>We will improve contact with the health and social care organisations to ensure that people with learning difficulties are targeted for support.</td>
</tr>
<tr>
<td>Works with health agencies to secure their engagement in the work of the Council and its partners, in identifying victims of antisocial behaviour and addressing their needs.</td>
<td>We will improve contact with the health agencies to ensure that they feed into our partnerships to address needs.</td>
</tr>
<tr>
<td>Actions arising from Internal Audit Review</td>
<td>Officers should ensure that equality objectives are set at least once every four years.</td>
</tr>
<tr>
<td>The information contained on the Council website needs to be reviewed and updated where necessary.</td>
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</tr>
</tbody>
</table>

Updated September 2016
FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

EXECUTIVE BRIEFING 23 November 2016
SCRUTINY COMMISSION 08 December 2016

WARDs AFFECTED: ALL WARDS

LGA PEER CHALLENGE - SEPTEMBER 2016

Report of Chief Executive

1. PURPOSE OF REPORT

1.1 For Members to receive and comment on the formal report from the LGA Peer Challenge Team (Appendix A) and be assured as to the actions being taken in response to the recommendations in that report.

2. RECOMMENDATION

2.1 That Members consider the report of the LGA Peer Challenge Team and

   i) note and welcome the many positive comments made by staff, businesses and partners about how the Council operates.

   ii) note and welcome the many positive comments about what the Council has achieved/will achieve in the future.

   iii) endorse and comment on the action plan to address the recommendations, which is attached as Appendix B.

   iv) formally thank the team for their thorough and professional approach to the overall challenge.

3. BACKGROUND TO THE REPORT

3.1 The Council invited a Peer Challenge from the Local Government Association, as a means of securing an independent assessment of its strengths and areas for improvement. The Council provided the Challenge Team, led by the Chief Executive of South Lakeland District Council, with a great deal of information in advance of the ‘on site’ visit, which took place from the 21 to 23 September 2016.
3.2 The Council asked that the team focus on five main areas:
- Understanding of the local place and priority-setting
- Leadership of place
- Forward planning and viability
- Organisational leadership and governance
- Capacity to deliver

3.3 In addition, the team was asked to look at how well the Council is meeting its aim of 'creating a vibrant place to work and live'.

3.4 The team gave some initial feedback to the Leader of the Council and senior officers at the conclusion of the on-site visit and has now followed that up with a final report, which has been published and circulated to all those who participated. A copy is attached to this paper at Appendix A. Members should view the overall report as very positive - both about what the Council has achieved and its potential for further achievements under the guidance of the new Senior Management Team from January 2017.

3.5 The team membership, their methodology, the overall scope of the Challenge and the team’s conclusions are all set out on the attached report.

3.6 The final report sets out eight recommendations, but acknowledges that some refer to work which is underway already. Officers have sought to react quickly to the recommendations - as they would anyway - but particularly in order to ensure that the new Senior Management Team 'hits the ground running' from January 2017.

3.7 The recommendations, the proposed Action Plan and timescales are attached at Appendix B.

3.8 Members are asked to clarify/expand on these responses, so that the recommendations can be addressed as robustly as possible.

4. EXEMPTIONS IN ACCORDANCE WITH THE ACCESS TO INFORMATION PROCEDURE RULES

4.1 The report will be considered in open session at the Scrutiny Commission.

5. FINANCIAL IMPLICATIONS [AW]

5.1 There are no direct financial implications arising from this report.

6. LEGAL IMPLICATIONS [AR]

6.1 None.

7. CORPORATE PLAN IMPLICATIONS

7.1 This report and its outcomes contribute to all the Council aims, but particularly that of 'Providing value for money and proactive services'.

8. CONSULTATION

8.1 Consultation on the final version of the LGA report has taken place with the Leader of the Council, Opposition Leader, Chair of Scrutiny Commission and the Strategic Leadership Board (SLB). The draft Action Plan has been prepared by SLB.
9. **RISK IMPLICATIONS**

9.1 It is the Council’s policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

9.2 It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer’s opinion, based on the information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively.

9.3 The following significant risks associated with this report/decisions were identified from this assessment:

<table>
<thead>
<tr>
<th>Risk Description</th>
<th>Mitigating actions</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>The LGA report and its recommendations are an opportunity for the Council to learn and further improve its operation.</td>
<td>Adopt and implement the Action Plan in this paper.</td>
<td>Chief Executive</td>
</tr>
</tbody>
</table>

10. **KNOWING YOUR COMMUNITY - EQUALITY AND RURAL IMPLICATIONS**

10.1 The Council Plan development and associated Budget Plan process will impact on all areas of the Borough and all groups within the population

11. **CORPORATE IMPLICATIONS**

11.1 By submitting this report, the report author has taken the following into account:

- Community Safety implications
- Environmental implications
- ICT implications
- Asset Management implications
- Procurement implications
- Human Resources implications
- Planning implications
- Data Protection implications
- Voluntary Sector

Background papers: Correspondence with members, Officers and stakeholders who agreed to participate in the Peer Challenge Process

Hard copies of information presented to the Review Team

Contact Officer: Steve Atkinson, Chief Executive, ext 5606

Executive Member: Councillor Mike Hall
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Corporate Peer Challenge
Hinckley & Bosworth District Council

21st – 23rd September 2016

Feedback Report
1. Executive Summary

Hinckley and Bosworth Borough Council (HBBC) is an ambitious council with a positive outlook. It is well-managed with a can-do culture; people want to come and work here, and are committed to making a difference to people’s lives.

This council is highly regarded by its stakeholders as a trusted and willing partner. This includes influencing others effectively in areas where it is not responsible for delivery, such as transport infrastructure and education, and the tenacity to stick to long term ideas and make them come to fruition, such as the tourism partnership and the re-development of derelict sites.

Recent successful regeneration projects in Hinckley, together with future plans for more rural areas, are helping to deliver vibrant communities. The high need for housing in the sub-region means that HBBC is using imaginative ways to identify and encourage house building, including re-vitalising previous retail and industrial areas, as well as creating the potential for new garden villages. The council has a good track record of major commercial, housing, leisure and infrastructure projects that link with the Council’s ambition for the district. There is a measured appetite for risk in this area which has already seen a good rate of return on investment.

Members are engaged in their ward and committee roles, and have had good induction training following the change of control in 2015. However, a more comprehensive member development programme would be welcome, particularly on local government finance and risk management, in order to give members a clearer view of the longer-term financial situation, and the strategic impact they can have. Involving relevant ward members and portfolio holders as well as Scrutiny in early stages of policy and service developments would help speed up the decision making process.

The Scrutiny function, particularly around finance, is considered to be effective by officers, members and the external auditor. Reports, policies and initiatives are brought to Scrutiny at a pre-decision stage enabling members to explore options, challenge and mitigate proposals. However, this can sometimes lead to a lack of key member engagement at an early stage (for example, relevant ward councillors or executive members) and reportedly led to examples where ward members have required detailed information at a late stage in decision-making. This risks decisions taking longer than expected or planned.

Although improvements have been made on providing digital access to services by residents and businesses through the Council’s Channel Shift programme, there is an opportunity to develop a comprehensive digital strategy, leading your ICT partners to consider digital access to a wide range of council services. This could enable HBBC to be a transformational council because it could fundamentally change service delivery and be more efficient by using more online technologies for back-office and frontline services.

HBBC has strong senior management and leadership. The cultural shift to the new structure will need some work to be developed and fully embedded to ensure the minimum disruption when the time comes. The council has a happy, loyal, enthusiastic workforce, where staff feel encouraged to develop their skills and capabilities. There is a high level of retention and good training and progression opportunities, although it is not clear how
strategically planned this is. As the council moves forward and increases the commercial and digital focus, it will be important to clarify what staff development is needed to deliver the vision.

Although the Leader has a vision, this is not yet clearly articulated through strategic documents and plans such as the medium term financial strategy or the housing growth strategy. The story of HBBC’s journey and future direction is not currently clearly articulated in one single source. For example, it appeared that there is more than one interpretation of the priorities in the Council Plan. Staff, members and partners were not consistent in telling us the council’s priorities.

HBBC is working well to create the conditions for economic success, recognising that sometimes this means influencing others to act rather than taking action directly. The authority is empowering communities to succeed, by listening and responding to their needs, and helping to provide the relevant services. The council is working with others to create the right climate for individuals to find education and employment opportunities locally, and provide the appropriate housing at different stages of people’s lives. There are examples of excellent work with national recognition, such as the Endeavour project helping to address anti-social behaviour, or the successful strategic development work around the A5, including MIRA Enterprise Zone.

However, we picked up some concerns that risks were not always fully understood or addressed at a corporate level. For example, it was not clear if all the risks have been explored relating to reduced central government grants.

Overall, HBBC is an open transparent council, working well with partners, and supporting its staff to deliver the best it can for the communities in the borough. Regeneration is bringing financial as well as community benefits, all of which helps to improve the lives of the residents of Hinckley and Bosworth Borough Council.

2. **Key recommendations**

1. Establish a clear single vision and council plan
2. Establish consistent communications to ensure this single vision is clear to staff, residents and other stakeholders
3. Explore with partners future skills for the borough and for HBBC and identify how you will meet any skills gaps.
4. Continue to support and develop your staff to ensure they are resilient, flexible and adaptable to meet future challenges.
5. Further develop the digital agenda and take the opportunity to lead your IT partners, exploring ways to transform delivery and community support through digital means.
6. Clarify the Corporate Plan and keep delivering the ambitious programme you are setting.
7. Ensure you fully appraise and understand the impact and risks (financial and otherwise) of major long term decisions before you commit to action.
8. Consider how timely Member communication and involvement can lead to good policy development and decision-making.
3. **Summary of the Peer Challenge approach**

**The peer team**

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at Hinckley and Bosworth Borough Council were:

- Lawrence Conway, Chief Executive Officer, South Lakeland District Council
- Councillor Tony Jackson, East Hertfordshire District Council
- Joanna Ruffle, Head of People and Policy, Southend-on-Sea Borough Council
- Stuart Bobby, Director of Corporate Services, Gravesham Borough Council
- Frances Marshall, Member Services Manager, LGA
- Becca Singh, Peer Challenge Manager, LGA

**Scope and focus**

The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges cover. These are the areas we believe are critical to councils’ performance and improvement:

1. **Understanding of the local place and priority setting:** Does the council understand its local context and place and use that to inform a clear vision and set of priorities?

2. **Leadership of Place:** Does the council provide effective leadership of place (and the wider place - e.g. economic and other partnerships beyond the District’s boundaries and the wider place [e.g. Leicestershire, Combined Authority, the Region, the 'Midlands Engine'] through its elected Members, officers and constructive relationships and partnerships with external stakeholders?

3. **Organisational leadership and governance:** Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?

4. **Financial planning and viability:** Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?

5. **Capacity to deliver:** Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?
In addition to these questions, you asked the peer team to consider/review/provide feedback on the steps which the Council, alongside partners, is taking to meet the interrelated objectives of:

- creating the conditions for economic success
- empowering communities and
- supporting individuals

This has been summarised through the council’s aim of “Creating a vibrant place to work and live”.

**The peer challenge process**

It is important to stress that this was not an inspection. Peer challenges are improvement-focused and tailored to meet individual councils’ needs. They are designed to complement and add value to a council’s own performance and improvement focus. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent three days onsite at the Hinckley Hub, during which we:

- Spoke to more than 100 people including a range of council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 40 meetings and additional research and reading.
- Collectively spent more than 240 hours to determine our findings – the equivalent of one person spending more than six weeks in Hinckley and Bosworth Borough Council.

This report provides a summary of the peer team’s findings. It builds on the feedback presentation provided by the peer team at the end of our on-site visit (21st – 23rd September 2016). In presenting feedback to you, we have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.
4. Feedback

4.1 Understanding of the local place and priority setting

Residents are at the heart of decision making and delivery. Partners, officers and members are clear that the council understands the needs of service users. Delivery is underpinned by high standards of customer care, prevention and successful outcomes for individuals as well as the council. A sense of fairness and customer care is apparent in the political and operational level of the council: we heard this from a wide range of staff and stakeholders during our visit.

Good and established relationships with partners in different sectors illustrate how HBBC understands the local context well. HBBC officers are regarded as having a positive influence at regional level, over and above what might be expected for a borough council. It is clear that the council has been the driving force and enabler behind many of the joint initiatives with partners such as services shared with other councils, the Endeavour programme (partnership work with police and county council to address anti-social behaviour), the Tourism Partnership (promoting the borough’s visitor economy), and regeneration projects in the borough (such as the Crescent in Hinckley). HBBC has been instrumental in moves to develop the A5, despite having no responsibility for Highways, and has worked with developers, education providers, strategic and local Health interests and industry to develop sites along this key route. As a consequence they are seen as having a pragmatic, entrepreneurial approach which delivers results.

The council is prepared to blur and challenge the lines between district and County responsibilities in order to ensure that outcomes are delivered for residents, for example with the Endeavour programme. It will be important to constantly balance these aspirations with the challenge of ensuring that the council does not compromise its capacity to deliver.

The council has recognised the importance of the voluntary sector as part of the wider community development, as illustrated by the establishment of the local VCS Commissioning Hub. This is clearly supported by the Leader and officers. In addition, the council has immersed itself in this work so that it can understand the complex needs of the most vulnerable people in its communities. It is clearly learning from past experiences and wants to fully understand the needs of vulnerable people and help to meet them.

There is a flexible and pragmatic approach to opportunities that arise to invest in property and land that can be regenerated. Officers and partners welcome the council’s ability to be agile and react to change and economic opportunities. However it is unclear if this approach is underpinned by a longer term strategy for income generation and a long-term economic strategy. The development of a longer term economic vision would help to ensure that opportunities are adopted because they were part of an overall vision and strategic approach which brings maximum benefit brought to the area. This was agreed by Executive shortly after the peer challenge.
4.2 Leadership of Place

HBBC works extensively in partnership and are recognised as strong partners and key influencers who genuinely add value. A wide range of strategic partners and stakeholders gave us exceptionally positive feedback. They readily appreciate the influence that senior officers and the Leader bring to meetings, with feedback exceptionally positive about how they listen, engage and act on suggestions that are made, and work with others to find solutions to local challenges. A culture of cross organisational working is embedded at different levels of the authority, with strong relationships built upon a ‘transparent and open attitude to problem solving’ (partner view). The move to the Hinckley Hub has demonstrated how the council organises to meet customer needs.

Joint working with partners has been described as ‘true collaboration’ with HBBC understanding their role but taking a holistic approach to deliver what is needed. This is welcomed by partners and acknowledged by officers as part of a wider preventative agenda and commitment to customer care: moving forwards we think this approach should be extended to the council’s wider strategies and financial planning. Support may be necessary from other partners where the relevant knowledge, resource and capability is outside the traditional district council remit.

The new Developing Communities Fund, providing financial support to parish and town councils in rural communities, should help to enable the council to further empower more local communities, building on the success of the Parish and Community Initiative Fund. The political leadership is determined that there should be ‘fairness’ in the process, although this needs to be more clearly articulated to ensure a common understanding of what this fairness will mean and how this will work. The mechanics and levels of available funding have yet to be determined, and it will be important to monitor the effectiveness of the Fund. This clarification of what fairness means would also benefit the council’s strategic plans and its values.

Senior management are recognised as having played a significant role in persuading the Leicestershire LEP to develop Tourism and Culture and Sport Sector Plans as part of its Strategic Economic Plan. Councillors have begun to actively engage with the Hinckley & Bosworth Tourism Partnership and welcomed a recent presentation to identify how they can become more involved locally. It will be important for members, as well as the officers, to drive this agenda in the future in order to contribute towards creating a vibrant place to work and live.

Communications with stakeholders and partners is largely good, but this could be enhanced by clearer messages on key issues and future plans, for example on transport infrastructure, town centre parking and enforcement, as well as managing housing growth and rural impacts. The council may wish to consider an enhanced communications strategy that informs and engages the whole community on its long term planning and aspirations.
4.3 Organisational leadership and governance

In 2015 the council had a change in political leadership. The authority invested in member induction training following the election particularly focusing on introducing new members to how the council works, and their responsibilities within that. Member briefings are provided to Members on key issues and all Members of the Planning and Licensing committees are required to undertake fundamental training before they are allowed to serve on the committee. However, there has been no ongoing systematic programme of member development, and members indicated there are areas which they could benefit from further support, such as local government finance, licencing and planning matters.

The team recommend that a comprehensive development programme should be introduced in order to ensure that members continue to keep abreast of issues that have an impact on local government. This should be based on member and council needs and existing experience to ensure that councillors feel more confident about the impacts of decisions. This might include internal and external training, exposure to other councils and national networks, such as the District Council Network. We understand the council has considered working towards the East Midlands Member Charter as an aim and we would encourage this.

HBBC has benefitted from the stability of a long-serving strong and highly regarded Chief Executive, with loyal followership both internally and externally, and a strong Management Team. The internal appointment of the new Chief Executive provides an opportunity for further stability and continuity of approach.

The new structure of the Senior Management Team from January 2017 will consolidate current responsibilities into three directorates, with the aim of making the most of cross-departmental working and collaboration. There remain some areas of potential confusion for external stakeholders which may need some further clarification.

The council has a comprehensive scrutiny and committee process for the consideration and approval of officer reports and decisions, and this has been seen to be effective in terms of robust challenge of council-led initiatives. For example, members decided not to progress with a planned housing development via the Wholly-owned Company on the basis of additional information that was provided to Scrutiny. However, we heard that sometimes the scrutiny results in delays to decision-making with officers reporting that ward members are not always included early enough and subsequently ask for detailed information late in the process. Some consideration could be given to how to ensure decisions can be timely whilst still appropriately scrutinised.

The governance structure, with Executive Members appointed to take a leading role for key areas of service delivery and policy planning, has a positive impact on the organisation but HBBC would benefit from a more regular and systematic approach to strategic planning across the district. Early engagement with executive and relevant ward members would help them shape the direction of the council in a timely fashion, minimising delays by late member requests for detail. A more formalised and regular dialogue between portfolio holders and relevant officers, with performance reporting, would improve monitoring of their responsibilities and enhance strategic planning. HBBC may wish to consider refining
the constitution to allow for more delegation of responsibilities to Executive members (for example over non-key decisions) to enable the authority to continue to be flexible and opportunistic.

Whilst the Leader has a clear sense of priorities and direction for the borough driven by a sense of place and fairness, the clarity of message and shared ownership of these objectives was not always consistent by members or officers. This was reflected through discussions of priorities as well their expression in corporate documents such as the Corporate Plan. The team suggest more frequent meetings of the Executive Members to ensure a greater shared political vision, alongside regular away days with the Strategic Leadership Board/Management Team. HBBC could cement its vision and enhance its ambitions for the district by creating a single powerful narrative.

The new draft corporate plan outlines ambitious plans for the council, working alongside partner agencies for the greater good of the community. It links directly to the agreed Community Plan (of the Local Strategic Partnership). However, it may need to be revised when the council has agreed its vision. It is clear that HBBC is making a significant impact in local areas not traditionally associated with district councils (such as the A5 road improvements and the Endeavour programme), but it is important that there are clear policies to ensure proper risk management approach. Financial and other risks need to be carefully managed and expertise may need to be sought elsewhere.

4.4 Financial planning and viability

The external auditor reports that financial resources are sufficient to support future objectives. Key financial strategies and polices are in place (such as the Medium Term Financial Strategy, Capital Strategy and Efficiency Plan). These will need to be refreshed to take into account emerging central government policy decisions and continually updated with the current financial position of the council. The council has made significant investments and savings in past years enabling it to consistently keep council tax levels low with the borough, and has clearly set out its plans for future levels of council tax income. These include a detailed analysis of the anticipated income receivable by the authority, and the savings to be made over the medium term. The authority is confident that these plans can be realised.

However, in light of the capital investment undertaken and proposed by the authority over the medium/long term, and developing strategies for investment we feel that HBBC should consider financial planning beyond 2019/2020. This would allow the authority to demonstrate the long-term impacts of its investment decisions, and to effectively plan for any future changes required to the organisation in advance of any deadlines for implementation. Longer-term cash-flow forecasting would also be beneficial, and would enable the organisation to effectively plan its day-to-day treasury management needs, and take advantage of opportunities for investment as they arise. Scenario planning would be helpful in working through potential changes where the details are not yet known for example, Business Rates Retention and New Homes Bonus.

The external auditors and members both consider the scrutiny function provided by the Finance & Performance Scrutiny Committee to be providing robust oversight of the Council's financial position and ongoing performance. It will be important to continue to
maintain this support, and for appropriate further training be given for the wider group of members.

Mechanisms exist to enable the authority to take an opportunistic approach to initiatives within the borough. The authority has a strong track record of making investment decisions and partnership working that generates significant benefits for those who live and work in the borough. HBBC is regarded by its peers and external stakeholders as being a beacon of performance in this area. For example, the increase in the authority's borrowing cap in 2005 enabled it to invest in the Greenfields site, which yields an annual return of 8% on investment.

Council finance officers are seen as responsive and receptive to any enquiries and challenges presented to them. However, after a period during which there has been some turnover of staff within the Finance Team, there have been some difficulties implementing external audit recommendations as effectively as possible in the last twelve months. Securing stability in financial officer resource, and involvement of that resource in strategic service planning will be critical to achieving corporate objectives, particularly because of the significant investment plans and the unprecedented levels of uncertainty in local government finance. HBBC have accepted the recommendation that they should consider a more active role for the Chief Finance Officer on the Strategic Leadership Board, and detail its conclusions and compliance with best practice in its Annual Governance Statement for 2016-17.

4.5 Capacity to deliver

HBBC staff are enthusiastic passionate and focused on outcomes for their residents and service users. Staff and partners told us they work together to deliver the best possible outcomes for residents and service users, who in turn report high levels of satisfaction. Case studies demonstrate where the council’s interventions have made a positive difference to people’s lives and staff are, quite rightly, proud of what they achieve. For example work with partners on anti-social behaviour has increased the number of successful prosecutions, and the council has made a difference by investing in the regeneration of derelict and run down industrial sites to rejuvenate town centre and create much needed housing. The council may want to consider how these good news stories are publicised and celebrated across the community.

There is a strong sense of loyalty and commitment to both the organisation and the place, and we saw examples of staff working across geopolitical boundaries as well as teams in order to improve customer experiences and outcomes. There is a positive and open culture where staff believe they are treated with respect and encouraged to develop. The council’s values and behaviours are understood, referred to and widely used. They provide a clear set of expectations and standards for all. There is a strong commitment to staff training, development and progression and staff welcome and maximise these opportunities. However, training and development does not appear to be strategically planned to ensure that the organisation has the skills to deliver the future vision. It will be important to co-ordinate the training needs, career development aspirations and the skills the authority needs for the future. Flexible working and co-location have been embraced across the council and the people policies and strategies have supported this shift.
Senior officers are highly visible and staff feel able to raise issues and concerns at any time. The move to the Hinckley Hub, which brought different services into open plan offices from the old council buildings, has fostered an open culture where organisational service boundaries are largely invisible. Staff talk about ‘a working family’ where ‘we are all in it together’ and it is ‘good for the mental health’.

Communications with staff are strong and consistent. The monthly newsletter recognises and celebrates excellent practice and performance as well as providing information updates. Staff suggested that dialogue and learning between departments could be improved with regular meetings of a cross section of frontline staff, team leaders or middle managers.

The council’s People Strategy is aligned to the current corporate plan, and the ‘golden thread’ from Corporate Plan through Service Improvement Plans (SIPs) to individual performance reviews (PDAs) is clear, understood by staff and embedded. The council may want to test out if there is a consistent application across all areas particularly in front line operational teams where staff have indicated they feel less engaged and informed. There is a good performance management system which is used to good effect to improve delivery of services. There are performance indicators for all departments, with all council initiatives clearly linked to the objectives in the current Corporate Plan. Exception reporting is taken to SLB and the Finance & Performance Scrutiny Committee.

The current refresh of the People Strategy will need to address future challenges. We suggest that this includes addressing recruitment hotspots (particularly development control planners), the impact of the new living wage on the pay structure and the future skills requirements particularly around the digital agenda. The commitment to ‘no compulsory redundancies’ whilst laudable, should also be revisited in light of these challenges because the council alongside other local authorities, faces considerable financial stress in the future.

4.6 Creating a vibrant place to work and live - Creating the conditions for economic success, empowering communities, supporting individuals.

The council acts as a catalyst to business growth. There is strong evidence that members give support and leadership to officers and communities on economic regeneration in both the towns and rural areas. The ‘can do’ approach of the authority has been a significant factor in bringing this level of inward investment, and the authority is well regarded by its partners. This approach has, and will continue to, lead to the further development of the formal and opportunistic ventures that will present themselves. Partners report that the council is influential, pro-active and persuasive with an appropriate willing risk appetite for success in regenerating the local area.

There is significant successful delivery of major commercial, housing and leisure infrastructure projects that link into the ambitions of the council. There are clear visible signs of major investment opportunities being realised, which are valued and recognised by the community. There is pride in the area, and there has been a ‘buzz’ created that they value highly. Residents and the business community are confident that these investments are necessary, and accepted. Plans are in place for future development and the Rural Strategy takes this across the whole borough. The team suggest that local
members and executive members are involved in a more regular and systematic approach to enabling strategic planning across the borough, and that there is a formalised and regular dialogue between members and officers in this key area of for the council.

There are many good examples where the council’s investment has brought forward positive results including the Atkins building, the Hub, the Crescent and the new Leisure Centre. With a clearly articulated vision, the council could gain wider recognition of Hinckley and Bosworth as a major hub in the UK’s economy, extending its existing sphere of influence. This could encompass all existing separate strategies into one place and should include strong reference to the visitor economy, and the area’s tourism offer.

Considerable effort is made to ensure good communications with partners and other stakeholders. This could be enhanced by giving a higher profile to some of the council’s and residents’ priority areas such as future plans on transport infrastructure and town centre parking, and key messages on housing growth in rural areas. The authority may wish to consider an enhanced communications strategy that informs and engages the whole community on its long term planning and aspirations.

4.7 Conclusions

Hinckley and Bosworth Borough Council has evolved into a successful council that is highly regarded by its partners and neighbouring councils. It is ambitious for its residents and communities, and is using its influence to attract inward investment and lead regeneration in its town centres and rural areas.

Last year’s change in political leadership brought a change of direction to the council. Councillors are clearly committed to doing their best for the district and efforts are made to work together across the political composition of the council to achieve this.

The council is about to move into a new era of managerial leadership which can build further on the established goodwill, positive outlook and commitment of staff.
5. Next steps

5.1 Immediate next steps

We appreciate you will want to reflect on these findings and suggestions with your senior managerial and political leadership in order to determine how the council wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Mark Edgell, Principal Adviser is the main contact between your authority and the Local Government Association (LGA). His contact details are: Tel 07747 636 910 and Email mark.edgell@local.gov.uk.

In the meantime we are keen to continue the relationship we have formed with you and colleagues through the peer challenge. We will endeavour to provide additional information and signposting about the issues we have raised in this report to help inform your ongoing consideration.

Follow up visit

The LGA peer challenge process includes a follow up visit. The purpose of the visit is to help the council assess the impact of the peer challenge and the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the Council. Our expectation is that it will occur within the next 12-24 months.
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Hinckley and Bosworth Borough Council
Action Plan in response to Recommendations from the
LGA Corporate Peer Challenge 21-23 September 2016

i) Establish a clear single vision and Council plan

A draft has been prepared, with an infographic showing how the various strands and strategies fit together. Council will be asked to approve a final version on 23 February 2017. The timetable must include the opportunity to align the Council Plan and the budget-setting for 2017/18. An indicative timetable is:

* Cross Party 2017/18 Budget Plan Workshop - end November (tbc)
* Draft Council Plan – Executive Briefing - January (tbc, if needed)
* Council Plan/Budget Plan endorsement by Executive Briefing - 1 Feb 2017
* Council Plan/Budget Plan alignment - Scrutiny Commission - 9 Feb 2017
* Council Plan/Budget Plan - Approval - Council - 23 February 2017

ii) Establish continued communications

A review of our Communication Strategy was underway already and is incorporating communications on the new priorities into a regular programme. In addition, a less formal and more engaging series of staff briefing sessions will be introduced from early 2017, informed by recommendations from the Staff Forum by end December 2016.

iii) Explore with partners future skills for the borough and for HBBC to identify how (the Council) will meet any skills gaps

Internally, this will be addressed by a refreshed ‘People Strategy’, which is in development, but which will need to be informed by the revised Corporate Plan. The refreshed People Strategy will be presented to Council during 2017, following consultation with UNISON.

As regards skills’ needs outside the Council, Members have agreed a draft Regeneration Strategy for consultation. Once adopted, this Strategy will direct our work to 2020, including our relationship to the skills agenda for the Leicester and Leicestershire Combined Authority (due to commence in Spring 2017), as well as our continuing work with our cross-border colleagues in North Warwickshire and Nuneaton and Bedworth.

iv) Continue to support and develop your staff to ensure they are resilient, flexible and adaptable to meet future challenges

This will form an integral element of the People, the Digital and Communications Strategies and their consultation and implementation, as it is about ‘emotional intelligence and resilience’ to address the many changes on the horizon. The issues emerging from the ‘horizon-scanning’ process (see vii) will need regular communication with staff, as part of any revised staff briefing arrangements, and with Members as part of the early engagement approach (set out in viii below).
v) Further develop the digital agendas and take the opportunity to lead your IT Partners, exploring ways to transform delivery and continuing support through digital means

A 'Corporate Digital Strategy Framework' has been prepared, which aims to address this recommendation, building on and consolidating much of what is already in place, but setting a direction and targets up to 2020 and beyond. The draft is attached at Annex (a). It has been prepared, following focussed internal consultation, but will benefit for further discussion with our new IT provider, SopraSteria, as well as from wider stakeholder/staff consultation. As written, it reads across to the People Strategy and, therefore, will be presented to the Council for approval at the same time during 2017.

vi) Clarify the Corporate Plan and keep delivering the continuous programme (the Council) is setting

This confirms the comments and timescale for approval, set out in recommendation/action (i). However, there is the added dimension of timelines and monitoring, which are part of the corporate project management structure.

vii) Ensure (the Council) fully appraises and understands the risks (financial and otherwise) of major long-term decisions, before you commit to action

This is part and parcel of our risk management arrangements and our report template ensures that this appraisal is undertaken for all projects. The Budget Plan workshop(s), which have been arranged, will address the various scenarios thrown up by legislation, Combined Authorities and reducing funding, amongst other immediate pressures and changes.

Future meetings of the SMT, and the subsequent Executive Briefing, will set regular (quarterly) timeslots for 'horizon-scanning' and forecasting, to ensure that longer-term perspective is adopted and embedded into our forward planning.

viii) Consider how timely Member communication and involvement can lead to give policy development and decision-making

The Council Leader is taking the lead on this, along with the Leader of the Opposition and Chair of Scrutiny Commission. Officers will work with the Member Issues group to expend our Member Development offer, aligned to local requirements. This will report internally by end February 2017.

Officers also are reviewing with Members the reporting pathways, with a view to streamlining the overall processes and making that process more clear. The reduced management hierarchy should further promote the speed of decision-making, but we will explore the potential for and make recommendations on greater delegation of formal decision-making to Executive Leads and relevant senior managers.

* Proposals to be researched for Executive briefing - 5 April 2017
* Firm proposals to Scrutiny Commission - 20 April 2017
* Approval by Council - 16 May 2017
HINCKLEY AND BOSWORTH BOROUGH COUNCIL

A CORPORATE DIGITAL STRATEGY FRAMEWORK FOR THE 2020s

Introduction

There has been a considerable and continuing increase in the availability and use (particularly by younger people) of online/web-accessible media and other social networks, allied to the demands on public services to interact with citizens and businesses in more cost-effective and customer-responsive ways. It is important, therefore, that the Council takes the fullest advantage of the opportunities offered now and in the future by digital technology to transform how we operate as a provider of services and partner in strategic delivery. At the centre of everything we do must be the customers and their experiences.

This Strategy sets the framework for our use of digital technologies and media across the Council over the next five years.

The Challenges We Face

The Council's Corporate Plan 2017-2020 sets out how we intend to provide the right services in the best way to improve the quality of life for everyone who lives and works in the borough of Hinckley and Bosworth. The Plan has been informed by citizens, partners and businesses, but in the knowledge of the main challenges the Council will face during that period.

There will be:
* a growing and ageing population
* reducing resources/capacity and an increasing emphasis on collaboration
* the rurality of the borough, with the consequent physical and virtual access difficulties and associated costs
* an expectation, especially by the younger demographic, that the Council will be digital/that they will be able to transact with the council on-line
* the need to develop the future skills appropriate to our mix of hi-tech/logistics industries
* The need to set priorities and lead our ‘place’ on the basis of real/real-time data.

Our Corporate Plan Priorities

Our priorities are based around:

People
- helping them to stay healthy, active and protected from harm
- helping them make a positive contribution to their community
- supporting people who are most in need from vulnerability, age or protected characteristics

Place
- creating a clean, attractive and safe place to live and work
- promoting the delivery of decent, affordable housing
- keeping our environment clean and green

Prosperity
- encouraging investment in economic growth, skills and regeneration
- reducing poverty
- developing rural communities
The effectiveness of our digital activities, as set out in this strategic framework, will be judged by how will they contribute to the achievement of the priorities in our Corporate Plan.

**What does 'Digital' mean to us?**

Digital refers to the tools and methods used by the Authority to provide transactional services to meet the needs of our customers.


Our principles can be summarised by the acronym:

- **O**ne data
- **N**ew services – tools / self –serve
- **C**ustomer focussed
- **E**fficient

Providing the right services first time.

**The Digital Contribution**

The elements in this Strategy will, through internal and external integration and effective promotion, address our priorities by:

**People**
- making it easier for citizens, customers and businesses to 'have their say'
- making the digital channel so convenient and easy to use that it becomes the channel of choice for customers
- making it easier for the Council and our partners to respond in a more cost-effective way
- reducing unnecessary contacts, for the benefit of the public and the organisation
- recognising that not everyone will be able to take advantage of the benefits from greater digitalisation and support them accordingly
- supporting collaboration with partners, including the voluntary sector

**Place**
- reducing journey times/fuel costs/pollution
- enabling the sharing of information on accommodation
- enabling reporting of all 'on-street problems and appropriate follow-up action

**Prosperity**
- promoting and delivering digital skills across the borough
- enabling wider promotion of the economic advantages of the area
- reducing costs of transactions for citizens
- enabling greater engagement with/from rural communities

**What we are doing already**

- **Customer Relationship Management** - Digitally managing the customer journey experience in a consistent way, utilising one data and common workflows - where possible, integrating with back office systems

- **Web Forms** - Intelligent way-based forms and templates
• **Self-serve** - Providing a single point of contact for our customers, regardless of interface, to sign post services, information and transactional interactions

• **E-payments** - A common, secure payment tool, to interface payment services for the Authority

• **Communications** - High quality and timely information, accessible by all, utilising social media tools (website, Facebook, twitter), consistent with traditional methods - such as newsletters, leaflets

• **Work-based tools** - Mobile solutions, supporting the delivery of timely and accessible services in the right places at the right time for our customers - using tablets, iPads, mobile phones and other mobile software solutions

• **Consultation** - Point of interaction consultation and feedback, to develop a knowledge of the service users and their requirements for ongoing developments – such as web-based forms and Govmetric.

• **Education** - Encouraging all users to use the digital service (with assisted digital support, if required), to facilitate channel shift away from non-digital channels and service methods

**Means to the End**

A set of broad targets is set out below, to be achieved by 2020 as the foundation for our plans and approaches beyond that date. To contribute towards the achievement of those targets, we will set in place a programme of service reviews, prioritised by the volume/impact of transactions - focusing on the top ten (to be determined), with the aim of digital transformation over the next three years. These reviews will concentrate on the aims of:

* improving the customer experience
* reducing the cost to the Council
* identifying and resourcing tailored support for customers, where necessary.

A Digital Working Group will identify the 'top ten' areas and drive the review process. The Group will comprise:

* Julie Kenny - Director of Corporate Services
* Julie Stay - HR and Transformation Manager
* Mike Dungey - Interim ICT Manager
* Jacqueline Puffett - Communications and Promotions Officer
* Laura Blain - Customer Services Manager
* Anne Jones - Web Officer

The Working Group will test out initial priorities and ongoing work with the Senior Management Team, and thereafter consult more widely with stakeholders and staff, to ensure customer-centric focus.

**Digital Champions**

The Authority recognises that, in order to continue to develop services which are simpler, clearer and faster for all users, ‘Digital’ needs to be at the forefront of our planning.

Systems administrators and business leaders act as the authority’s Digital Champions and are responsible for questioning how Digital can benefit staff, service and customers, by being able to deliver accessible and easy to use services in their service improvement plans.
**Targets** (by 2019/20, unless otherwise stated)

1. **Channel Shift**
   - **Face to face**: 5% (8.6% 2016/17)
   - **Telephony**: 45% (78.5% 2016/17)
   - **Digital**: 50% (12.8% 2017/18)

2. **Digital Payments**
   - 90% (2017/18)
   - 100% (2018/19)

3. **Digital Skills/Culture**
   - 70% of staff trained (2017/18)
   - 100% of staff trained (2018/19)
   - 85% of staff recognise digital priority and its use

4. **Social Media**
   - **Quality Participation**: 10% increase each quarter
   - **Page 'likes'**: 20% increase year on year

5. **Overall Customer Satisfaction**
   - 90%

* These targets are purely indicative and will need to be subject to consultation with SopraSteria and end users before final confirmation.
Overview and Scrutiny Work Programme 2016-2017

DECEMBER 2016
<table>
<thead>
<tr>
<th>Date</th>
<th>Issue</th>
<th>Reason</th>
<th>Outcomes</th>
<th>Lead Officer</th>
<th>Supports corporate aims</th>
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<td>Presentation from Together for Tenants</td>
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<td>8 December 2016</td>
<td>Update on credit union</td>
<td>Request of Commission</td>
<td>Monitor success and ensure progress</td>
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<td>8 December 2016</td>
<td>Affordable Housing delivery update</td>
<td>Update on delivery against requirements</td>
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<td>Environmental enforcement policy and procedures</td>
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<td>Make recommendation to Council</td>
<td>Caroline Roffey</td>
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<tr>
<td>8 December 2016</td>
<td>Corporate equalities – update on action plan and changing focus of group</td>
<td>To inform of actions of the Steering Group</td>
<td>Support for delivery of Equality Policy</td>
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<tr>
<td>8 December 2016</td>
<td>Feedback from peer review</td>
<td>Request of Chairman</td>
<td>Consider actions</td>
<td>Steve Atkinson</td>
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<tr>
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<td>Local Council Tax Support scheme</td>
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<td>Capacity pressures</td>
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<td>Make recommendation to Council</td>
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<tr>
<td>9 February 2017</td>
<td>Update on car parking in Hinckley town centre, and car parks study</td>
<td>Request of Commission to follow up previous discussion</td>
<td>Ensure adequate provision and value for money</td>
<td>Caroline Roffey</td>
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<tr>
<td>9 February 2017</td>
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<td>Request of Commission</td>
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<td>Caroline Roffey</td>
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<td>Corporate Plan</td>
<td>Consider priority setting and inform council decision</td>
<td>Recommendation to Council</td>
<td>Julie Kenny</td>
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<tr>
<td>9 February 2017</td>
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<tr>
<td>9 February 2017</td>
<td>Housing &amp; Planning Act</td>
<td>Request of Commission</td>
<td>Briefing on regulations of Housing &amp; Planning</td>
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<tr>
<td>Date</td>
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<td>20 April 2017</td>
<td>Parish &amp; Community Initiative Fund</td>
<td>Annual report</td>
<td>Recommendations to SLB</td>
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<td>Update on neighbourhood planning</td>
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<td>5 October 2017</td>
<td>Planning appeals update</td>
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<td>Affordable Housing delivery</td>
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<tr>
<td>Date</td>
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<td>21 November 2016</td>
<td>Revenue &amp; capital outturn, 2nd quarter</td>
<td>Monitor budgets and capital programme</td>
<td>Ensure effective use of resources</td>
<td>Ashley Wilson</td>
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<tr>
<td>21 November 2016</td>
<td>Performance &amp; risk update, 2nd quarter</td>
<td>To monitor performance in-year</td>
<td>Identify improvements</td>
<td>Cal Bellavia</td>
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<td>21 November 2016</td>
<td>Aged debts, 2nd quarter</td>
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<td>Ensure recovery processes are robust</td>
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<td>21 November 2016</td>
<td>Business rates retention, 2nd quarter</td>
<td>Monitor levels of retention and pooling arrangements</td>
<td>Ensure appropriate arrangements and value for money</td>
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<td>21 November 2016</td>
<td>Treasury management, 2nd quarter</td>
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<td>21 November 2016</td>
<td>Frontline service review – Environmental Health</td>
<td>Programme of performance reviews</td>
<td>Monitor performance</td>
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<tr>
<td>30 January 2017</td>
<td>Budget (joint with Scrutiny Commission)</td>
<td>To scrutinise budget proposals prior to Council decision</td>
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<td>Frontline service review – Housing</td>
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<td>Industrial units – performance monitoring</td>
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<td>Revenue &amp; capital outturn, 3rd quarter</td>
<td>Monitor budgets and capital programme</td>
<td>Ensure effective use of resources</td>
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<td>3 April 2017</td>
<td>Aged debts, 3rd quarter</td>
<td>Monitor levels of debt</td>
<td>Ensure recovery processes are robust</td>
<td>Ashley Wilson</td>
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<tr>
<td>3 April 2017</td>
<td>Business rates retention, 3rd quarter</td>
<td>Monitor levels of retention and pooling arrangements</td>
<td>Ensure appropriate arrangements and value for money</td>
<td>Ashley Wilson</td>
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<tr>
<td>3 April 2017</td>
<td>Treasury management, 3rd quarter</td>
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<td>Ensure compliance with policy</td>
<td>Ashley Wilson</td>
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<tr>
<td>3 April 2017</td>
<td>Performance &amp; risk, 3rd quarter</td>
<td>To monitor performance in-year</td>
<td>Identify improvements</td>
<td>Cal Bellavia</td>
<td>All</td>
</tr>
<tr>
<td>Date</td>
<td>Issue</td>
<td>Reason</td>
<td>Outcomes</td>
<td>Lead Officer</td>
<td>Supports corporate aims</td>
</tr>
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<tr>
<td>3 April 2017</td>
<td>Frontline service review – Planning</td>
<td>Programme of performance reviews</td>
<td>Monitor performance</td>
<td>Nic Thomas</td>
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<td>3 April 2017</td>
<td>Contact centre – call waiting times (six month progress update)</td>
<td>Follow up as result of referral from Scrutiny Commission</td>
<td>Monitor performance</td>
<td>Julie Stay</td>
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<td>25 May 2017</td>
<td>Frontline service review – refuse &amp; recycling</td>
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<td>Performance &amp; risk end of year 2016/17</td>
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<td>25 May 2017</td>
<td>Revenue &amp; capital outturn 2016/17</td>
<td>Monitor budgets and capital programme</td>
<td>Ensure effective use of resources</td>
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<td>25 May 2017</td>
<td>Aged debts year end 2016/17</td>
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<td>Ensure recovery processes are robust</td>
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<td>25 May 2017</td>
<td>Business rates retention year end 2016/17</td>
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<td>25 September 2017</td>
<td>Frontline service review?</td>
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<td>6 November 2017</td>
<td>Frontline service review –</td>
<td>Programme of performance reviews</td>
<td>Monitor performance</td>
<td>Rob</td>
<td>All</td>
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<tr>
<td>Date</td>
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<td>Reason</td>
<td>Outcomes</td>
<td>Lead Officer</td>
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<td>6 November 2017</td>
<td>Performance &amp; risk quarter 2 2017/18</td>
<td>To monitor performance in-year</td>
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</tbody>
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**To programme**

- Living / minimum wage (SC)
- Libraries (SC)

**Key to corporate aims**

1 – creating a vibrant place to work and live
2 – empowering communities
3 – supporting individuals
4 – providing value for money and pro-active services
PRESENT: Mr KWP Lynch - Chairman
Mrs R Camamile, Mr DS Cope, Mrs H Smith, Miss DM Taylor and Mr HG Williams
Members in attendance: Councillor Mr MA Hall
Officers in attendance: Steven Merry, Rebecca Owen, Rob Parkinson and Ashley Wilson

252 APOLOGIES AND SUBSTITUTIONS
Apologies for absence were submitted on behalf of Councillors Kirby and Wallace.

253 MINUTES OF PREVIOUS MEETING
On the motion of Councillor Camamile, seconded by Councillor Williams, it was
RESOLVED – the minutes of the meeting held on 19 September be confirmed and signed by the Chairman.

254 DECLARATIONS OF INTEREST
No interests were declared at this stage.

255 REVENUE & CAPITAL OUTTURN, QUARTER 2 (APRIL 2016 - SEPT 2016)
Members were informed of the revenue and capital outturn at the end of the second quarter of 2016/17. During debate, members requested the following:

- More information on the outturn variance in relation to car parking to the next meeting;
- More information on the outturn variance in relation to IT support to the next meeting;
- That, in future, the position in relation to the housing revenue account be also reported to this body along with the revenue and capital outturn;
- That future reports be presented differently to avoid a lot of small print.

A member referred to the speed in which the Crescent was filling with tenants and asked whether the management of the other blocks were offering greater incentives as they were filling faster than block C, which was owned by HBBC. Officers agreed to look into it but suggested that the other landlords may have different risk profiles but it was important that HBBC was prudent with public money and had to balance the risk against the cost.

RESOLVED – the report be noted.

256 TREASURY MANAGEMENT, QUARTER 2 2016/17
A report was presented which informed of the council’s treasury management activity during the second quarter of 2016/17.
RESOLVED – the report be noted.

257 COUNCIL TAX, NON DOMESTIC RATES AND OVERPAID HOUSING BENEFIT WRITE-OFFS

Members were informed of debts over £10,000 in respect of outstanding business rates which were recommended for writing-off by the Executive. A member referred to paragraph 3.3 and asked the cost of court proceedings, which would justify writing off some of the debts. Officers agreed to provide this following the meeting.

RESOLVED – the report be noted and RECOMMENDED to the Executive for approval.

258 SUNDARY DEBTS 2ND QUARTER

Members were informed of the position on sundry debts as at 31 October 2016.

RESOLVED – the report be noted.

259 BUSINESS RATES AND POOLING UPDATE, QUARTER 2 - 2016/17

Members were updated on business rates performance between 1 April and 30 September 2016 and provided with an update on pooling arrangements for 2016/17. Officers agreed to provide members with their response to the Government’s consultation on business rates retention.

RESOLVED – the report be noted.

260 REVIEW OF KEY FRONT LINE SERVICES - ENVIRONMENTAL HEALTH

In presenting the frontline service review for Environmental Health, reference was made to both commercial and pollution services, including performance on food hygiene and health & safety inspections, pest control and noise complaints. During discussion, the following points were raised:

- In relation to kennels and catteries, it was noted that new standards had been brought in, but a pragmatic approach was taken to enforcing these and supporting the premises to raise their standards
- There had been fewer reports of rats, which could not necessarily be linked purely to the implementation of charging for rat treatments
- A successful counter-terrorism awareness event had been held for businesses, but had not been well attended by small businesses, although the police were interested in working with the council to hold further events
- A member suggested it would be interesting to see the impact on the air quality around congestion hot-spots in the borough
- In relation to the number of service requests (complaints), it was requested that a comparison of complaints over the last three years be provided for members
- In response to a question about business continuity with regard to IT system back-up, it was noted that there were arrangements in place to safeguard against data loss
- Members valued the quarterly report from Environmental Health but requested a more concise format.

RESOLVED –

(i) The report be noted;
The information requested be provided.

261 PERFORMANCE & RISK MANAGEMENT UPDATE, 2ND QUARTER SUMMARY FOR 2016/17

Members were updated on the outturn position for the second quarter in relation to performance indicators, service improvement plans, corporate risks and service area risks. Concern was expressed in relation to the number of lost calls, and in response the chairman referred members to the discussion on this at the previous meeting and the scheduled progress report scheduled for the April meeting.

RESOLVED – the report be noted.

262 FINANCE & PERFORMANCE SCRUTINY WORK PROGRAMME

The work programme was noted.

(The Meeting closed at 7.15 pm)

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CHAIRMAN