



PERFORMANCE SCRUTINY PANEL

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To: Councillors Fryer (Chair), Bebbington (Vice-Chair), Campsall, Forrest, Gerrard, Jones, Huddleston and Paling (For attention)

All other members of the Council
(For information)

You are requested to attend the meeting of the Performance Scrutiny Panel to be held in Committee Room 2 - Council Offices on Monday, 23rd July 2018 at 6.30 pm for the following business.

Chief Executive

Southfields
Loughborough

13th July 2018

AGENDA

1. APOLOGIES
2. MINUTES OF THE PREVIOUS MEETING 4 - 15

To confirm as a correct record the minutes of the meeting held on 16th April 2018 and 19th June 2018.

3. DISCLOSURES OF PECUNIARY AND PERSONAL INTEREST
4. DECLARATIONS - THE PARTY WHIP

5. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURE 11.6
No questions submitted.
6. 2017 - 2018 QUARTER 4 PERFORMANCE MONITORING AND
END OF YEAR OUTTURN REPORT 16 - 59
A report of the Head of Strategic Support providing performance information for the fourth quarter of 2017 – 2018, in respect of the Corporate Plan objectives and key performance indicators.
7. CAPITAL PLAN OUTTURN REPORT 2017/18 60 - 68
A report of the Head of Finance and Property Services detailing the Council's total expenditure on the Capital Plan for the year 2017/18.
A copy of this report was submitted to the Cabinet on 14th June 2018.
8. REVENUE OUTTURN 2017/18 AND CARRY FORWARD OF
BUDGETS 69 - 83
A report of the Head of Finance and Property Services detailing the Revenue Outturn position of the General Fund and Housing Revenue Account (HRA) for 2017/18.
A copy of this report was submitted to the Cabinet on 14th June 2018.
9. ON-LINE CUSTOMER EXPERIENCE 84 - 87
A report by the Strategic Director of Corporate Services providing an update about the on-line Customer Experience project.
10. WORK PROGRAMME 88 - 98
A report of the Head of Strategic Support, enabling the Panel to consider its Work Programme, to propose to Scrutiny Management Board any additions, deletions or amendments as appropriate.

MEETING DATES

Meetings of the Panel for 2018/19 are scheduled to be held at 6.30pm on the following dates:

21st August 2018
9th October 2018
20th November 2018
22nd January 2019
19th February 2019

SCRUTINY QUESTIONS

What topics to choose?

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

Pre-decision scrutiny

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

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

Basic Questions

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

**PERFORMANCE SCRUTINY PANEL
16TH APRIL 2018**

PRESENT: Councillors Fryer (Chair)
Councillors Brookes, Campsall, Draycott, Gerrard, Huddleston,
Lowe (Vice-chair), and Paling

Councillor Harper Davies, Cabinet Lead Member for performance
of major contracts (item 6)
Councillor Page – Cabinet Lead Member for Communities, Safety
and Wellbeing (item 6)
Councillor Poland – Cabinet Lead Member for Equalities Member
and Strategic Services (item 6)

Head of Cleansing and Open Spaces
Head of Customer Experience
Head of Landlord Services
Head of Neighbourhood Services
Head of Strategic Support
Property Manager
Team Leader, Regeneration and Economic Development
Corporate Improvement and Policy Officer
Principal Officer Tenancy and Income Management
Democratic Services Officer (NC)

APOLOGIES: Councillor Rollings, Seaton and Vardy

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

50. MINUTES

The minutes of the meeting of the Panel held on 14th February 2018 were confirmed as a correct record and signed.

A member of the Committee noted that in the previous minutes, resolution 1 for item 7 – Utilising Section 106 funds which stated that 'the wording would be clarified within the letters which were sent to relevant stakeholders when notifying councillors of a planning application' - the wording had not included a mention of S106 but this had now been rectified.

51. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS

No disclosures of pecuniary and personal interests were made.

52. DECLARATIONS – THE PARTY WHIP

No declarations of the existence of the Party Whip were made.

53. QUESTIONS UNDER OTHER COMMITTEE PROCEDURES 11.17

No questions had been submitted.

54. 2017-2018 QUARTER 3 PERFORMANCE MONITORING REPORT

A report of the Head of Strategic Support providing performance information for the third quarter of 2017 - 2018, in respect of the Corporate Plan objectives and key performance indicators was submitted (item 6 on the agenda filed with these minutes).

The Corporate Improvement and Policy Officer attended to assist the Panel with the consideration of the item.

At the invitation of the Panel, the Head of Cleansing and Open Spaces, the Head of Customer Experience, the Head of Landlord Services, the Head of Neighbourhood Services, the Property Manager and the Team Leader, Regeneration and Economic Development attended the meeting to assist with consideration of the item.

At the invitation of the Panel, the Cabinet Lead Member for performance of major contracts, the Cabinet Lead Member for Communities, Safety and Wellbeing and the Cabinet Lead Member for Equalities, Member and Strategic Services attended to assist the Panel with the consideration of the item.

Red Performance Indicators considered

In respect of SLE4 – PR (work with local stakeholder groups to consider opportunities to address underused sites and improve the public realm in Loughborough town centre), in addition to the information provided within the report and in response to issues raised by the Panel, the Team Leader, Regeneration and Economic Development stated that:

- as advised at a previous meeting, the project had been delayed due to the General Election and the Shelthorpe By-election and that the consultation responses had required some additional work. The final project report had been approved by the Cabinet on 12th April 2018.
- the delay had been frustrating but had not resulted in significant consequences for the project. The development action plan was in progress and Councillors would have an opportunity to see the published Master Plan. There were challenges but by working together to progress these, the Council would provide a viable and vibrant future for Loughborough town centre.
- the Team Leader was the main officer contact, and was confident that the team had established a good working relationship with a broad range of stakeholders who would work together to implement the masterplan. Finding

major investors was difficult, but promotion of the Council's vision of Loughborough town centre was encouraging investors to engage.

- the capital programme which had been agreed in February 2018 and reported to Cabinet in April 2018 included the Bedford Square gateway project as part of the vision for the town centre. The capital programme would be amended as the plan developed over the next 5-10 years and the Council would consider its role in its delivery as one of the possible investors.

In respect of Indicator DES3 - CIS(2) (Pilot new telephony technology to investigate the potential for home working amongst Contact Centre teams) in addition to the information provided within the report and in response to issues raised by the Panel, the Head of Customer Experience and the Lead Member for Equalities, Member and Strategic Services stated that, as reported at quarter two, the whole telephony project had been delayed which had affected the delivery of other elements of the project and there had been additional challenges getting the technology working. It had been difficult to recruit volunteers to participate in the homeworking pilot as the original two identified had since left the Council, however two more had recently been identified and the pilot was progressing.

In respect of Business Plan Indicator BP2 (percentage occupancy rate of industrial units), in addition to the information provided within the report and in response to issues raised by the Panel, the Property Manager stated that 25 businesses had shown interest in occupying the units and 10 units had been reserved. Of the 10 units, five were located in the Oak Business Centre, and three new tenants had taken units in the Ark Business Centre. Progress for Quarter 1 2018-19 was anticipated to be around 87%. There were 87 - 90 units in the Council's portfolio, being maintained to a good standard, were fit for purpose and comprised a mix of open compounds, business and industrial units.

In respect of Indicator NI 191 (Residual household waste per household) in addition to the information provided within the report and in response to issues raised by the Panel, the Head of Cleansing and Open Spaces stated that:

- measures had been taken to try and achieve the target, which included promoting recycling to encourage residents to remove recycling elements out of the residual waste and issuing smaller bins to new properties and as replacement bins to limit residual waste disposal. As the replacement rate was slow it was taking time.
- it was unlikely the Council would achieve the target unless food waste collection was introduced. However this would be of significant cost to the Council and was unlikely to be popular with residents as the collection frequency of other bins was likely to be extended to a three-weekly collection.
- the target had been revised for 2018-19 to 440kg and after considering the trends over a number of years, this was still a challenging and realistic target for the collection regime at the Council.
- side waste was not permitted for residual waste unless there were exceptional circumstances when a larger bin could be provided.

- if a second recycling bin was provided to a household, evidence suggested it was more likely to be contaminated so clear plastic bags were being issued through which the recycling being disposed of could be assessed.

In respect of Indicator KI4 (percentage of household waste sent for reuse, recycling and composting) in addition to the information provided within the report and in response to issues raised by the Panel, the Head of Cleansing and Open Spaces stated that:

- the target of 50% was a national target for the UK to achieve by 2020. The Council's performance was mirrored by other authorities across the country.
- the packaging industry reducing packaging, the reduction in use of glass, and the government's policy on packaging were impacting the ability of the Council to achieve this target as it was measured by weight.
- although it was noted that some residents were unhappy with the increased charges for brown bins, the original fee had been set very low and the Council had increased the price to meet national standards. Benchmarking had been completed in Leicestershire and across the country, which had shown that £40 was an average charge and that unlike the Borough Council, some local authorities did not collect garden waste all year round.
- the numbers of subscribers for the service had increased from 29600 to around 36000. It would be monitored after the introduction of the higher fee on 1st May 2018 but it was not expected to decrease.
- the system was more secure with the introduction of stickers. The sticker was issued once the direct debit had been taken from the residents account, and there was a month's grace from the end of one period to the next to provide a continuity of service.

In respect of Indicator KI12 (reduction in all crime), in addition to the information provided within the report and in response to issues raised by the Panel, the Head of Neighbourhood Services, the Head of Landlord Services and the Cabinet Lead Member for Communities, Safety and Wellbeing stated that:

- it was positive that the Partnership had maintained its position for the year and the Council had the lowest increase in all crime across Leicestershire for quarter 3 at 12.7%.
- if drug dealing was an issue with tenants in Council properties, it was a criminal matter and should be reported to the Police. However the Council would work with the Police to secure closure orders associated with significant disorder. If there were concerns about anti-social behaviour or nuisance associated with drug dealing this could be recorded by the Council but any criminal activity would be referred to the Police.
- if a tenant was known to be convicted of dealing in drugs they may not be rehoused by the Council, however the Council had to adhere to homelessness legislation and tenants would be submitted to rigorous tests within the statutory framework before being provided with a house if appropriate. The decision would include multi-agency input.
- the Partnership was prepared to take action which included serving injunctions and working with other agencies to reduce crime.

- more ethical recording by the Police had increased the number of crimes being logged. This was important as it helped identify hotspots. Members of the public were encouraged to report crime and take responsibility for their own properties.
- as the approach to recording crime had changed over time it was important to ensure that the data was being reviewed in a comparable manner. Trends were monitored to consider any abnormal shifts from previous years to understand the data in more detail.

Amber Performance Indicators considered

The Corporate Improvement and Policy Officer drew the Panel's attention to the information in the report with respect to amber indicators SLE1 FP (1) (ensure industrial units are fit for purpose and they are advertised as soon as they become vacant to increase the number of new businesses into Charnwood), SLE1 FP (2) (evaluate options to develop land owned by CBC at Messenger Close into industrial units), DES3 PROG (deliver the Customer Service Programme in line with the project milestones), and DES3 CIS (1) (upgrade and implement Avaya System for improved telephony and opportunity to offer webchat and call recording).

In respect of indicator DES3 SS, (explore opportunities to use Government initiative funding to develop a future leaders programme in partnership with other Local Authorities in the area), in response to a question, the Corporate Improvement and Policy Officer stated that this had slipped due to a lack of buy-in from elsewhere but had been completed by quarter 4.

In respect of indicator ERM2 LS (invest in our housing stock to provide fit for purpose homes), in addition to the information provided within the report and in response to issues raised by the Panel the Head of Landlord Services stated that the heating programme was still on hold due to a health and safety concern and any outstanding work was being rolled over to the new housing contract. All stock was gas safe and was annually inspected; there were 6 properties outstanding due to requiring a legal process to gain access. Kitchens and bathrooms were replaced on a planned basis if they reached the end of their component life cycle and this was not related to the age of the house. Occasionally if a kitchen failed earlier it would be replaced.

In respect of complaints and sickness absence, in addition to the information provided within the report and in response to issues raised by the Panel, the Head of Strategic Support and the Corporate Improvement and Policy Officer stated that:

- in relation to complaints it was not currently possible to identify whether the complaints identified by category were upheld or not.
- it was unlikely that the number of days of absence taken by staff for stress and depression related only to work as the Council did not specify between incidences of stress and depression caused by home or work issues.
- the Council had implemented a new wellbeing programme to support staff who may be suffering with stress and depression.
- it was possible that the number of staff per absence reason could be the same person who had been absent a number of times.

- this was the first time the indicator KI10 (the number of working days / shifts lost to the local authority due to sickness absence) showed as green and it indicated the trend over a yearly period.

Members of the Committee wished it to be noted that the number of green indicators in the Performance Monitoring report for Quarter 3 was pleasing.

RESOLVED

1. that the performance results, associated commentary and the explanations provided be noted;
2. that the Panel be provided with further information by the Head of Strategic and Private Sector Housing in relation to Indicator SLE2 – HOU (bring empty homes into use through housing advice / assistance and partnership grants) regarding whether additional resources were being used to ensure the delivery of the 5 problematic empty homes identified for enforcement action into use;
3. that the Corporate Improvement and Policy Officer liaise with the Corporate Complaints team regarding correlating the complaints tables to indicate whether the complaint categories have been upheld, partially upheld or not upheld for inclusion in future Performance Monitoring Reports;
4. that future Performance Monitoring reports include additional detail relating to sickness absence, in particular, the total number of staff, the data for previous quarters and whether the number of staff per absence reason included repeat absences by the same member of staff.

Reasons

1. To record the information contained in the 2017-18 Quarter 3 Performance Monitoring Information report.
 2. To provide Members of the Panel with further clarification regarding the actions being taken to bring problematic empty homes into use as Members considered this matter could take be difficult to resolve.
- 3 & 4. Members of the Panel wished to receive additional information as part of the quarterly Performance Monitoring Reports to improve their scrutiny of the performance of the Council in these matters.

55. HOUSING RENT ARREARS – UPDATE

A report by the Head of Landlord Services providing an update on the internal processes for dealing with rent arrears, the value of arrears by ward and the pattern of arrears was submitted (item 7 on the agenda filed with these minutes).

The Head of Landlord Services and the Principal Officer Tenancy and Income Management attended to assist the Panel with the consideration of the item and noted that the year-end position, as of 31st March 2018, indicated that of the 93 tenants in receipt of universal credit, 53 tenants were in arrears resulting in £39,752 owed by tenants who were in receipt of Universal Credit. The percentage of rent arrears collected (including arrears brought forward) exceeded the target of 97.14%, 97.20% was achieved.

In addition to the information contained within the report, and in response to issues raised by the Panel, the Head of Landlord Services, the Head of Customer Experience and the Principal Officer Tenancy and Income Management stated that:

- the average debt per head for tenants in receipt of housing benefit was around £464, the average debt for tenants in receipt of universal credit would be much higher.
- it was possible that the number of tenants owing up to £149.99 were having issues with bank accounts or setting up clockwise accounts but the number was likely to decrease. The small debts could be challenging to recover and a small balance could be carried over during the course of the year.
- all tenants in receipt of housing benefit would eventually be transferring to universal credit over the next few years. However new claimants or those who had changed their circumstances would have to transfer. Tenants who moved within the Local Authority area wouldn't be required to transfer to universal credit as long as this was the only change in circumstances.
- the Council were proactively supporting the introduction of universal credit by recruiting additional staff in Landlord Services and Customer Services, signing tenants up to clockwise accounts, providing officers with tablets to support tenants in completing forms at home, introducing 'any day' direct debits to expand payment dates, holding regular meetings with the Department of Work and Pensions, tracking tenants as they changed over to universal credit and educating tenants about the process. Officers had also visited other local authorities who had already transitioned to universal credit (for example Melton Mowbray) to observe best practice, seek additional guidance and to understand how it has affected their rental income.
- the number of private tenants in receipt of housing benefit was estimated to be 16,000. Taking into account the number of old age pensioners who would not be transitioning to universal credit this was likely to be approximately 9,000 tenants. The Council were working with private landlords to ensure they were aware of the changes and providing updates at landlord forums and other relevant meetings about the introduction of universal credit to mitigate the potential impact for private tenants.
- as Council tax arrears would not be included in universal credit this could affect income.
- if a tenant was unable to pay the whole amount in arrears in full, arrangements could be made to agree payment plans but each case was assessed individually.

Members of the Committee noted that concerns had been raised at Housing Management Advisory Board meetings about the effect of the transition period on

Council tenants if housing benefits were stopped before payments of universal credit started which could result in tenants being without money for five weeks.

RESOLVED

1. that the information contained in the report of the Head of Landlord Services be noted;
2. that the Head of Customer Experience ensure that information about universal credit, in particular connected to landlord forum meetings is placed on the Council's website;
3. that a further update regarding housing rent arrears, including detailed information regarding universal credit, be presented at the Panel's meeting on 9th October 2018;
4. that an annual update regarding housing rent arrears be provided at the Panel's meeting on 18th June 2019 and be added to the Panel's Work Programme as an annual item.

Reasons

1. The Panel was satisfied with the information provided.
2. Members of the Panel wished to ensure that information regarding universal credit was communicated as widely as possible using all platforms available to the Council.
3. The Panel wished to continue to receive an update regarding housing rent arrears in October 2018 as it had concerns about the impact of the introduction of universal credit.
4. The Panel considered that it would be of value to see this report on an annual basis so that the annual data could be scrutinised.

56. UPDATE REPORT ON COUNCIL TAX RECOVERY

A report by the Head of Customer Experience providing an update on Council Tax collection and recovery action was submitted (item 8 on the agenda filed with these minutes).

The Head of Customer Experience attended to assist the Panel with the consideration of the item and in response to issues raised by the Panel, stated that the figures in Appendix A related to the number of enforcement actions and did not necessarily relate to multiple households or individuals. The figure could indicate one person who had been taken through recovery action several times in one year or it could reflect multiple years' debt.

RESOLVED

1. that the information contained in the report of the Head of Customer Experience be noted.
2. that providing the Key Corporate Indicator KI8 (percentage of Council Tax collected) as reported in the Performance Monitoring report presented to the Panel on a quarterly basis remained green the update report on Council Tax Recovery be removed from the Panel's Work Programme.

Reasons

1. The Panel was satisfied with the information provided.
2. The Panel considered that the original purpose of the update report on Council Tax Recovery submitted to the Panel as agreed by the Scrutiny Management Board was no longer valid, particularly as the collection of council tax was measured by a key corporate indicator as reported on a quarterly basis in the Performance Monitoring report to the Panel.

57. WORK PROGRAMME

A report of the Head of Strategic Support was submitted to enable the Panel to consider its work programme and to propose to the Scrutiny Management Board any additions, deletions and amendments as appropriate (item 9 on the agenda filed with these minutes).

The Head of Strategic Support assisted the Panel with the consideration of this item and explained that the previous Chair of the Panel had wished to consider the performance of a chosen policy or strategy against its key indicators and objectives half way through its life cycle to highlight any difficulties prior to the end of its review period. In response to issues raised by the Panel, he noted that the Policy Scrutiny Group scrutinised some policies and strategies when they were coming up for review and that it wasn't advisable to ask officers to 'self-refer' themselves to the Panel for scrutiny if their service wasn't meeting its objectives and targets.

Members of the Panel raised the following points:

- it was the role of the Panel to monitor performance and reviewing policies and strategies did not appear to fit with this responsibility although it was considered appropriate for the Panel to check whether policies and strategies were performing against identified objectives.
- caution was required to ensure that the Panel didn't duplicate scrutiny activity being performed by other scrutiny committees and it was necessary to ensure the benefits of scrutinising a policy or strategy was clear.
- policies and strategies not meeting their objectives would not necessarily be visible through scrutiny of red indicators in the quarterly Performance Monitoring report.

- it was possible to include key performance indicators reviewed in the quarterly Performance Monitoring report to the policies and strategies list to support the Panel's decision .
- strategies that had review periods of 30 years were usually due to statutory requirements.

RESOLVED

1. that it be **recommended to the Scrutiny Management Board** to agree that the mid-term review of the Zero Waste Strategy be added to the Panel's Work Programme for its scheduling to the Panels' meeting on 21st August 2018;
2. to note that some items for consideration by the Panel have been reallocated to the nearest comparable meeting date of the Panel for the Council 2018-19 year;
3. that the monitoring of the performance of the Charnwood Lottery be scheduled for consideration by the Panel at its meeting on 19th February 2019 subject to the Lottery scheme commencing in September 2018;
4. to note the current position with the Panel's Work Programme.

Reasons

1. To enable the Panel to scrutinise a particular policy half way through its review cycle as a test case to determine the benefits of the Panel scrutinising policies and strategies.
2. To make the Panel aware of the current position with its Work Programme.
3. To ensure that the Panel scrutinises the performance of the Charnwood Lottery six months after its planned initiation date.
4. To make the Panel aware of the current position with its Work Programme.

NOTES:

1. No reference may be made to these minutes at the Council meeting on 25th June 2018 unless notice to that effect is given to the Democratic Services Manager by five members of the Council by noon on the fifth working day following publication of the minutes.
2. These minutes are subject to confirmation as a correct record at the next meeting of the Panel.

**PERFORMANCE SCRUTINY PANEL
19TH JUNE 2018**

PRESENT: Councillors Fryer (Chair)
Councillors Bebbington (Vice-chair), Campsall, Gerrard, and
Parsons,

Councillor Bokor – Cabinet Lead Member for Loughborough (item 6)
Councillor Mercer – Cabinet Lead Member for Housing (item 6)
Councillor Poland – Cabinet Lead Member for Equalities, Member
and Strategic Services (item 6)
Councillor Taylor – Cabinet Lead Member for Communities,
Safety and Wellbeing (item 6)

Strategic Director of Corporate Services
Head of Cleansing and Open Spaces
Head of Finance and Property Services
Head of Leisure and Culture
Head of Neighbourhood Services
Head of Strategic and Private Sector Housing
Head of Strategic Support
Improvement and Organisational Development Manager
Property Manager
Democratic Services Officer (NC)

APOLOGIES: Councillors Forrest, Huddleston, Jones and Paling.
Councillor Barkley and Harper Davies (item 6)

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

The Chair noted that the Panel were quorate as five members were present, but one of the members had a prior appointment and would be leaving the meeting at 7pm.

RESOLVED that the meeting be deferred and rescheduled to a future date in consultation with the Chair, Vice-chair and Lead Officer.

Reason

The meeting had started at a later time of 6.30pm in accordance with the new policy for all scrutiny committees to allow a pre-meeting for committee members to be held at 6:00pm. As, after 30 minutes the meeting would no longer be quorate, the Panel determined that matters on the agenda could not be fully considered in this time and it would be preferable to defer the meeting and rearrange to another date.

NOTES:

1. No reference may be made to these minutes at the Council meeting on 3rd September 2018 unless notice to that effect is given to the Democratic Services Manager by five members of the Council by noon on the fifth working day following publication of the minutes.
2. These minutes are subject to confirmation as a correct record at the next meeting of the Panel.

Agenda Item 6|

PERFORMANCE SCRUTINY PANEL 23RD JULY 2018

Report of the Head of Strategic Support Lead Member: Various

ITEM 6 2017-18 QUARTER 4 PERFORMANCE MONITORING AND END OF YEAR OUTTURN REPORT

Purpose of Report

To provide performance monitoring information and results for the fourth quarter of 2017/18, in respect of the Corporate Plan Objectives and Key Performance Indicators. The report also includes information around complaints and sickness, where information is available.

Action Requested

The Panel is requested to note the performance results; associated commentary and the explanations provided.

Reason

To ensure that targets and objectives are being met, and to identify areas where performance might be improved.

Policy Context

Quarterly reporting of performance is a key element of monitoring progress towards delivering the Council's Corporate Objectives and Initiatives as set out in the Corporate Plan and Business Plan.

Background

The Panel receives performance reports on a quarterly basis to allow it to monitor progress against achieving the agreed targets which support the delivery of the Council's objectives as set out in the Corporate Plan (2016-2020). As part of the scrutiny arrangements it is envisaged that the Performance Panel will be forward and outward looking and review performance through investigating how performance can be improved, for example by visiting Council's where performance exceeds that of Charnwood.

The attached report presents detailed performance results for the fourth quarter 2017-18 (and end of year outturn), of the second year of the Corporate Plan (2016-2020). It provides explanations and commentary in respect of poor performance or non- achievement of targets and details of remedial actions being taken where appropriate. Rather than reporting by exception, the report focuses on detailed information and dashboard reporting in order to provide Performance Scrutiny Panel with the information required to sufficiently scrutinise Quarter 4 Performance.

As requested by the Panel at its meeting on 16th April 2018, additional information has been included to the sickness section of the report in order to provide the Panel with comparative data based on sickness absence reasons in previous quarters.

Options Available with Reasons

The Panel has the option to use the performance information to suggest new items for the scrutiny work programme to the Scrutiny Management Board.

Financial and Legal Implications

None directly arising from this report.

Risk Management

The risks associated with the options available and proposed actions to mitigate those risks are set out in the table below.

Risk Identified	Likelihood	Impact	Risk Management Actions Planned
Failure to maintain a rigorous and embedded performance management framework could adversely impact on the achievement of the outcomes and objectives set out in the Council's Corporate Plan.	Low	High	Quarterly performance monitoring, including reporting to the Senior Management Team, and to this Panel.

Background Papers: None

Officer(s) to contact: Adrian Ward
 Head of Strategic Support
 (01509 634573)
adrian.ward@charnwood.gov.uk

Suzanne Kinder
 Corporate Improvement and Policy Officer
 (01509 634504)
suzanne.kinder@charnwood.gov.uk

Charnwood Borough Council Corporate Performance Report Quarter 4: 2017-2018

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Performance Overview

Quarterly reporting of performance is a key element of monitoring progress towards delivering the Council's Corporate Objectives and Initiatives as set out in the Corporate Plan (2016-2020) and Annual Business Plan (2017-2018). This report presents detailed performance results for the Quarter four of 2017-2018, in respect of the Corporate Plan Objectives and Key Performance Indicators. It provides explanations and commentary in respect of poor performance or non-achievement of targets and details of remedial actions being taken where appropriate.

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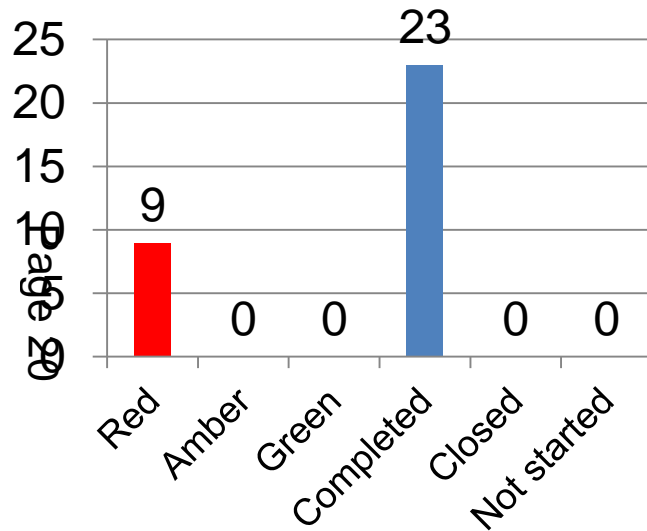
Performance Objectives

In quarter four there are **32** activities in the Annual Business Plan (2017-2018) which address the objectives outlined in the Corporate Plan. There are **9** objectives reported as red and **23** are assessed as completed this quarter (with **29** completed throughout 2017-2018).

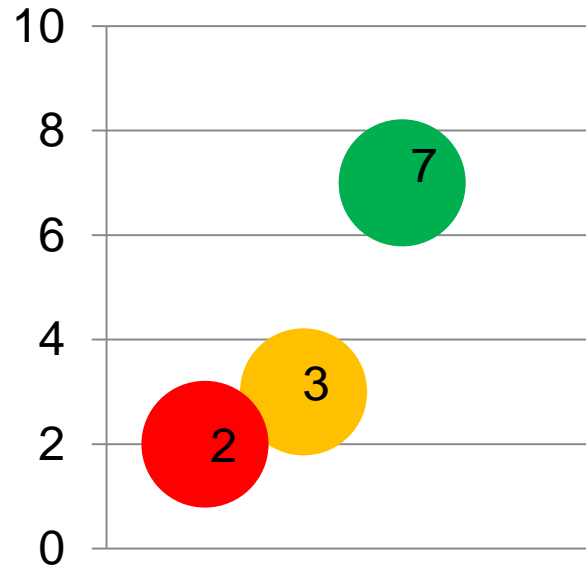
Performance Dashboard

Quarter 4: 2017-2018

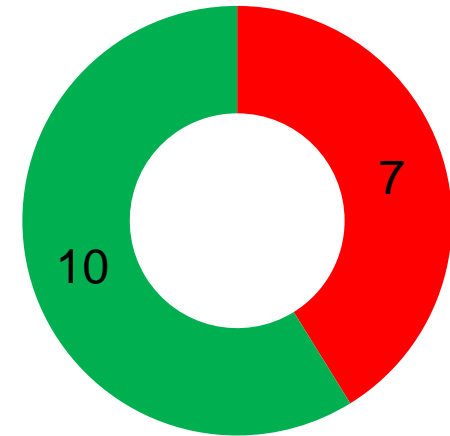
Business Plan Objectives



Key Performance Indicators



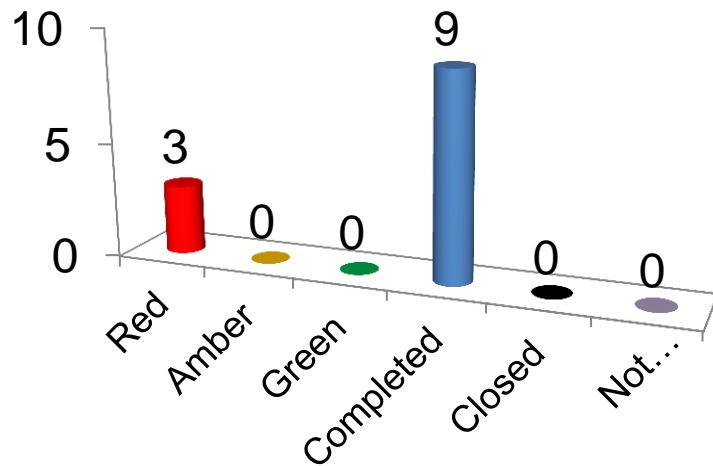
Business Plan Indicators





Creating a Strong and Lasting Economy

Performance Objectives



Within this theme there are **twelve** activities this quarter. **Three** of these are assessed as red and **nine** as complete. Red activity includes:

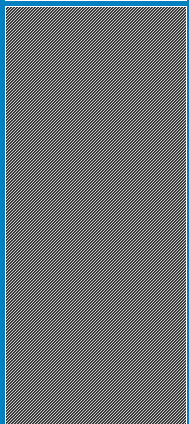
SLE1- FP1 Ensure industrial units are fit for purpose, and they are advertised as soon as they become vacant, to increase the number of new businesses into Charnwood. The achieved occupancy rate of industrial units was 84.80% in Quarter 4, and 83.72% annually, against a quarterly and annual target of 90%.

SLE2- HOU Bring empty homes back into use through housing advice/ assistance and partnership grants. At the close of Quarter 4, 43 empty homes have been brought back into use as a direct

result of advice and assistance from the Council's Empty Homes Officer, against an annual target of 50 homes.

SLE3- COS Take appropriate action to ensure the Borough is kept clear of litter. The quarterly and annual figure is 3.3% against a target of 1.5%. This equates to a total of 4 failures out of the 90 inspections conducted.

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
SLE1 - PR - Encourage new jobs to the Borough through promoting the delivery of the Science Park and Enterprise Zone and encouraging new businesses to towns and villages.	Review the Regeneration Strategy and consider the Council's approach to job creation, business promotion and regeneration in the context of the Core Strategy and the LLEP Strategic Economic Plan.	Economic Development and Regeneration Strategy published. Complete.	C	The Economic Development Strategy is complete, having been approved by Cabinet on 15 March 2018. Complete at Quarter 4.	
SE1 - FP(1) - Encourage new jobs to the Borough through promoting the delivery of the Science Park and Enterprise Zone and encouraging new businesses to towns and villages.	Ensure industrial units are fit for purpose, and they are advertised as soon as they become vacant, to increase the number of new businesses into Charnwood.	A) 100% of industrial units are fit for purpose. Complete. B) 90% occupancy rate.	R	A) All Business and Industrial units are maintained in good condition to enable lettings to new tenants with 100% of industrial units fit for purpose. Complete at Quarter 4.	BP1 G
				B) The achieved occupancy rate of industrial units was 84.80% in Quarter 4, and 83.72% annually, against a quarterly and annual target of 90%.	BP2 R

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
<p>SLE1 - FP(2) - Encourage new jobs to the Borough through promoting the delivery of the Science Park and Enterprise Zone and encouraging new businesses to towns and villages.</p>	<p>Evaluate options to develop land owned by CBC at Messenger Close into industrial units.</p>	<p>Options appraisal completed and recommendations made to Cabinet by 31/12/2017. Complete.</p>	<p>C</p>	<p>A report setting out options was issued to Cabinet in March 2018 and the recommended option was approved. The land will be used for Industrial Compounds and these have been pre-let subject to planning permission. Complete at Quarter 4.</p>	

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
<p>SLE2 - HOU - Ensure that a growth in homes and infrastructure benefits residents through improved community facilities, affordable housing and superfast broadband.</p>	<p>Bring empty homes back into use through housing advice/ assistance and partnership grants.</p>	<p>50 empty homes brought back into use.</p>	<p>R</p>	<p>At the close of Quarter 4, 43 empty homes have been brought back into use as a direct result of advice and assistance from the Council's Empty Homes Officer. In addition, 5 problematic empty homes have been identified for Enforcement Action and work is on-going with Specialist Legal Services with a view to pursuing Compulsory Purchase Orders in line with the Empty Homes Strategy.</p> <p>The total number of empty homes as at 1st April 2017 was 866, which had reduced to 477 on the 31st March 2018; a reduction of 419 (48%) empty homes throughout the year. 10 empty homes have been identified where we are working with landlords to bring back into use and will contribute to delivering the target for 2018-19.</p>	<p>BP3</p> <p>R</p>

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator	
SLE3 - PR - Take action to protect the environment for future generations and ensure a clean borough for all to enjoy.	Review the boundaries of 5 Loughborough and 3 Rural Conservation Areas as identified in their management plans.	8 boundaries reviewed. Complete.	C	The review of 13 conservation areas has been completed at the close of Quarter 4. Complete at Quarter 4.	BP4	G
SLE3 - COS - Take action to protect the environment for future generations and ensure a clean borough for all to enjoy.	Take appropriate action to ensure the Borough is kept clear of litter.	Less than 1.5% of cleansing inspections falling below a Grade B.	R	Monthly monitoring of litter is carried out across the Borough. Any failures in standards are referred to our Contractor Serco to rectify. The figure for Quarter 4 was 3.3%. Out of 90 inspections, 2 on the A46 were given C grades and 1 on the A46 was given a B- grade and 1 on the A6 was given a B- grade, giving a total of 4 failures out of 90 inspections.	BP5	R

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
<p>SLE3 - RS(1) - Take action to protect the environment for future generations and ensure a clean borough for all to enjoy.</p> <p>Page 26</p>	<p>As part of the Don't Muck Around Campaign 2017-18, ensure effective dog control enforcement is in place across the borough, including:</p> <ul style="list-style-type: none"> Implementing the new stray dog collection and kennelling contracted service. Undertaking patrols in targeted areas to enforce the Charnwood Dog Control Public Spaces Protection Order. 	<p>A) New stray dog collection and kennelling service awarded to the successful bidder and delivery commenced. Complete.</p> <p>B) 95% of stray dogs collected and dealt with in the same working day. Complete.</p> <p>C) 30% reduction in dog fouling in targeted areas. Complete.</p>	C	<p>A) Complete at Quarter 1.</p> <p>B) 37 stray dogs were collected by our Dog Warden Service with 100% of these on the working day as reported. Complete at Quarter 4.</p> <p>C) 44 Dog Fouling patrols undertaken during Q4. For 2017-18 final outcome achieved 32% reduction in dog fouling in 3 key targeted areas. Complete at Quarter 4.</p>	
<p>SLE3 - RS(2) - Take action to protect the environment for future generations and ensure a clean borough for all to enjoy.</p>	<p>Replace existing lights within Beehive Lane Car Park with LED lighting to encourage increased tourist visitors and customer car parking in Loughborough.</p>	<p>A minimum of 75% of existing lights replaced within Beehive Lane Car Park to maintain the 'Park Mark' award for a safer car park, whilst also reducing the CO2 impacts from the car park and reducing operational costs. Complete.</p>	C	<p>81% LED lights installed throughout car park at the close of Quarter 4. Complete at Quarter 4.</p>	

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
SLE4 - PR - Promote the Borough to increase tourism and support initiatives to help our towns and villages to thrive. Develop new and revitalised Town Centre Masterplans for Loughborough and Shepshed.	Work with local stakeholder groups to consider the opportunities to address underused sites and improve the public realm in Loughborough Town Centre.	Completion of the town centre masterplan by 30/09/2017. Complete.	C	The final version of the Loughborough Masterplan has been completed and is to be considered for approval by Cabinet on 12 April 2018. Complete at Quarter 4.	
Page 27 SLE4 - LC(1) - Promote the Borough to increase tourism and support initiatives to help our towns and villages to thrive. Develop new and revitalised Town Centre Masterplans for Loughborough and Shepshed.	Work with partners and stakeholders to make Loughborough town centre thrive through the delivery of a sustainable market, popular events and an attractive town centre.	A) At least 15,515 stall lets annually. Complete. B) Implement the Loughborough Market and event marketing plan. Complete.	C	A) Three markets were cancelled in the period of quarter 4 due to severe weather. This resulted in the loss of a total of 427 stall lets during that quarter with a total of 2,985 stall lets in Quarter 4. However, the total number of market stall units let for the year is 15,746 against a target of 15,515. Complete at Quarter 4. B) The actions in the Loughborough Marketing Plan have all been met and includes; regular promotion of the markets by social media, the Market Traders receiving regular Newsletters - both online and hand distributed. Complete at Quarter 4.	BP8 R

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
SLE4 - LC(2) - Promote the Borough to increase tourism and support initiatives to help our towns and villages to thrive. Develop new and revitalised Town Centre Masterplans for Loughborough and Shepshed.	Work with our partners to provide high profile events, activities and promotions that help to increase tourism in the Borough while having a positive economic impact.	Deliver with partners 5 key festivals and events thereby increasing footfall and car park usage by an annual average of 231 additional cars (mainly in Beehive Lane and Granby Street car park during free parking promotions/ when compared with non-event days). Complete.	C	15 large events were successfully held with partners on Sundays in 2017-18. When the impact on car parking was assessed using the 5 key events the car park usage was increased by an average of 331 cars per key event against a target of 231 and 995 when compared with the average car use on a non - event day. Complete at Quarter 4.	
SLE4 - COS - Promote the Borough to increase tourism and support initiatives to help our towns and villages to thrive. Develop new and revitalised Town Centre Masterplans for Loughborough and Shepshed.	Maintain the number of Green Flags parks held to create quality open space for residents to enjoy.	5 Green Flag (or equivalent) awards. Complete.	C	Charwood now hold the following 5 Green Flags: 1. Queen's Park; 2. Outwoods; 3. Forest Road - Green Belt; 4. Stonebow - Local Nature Reserve; 5. Gorse Covert - Local Nature Reserve. Complete at Quarter 4.	BP9

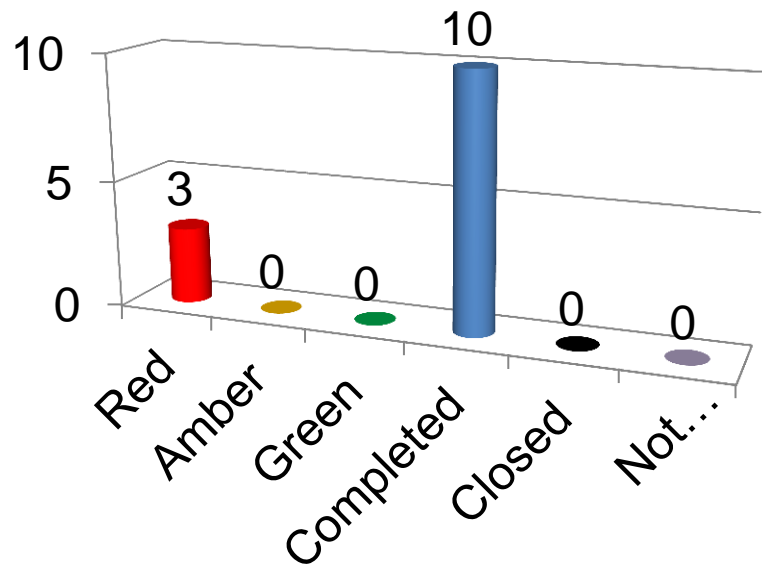


Every Resident Matters

There are **13** activities to deliver within this theme with **ten** assessed as completed and **three** activities graded as red.

These red activity include:

Performance Objectives



ERM2 - NS Provide funding and support to develop capacity in our voluntary and community sector and enable community groups to take ownership of local issues particularly in priority neighbourhoods.

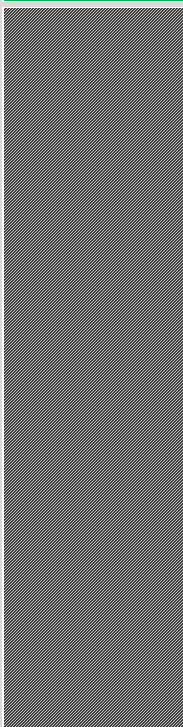
Due to the capacity of the volunteers involved in the Dementia Action Alliance, the membership has not grown as anticipated. The year ended with 12 members rather than the target of 15.

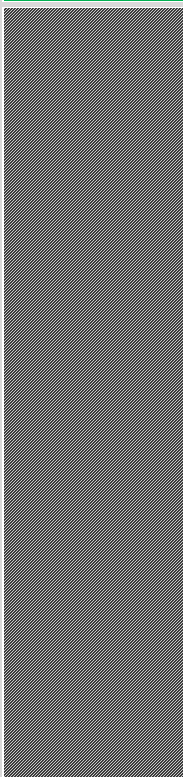
Additionally, progress is being made towards establishing the Thorpe Acre Community Hub, but at a slower pace than anticipated, due to the legal support required to negotiate the sub-lease. CBC legal team are currently liaising with the Scouts solicitor to finalise the agreed details. Once the lease has been agreed, progress on finding an appropriate mobile unit and getting planning permission will be the next steps.

ERM5 - CIS(2) Undertake regular satisfaction surveys with members of the public to ensure improvement in those services that use GovMetric and Contact Centre. Customer satisfaction rates with face to face and telephony service exceeded both quarterly and annual targets. However, only 46% of customers were satisfied with the web service they received (for those services using GovMetric) against a target of 52%.

ERM5 - COS Undertake quarterly resident satisfaction surveys to ensure continually high standards for Environmental Services. Customer satisfaction rate with household waste collection exceeded target. However the percentage of people satisfied with cleanliness standards was 72% against a target of 80%.

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
ERM1 - LS(1) - Keep our residents safe through implementing a new community safety plan, combatting ASB and investing in emergency planning, food safety and safeguarding.	Spend £200k upgrading and fitting new door entry systems to communal doors of block of flats.	Less than 80 reports made to the Council that door entry systems are not functioning correctly. Improved safety for our residents by reducing likelihood of crime and ASB. Complete.	C	The programme has been completed. 42 doors have been installed. £216K has been invested, intentionally exceeding the target set of £200K. In total 88 reports were received that doors were not working, however on review 14 reports related to the installation of the door or fob access issues, leaving 74 reports. Complete at Quarter 4.	
ERM1 - LS(2) - Keep our residents safe through implementing a new community safety plan, combatting ASB and investing in emergency planning, food safety and safeguarding.	Social media/newsletter campaign to encourage council tenants to be considerate to neighbours.	Neighbour relations will be improved though 20 suitable anti-social behaviour cases referred to our mediation provider. Complete.	C	A social media and newsletter campaign to encourage Council tenants to be considerate to neighbours has been completed. All anti-social behaviour cases appropriate for mediation have been referred to the Council's mediation provider. A total of 19 cases have been referred in total, as no further cases were suitable for referral. Complete at Quarter 4.	

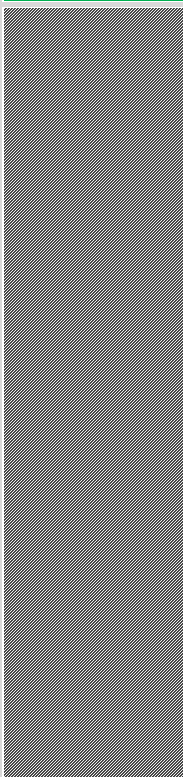
Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
<p>ERM1 - NS(1) - Keep our residents safe through implementing a new community safety plan, combatting ASB and investing in emergency planning, food safety and safeguarding.</p>	<p>Delivery of a range of role appropriate safeguarding training to staff and elected members to keep children, young people and vulnerable adults safe.</p>	<p>A) Silver safeguarding e-learning to 60 staff (80% of target staff). Complete.</p> <p>B) 1 Silver safeguarding face to face session delivered. Complete.</p> <p>C) 1 Gold safeguarding 'top up' session delivered. Complete.</p> <p>D) 1 elected member safeguarding training session delivered. Complete.</p> <p>E) 3 Designated Safeguarding Officer (DSO) training / shared learning events delivered. Complete.</p>	<p>C</p>	<p>A) Complete at Quarter 2.</p> <p>B) Complete at Quarter 1.</p> <p>C) Gold/DSO training event took place in January 2017. Following a review of needs, a decision was made to combine a Gold course with a DSO training event. Complete at Quarter 4.</p> <p>D) Complete at Quarter 3.</p> <p>E) Complete at Quarter 2.</p>	

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
<p>ERM1 - NS(2) - Keep our residents safe through implementing a new community safety plan, combatting ASB and investing in emergency planning, food safety and safeguarding.</p> <p>Page 33</p>	<p>Deliver a range of initiatives aimed at reducing crime and ASB.</p>	<p>A) 6 burglary dwelling initiatives delivered focussing upon the student population and the 'Darker Nights' campaign. Complete.</p> <p>B) 4 social media campaigns delivered aimed at reducing alcohol / substance misuse related violence. Complete.</p> <p>C) 3 diversionary projects delivered that target young people at risk of becoming drawn into crime and ASB. Complete.</p> <p>D) 4 ASB Roadshows. Complete.</p>	<p>C</p>	<p>A) One student burglary campaign took place in Quarter 4. Within this campaign, Twitter was used to remind students to lock their doors; also an event took place in the Student Union to raise awareness around keeping themselves and their property safe. Complete at Quarter 4.</p> <p>B) Complete at Quarter 3.</p> <p>C) The third diversionary project was the "Mash Up Football" project which took place until the end of March 2018. Complete at Quarter 4.</p> <p>D) Throughout Quarter 4, two ASB roadshows were delivered- in Sileby and Thurmaston. Complete at Quarter 4.</p>	

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
ERM2 - LS - Make Charnwood an attractive place for all through investment in our housing stock, funding community groups, and providing a range of diverse opportunities and events.	Invest in our housing stock to provide fit for purpose homes.	The quality of life for residents and communities will be improved through an investment of £6m by March 2018 to ensure there is no non decency in the Council's general needs housing stock. Complete.	C	£6.4 million of capital investment has been undertaken. There is no non decency in the Council's general needs housing stock. Complete at Quarter 4.	

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
<p>ERM2 - NS - Make Charnwood an attractive place for all through investment in our housing stock, funding community groups, and providing a range of diverse opportunities and events.</p>	<p>Provide funding and support to develop capacity in our voluntary and community sector and enable community groups to take ownership of local issues particularly in priority neighbourhoods.</p>	<p>A) Deliver 2 mental health awareness events through coordinating and supporting the work of the VCS Charnwood Mental Health Forum. Complete.</p> <p>B) 15 organisations signed up to the Dementia Action Alliance.</p> <p>C) Develop 1 additional Partnerships and Communities Together (PACT) forum established in a priority neighbourhood (<i>by end of Quarter 2</i>). Complete.</p> <p>D) 20 VCS organisational health checks, including review of governance structure and business plans complete. Complete.</p> <p>E) Community Hub established in Thorpe Acre.</p>	<p>R</p>	<p>A) Complete at Quarter 2.</p> <p>B) Due to the capacity of the volunteers involved in the Dementia Action Alliance, the membership has not grown as anticipated. The year ended with 12 members rather than the target of 15 (including Sileby Parish Council who are just about to complete the process of joining) and over 70 people have now become Dementia Friends in the borough through the Alliance. New volunteers have come on board and we expect the membership to grow during 2018/19 as a result.</p> <p>C) The first meeting of a PACT for the Warwick Way Area was held on 30th January 2018, at Gorse Covert Community Centre, where the Terms of Reference were agreed. Ten representatives attended from the local community, Housing, Police and Youth Engagement providers. Complete at Quarter 4.</p> <p>D) Complete at Quarter 3.</p>	<p>BP15</p> <p>R</p>

Objective	Business Plan Actions	Measure / Success Criteria	Progress	Linked Indicator
			<p>E) Progress is being made but at a slow pace, due to the legal support required to negotiate the sub-lease. CBC legal team are currently liaising with the Scouts solicitor to finalise the agreed details. Once the lease has been agreed, progress on finding an appropriate mobile unit and getting planning permission will be the next steps.</p>	
<p>RM3 - LC - Encourage healthy lifestyles for all our residents through physical activity programmes and the provision of sports facilities and green spaces</p>	<p>Throughout 2017-2018 work proactively with Fusion and the Recreational Service Team to develop opportunities and participation by the Supporting Leicestershire Families (SLF) through a supported activity programme within Leisure Centres.</p>	<p>All new families engaging with the SLF programme are aware of the access to Leisure Centres available to them and are encouraged to participate, with consequent improvement to the health of those families. Complete.</p>	<p>C 14 families engaged with the SLF scheme in Quarter 4, including 149 visits for various activities. The scheme continues to make positive interventions for families which improve family cohesion. An SLF support officer stated. "The SLF family swim supports parents interacting with their children away from the family home, having fun together, this session improves all the families' mental health and wellbeing". Complete at Quarter 4.</p>	

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
<p>ERM3 - NS - Encourage healthy lifestyles for all our residents through physical activity programmes and the provision of sports facilities and green spaces</p> <p>Page 37</p>	<p>Deliver and coordinate a programme of sport and physical activity initiatives, aimed at increasing participation amongst a wide range of residents.</p>	<p>A) Deliver 3 Older People's programmes with 1500 total attendances. Complete.</p> <p>B) Deliver 3 early intervention sessions (targeting 0-4s) a week with 3000 total attendances. Complete.</p> <p>C) Year 2 Plan of Community Sports Activation Fund delivered with 386 new 14-25 year olds living in priority neighbourhoods engaged. Complete.</p> <p>D) Deliver a targeted programme for BME Communities with 2000 total attendances and 250 total individuals engaged. Complete.</p>	<p>C</p>	<p>A) Complete at Quarter 2.</p> <p>B) Complete at Quarter 3.</p> <p>C) Complete at Quarter 3.</p> <p>D) The sessions delivered to date include Badminton, Seated Exercise, Martial Arts, Walking group and Swimming. At the end of Quarter 4 there have been 301 Participants engaged through the 12 months and 651 Attendances in Q4. Total annual attendance is 2055. Complete at Quarter 4.</p>	

Objective	Business Plan Actions	Measure / Success Criteria	Progress	Linked Indicator
<p>ERM4 - LC - Celebrate the rich culture of the Borough.</p> <p>Page 38</p>	<p>To develop the Town Hall as a popular cultural destination while reducing the level of Council subsidy</p>	<p>A) 66,500 attendances at Town Hall shows and events. Complete.</p> <p>B) Improve the sustainability of the Town Hall as a provider of cultural services for residents. Complete.</p> <p>C) Improved levels of satisfaction from base line of 93%. Complete.</p>	<p>C</p> <p>A) Quarter 4 attendance was 19,638, making for an overall annual attendance of 81,758, performing well over the targets set at the commencement of the year. Complete at Quarter 4.</p> <p>B) The higher than expected annual attendance figures are due to a number of factors, including increased programmed shows, hires and events with higher capacities, and more varied self-produced events. Complete at Quarter 4.</p> <p>C) Satisfaction scores were recorded on Ease of Booking, Value For Money, Customer Service and Timeliness of Service, in response to what customers felt was important in our annual survey. Our average rating across all 4 categories finished on 98.2%. Complete at Quarter 4.</p>	<p>BP7</p> <p>G</p>

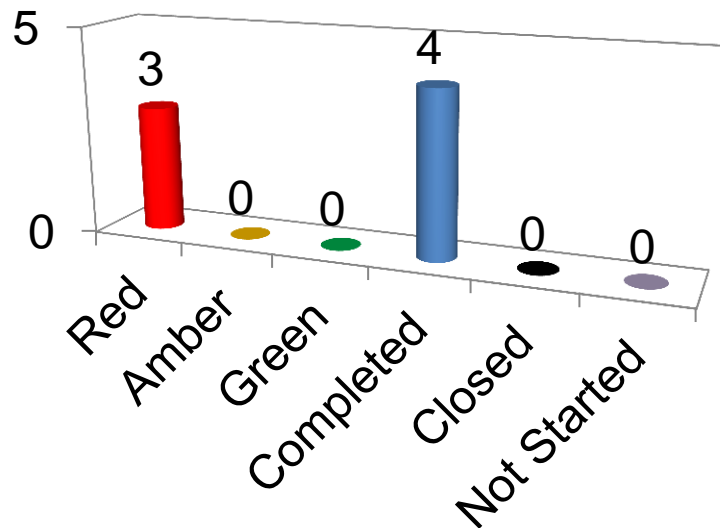
Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator	
ERM5 - NS - Listen to and communicate with our residents and act on their concerns.	Provide opportunities for children and young people to be involved in service design and delivery within Charnwood.	4 opportunities provided for children and young people to have their say. Complete.	C	In Quarter 4 the CBC Sport and Recreation Team undertook a consultation with young people (from December 2017 to February 2018) to inform the 'Hit the Streets' delivery plan for year 3 of the programme. The consultation involved a survey, 188 surveys were completed and 1:1 consultations took place during engagement days. Complete at Quarter 4.		
ERM5 - CIS(1) - Listen to and communicate with our residents and act on their concerns.	Ensure improvement in the Corporate Complaints Process and overall service delivery.	85% of complaints not proceeding past 'Stage 0' of the corporate complaint process. Complete.	C	The target for this quarter has been met with 86% of complaints not proceeding beyond 'Stage 0' of the corporate complaints process. Complete at Quarter 4.	BP11	G
ERM5 - CIS(2) - Listen to and communicate with our residents and act on their concerns.	Undertake regular satisfaction surveys with members of the public to ensure improvement in those services that use Gov Metric and Contact Centre.	A) 82% of customers satisfied with the face to face service they receive. Complete. B) 82% of customers satisfied with the telephone service they receive for those calls taken in the contact centre. Complete.	R	A) 87% of customers satisfied with face to face service received. Complete at Quarter 4.	BP12	G
				B) 96% of customers satisfied with telephone service received for those calls taken in the contact centre. Complete at Quarter 4.	BP13	G

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator	
		C) 52% of customers satisfied with the web service they receive on those on GovMetric.		C) 46% of customers satisfied with web service received for those services using GovMetric.	BP14	R
ERM5 - COS - Listen to and communicate with our residents and act on their concerns.	Undertake quarterly resident satisfaction surveys to ensure continually high standards for Environmental Services.	<p>A) At least 90% of residents expressing satisfaction with the household waste collection service. Complete.</p> <p>B) At least 80% of people satisfied with cleanliness standards.</p>	R	<p>Quarterly resident Satisfaction surveys were carried out across the Borough:</p> <p>A) The percentage of people expressing satisfaction with household waste collection was 95.02%. Complete at Quarter 4.</p> <p>B) The percentage of people satisfied with cleanliness standards was 72%.</p> <p>Any issues of concern raised on the surveys were investigated and rectified where possible, or passed onto external organisations where appropriate.</p>		



Delivering Excellent Services

Performance Objectives



Within this theme there are **seven** activities this quarter. **Three** of these are assessed as red and **four** activities are rated as completed. The red activities are:

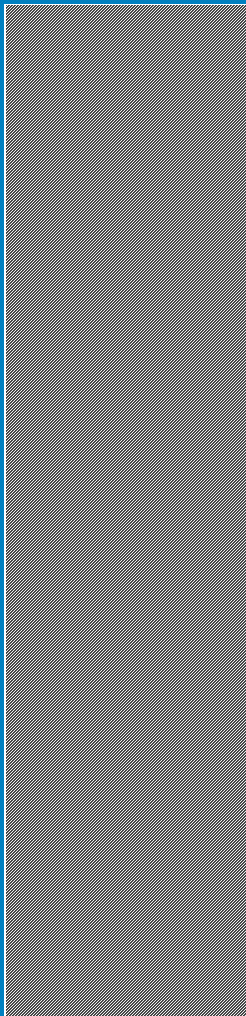
DES3 - PROG - Continuously look for ways to deliver services more efficiently - Deliver the Customer Service Programme, in line with the project milestones. At the end of March 2018, the Customer Service Programme is amber (primarily due to slippage in timescales against both the Document and Records Management and Online Customer Experience projects) and continues through to 2018/19.

DES3 - CIS(1) - Upgrade and implement Avaya System for improved telephony and opportunity to offer webchat and call recording. Web chat has been delayed due to the delay in the original roll out of the telephony system. The Pilot has now been planned to take place within 2018/19.

DES3 - CIS(2) - Pilot new telephony technology to investigate the potential for home working amongst Contact Centre teams.

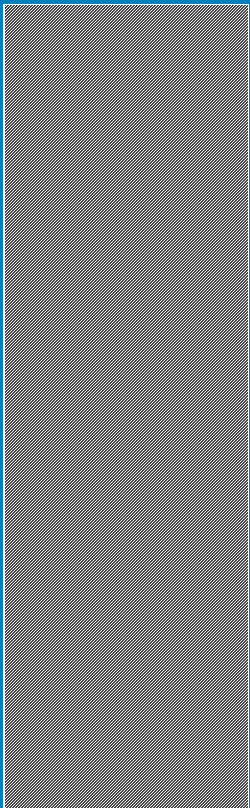
This project has been delayed due to delays in the implementation of the new telephony system and unforeseen issues in attaining volunteers to pilot the scheme. The project will now start during Quarter 1 of 2018/19.

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
DES1 - SS - Put customers at the heart of everything we do and provide strong community leadership	Undertake a community governance review (CGR) to ensure that parish council arrangements within the Borough continue to reflect local needs and support community cohesion.	CGR completed by 31/1/18. Appropriate consideration given to any issues raised during public consultation phases of the review. Complete.	C	Recommendations approved by full Council. Reorganisation order now being drafted. Complete at Quarter 4.	
DES2 - PROG - Improve the ways in which customers can access our services.	Extend and enhance the way customers can interact with us to improve the online experience for customers.	Release online journeys to customers on a quarterly basis throughout the year with a minimum of 5 new journeys each quarter. 20 journeys in total. Complete.	C	27 forms have been completed at the end of Quarter 4, meeting the Business Plan target. Work has taken place in Quarter4 to convert the existing Firm Step forms to Verint Online Forms - some technical elements are still outstanding but the majority of the forms are completed. Complete at Quarter 4.	BP10 G
DES3 - FP - Continuously look for ways to deliver services more efficiently.	Review 3 year efficiency plan in the light of new information including the final local government finance settlement for 2017/18.	Balanced budget set for 2018/19. Complete.	C	New efficiencies were identified as part of the 2018/19 revenue budget setting process. This budget was approved by Council in February 2018. Complete at Quarter 4.	

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
<p>DES3 - PROG - Continuously look for ways to deliver services more efficiently.</p> <p>Page 43</p>	<p>Deliver the Customer Service Programme, in line with the project milestones.</p>	<p>Delivery against the project milestones as reported to the Programme Board.</p>	<p>R</p>	<p>At the end of April the Customer Service Programme is amber and continues through to 2018/19. There are currently two live projects - Document and Records Management and OCE, these are both amber in status.</p> <p>In relation to DRMS, work continues regarding a digital post room. In addition, back scanning options have been presented to the Project Board. A further report regarding hybrid mail will be presented to the Project Board in May and then to the Programme Board.</p> <p>Regarding the OCE project, there are recruitment issues in getting the new team in place following the re-structure - however, differing avenues are being explored and it is anticipated that staff will be in place by the end of next quarter.</p>	

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
<p>DES3 - CIS(1) - Continuously look for ways to deliver services more efficiently.</p>	<p>Upgrade and implement Avaya System for improved telephony and opportunity to offer webchat and call recording.</p>	<p>A) New telephony system implemented by 30/09/2017. Complete.</p> <p>B) Pilot the use of webchat by 30/09/2017.</p> <p>C) Call recording options investigated to understand impact on PCI Compliance by 30/09/2017. Complete.</p>	<p>R</p>	<p>A) Complete at Quarter 2.</p> <p>B) Web chat has been delayed due to the delay in the original roll out of the telephony system and therefore the knock on effect on other associated projects e.g. Homeworking Pilot. The Pilot has now been planned to take place within 2018/19.</p> <p>C) Complete at Quarter 3.</p>	
<p>DES3 - SS - Continuously look for ways to deliver services more efficiently.</p>	<p>Explore opportunities to use Government initiative funding to develop a future leaders programme in partnership with other Local Authorities in the area.</p>	<p>Programme proposals developed for Future Leaders Programme.</p>	<p>C</p>	<p>Options for Degree & Masters level Management Qualifications standards have now been published. The part-time programme via De Montfort University looks viable. Details have been sent out to all Managers and a number of people have expressed an interest. Discussed with Corporate Director and we agreed that we will trial a small number of places. Complete at Quarter 4.</p>	

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Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
<p>DES3 - CIS(2) - Continuously look for ways to deliver services more efficiently.</p> <p>Page 45</p>	<p>Pilot new telephony technology to investigate the potential for home working amongst Contact Centre teams.</p>	<p>1 home working pilot completed. Operational tasks are undertaken and completed in a home working environment in line with the same working methods as in the contact centre. Evaluation of pilot completed.</p>	<p>R</p>	<p>This project has been delayed due to delays in the implementation of the new telephony system (went Live mid-September). Certain technical issues have now been resolved to enable the commencement. However a further issue has arisen in terms of volunteers to pilot the scheme. It has been difficult to identify suitable volunteers and although 2 had been identified, during the set up phase these staff have left the contact centre. Further volunteers have now been identified but this has meant the pilot has not started during Quarter 4 but will instead be starting during Quarter 1 of 2018/19.</p>	



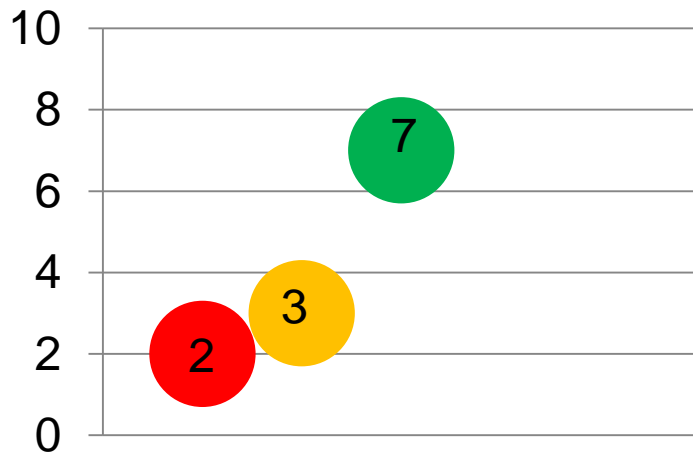
Performance Indicators

Performance Indicators

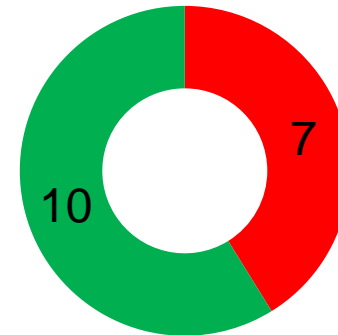
The tables below provide the details of how services have performed against the Business Plan indicators and also the Key Corporate indicators. Performance against the Key Indicators associated with the Corporate Plan at quarter four includes: **7** indicators rated at green, **2** as red and **3** as amber. In terms of Business Plan indicators, at quarter four, **7** indicators are rated as red and **10** indicators are assessed as green.

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Key Corporate Indicators



Business Plan Indicators



Business Plan Indicators

The Business Plan indicators below are those which Charnwood Borough Council directly impacts:

Indicator	Quarter 1 2017/18		Quarter 2 2017/18		Quarter 3 2017/18		Quarter 4 2017/18			Annual Outturn 2017/18		
	Value	Grade	Value	Grade	Value	Grade	Target	Result	Grade	Target	Result	Grade
BP1 - Percentage of industrial units that are fit for purpose	100.00%	G	100.00%	G	100.00%	G	100.00%	100.00%	G	100.00%	100.00%	G
Quarter 4 and annual outturn targets fully met.												
BP2 - Percentage occupancy rate of industrial units	81.87%	R	84.11%	R	84.11%	R	90.00%	84.80%	R	90.00%	83.72%	R
The Quarter 4 result is 84.80%. We have had 3 new tenants at the Oak and a fourth moving in soon, plus one leaver. At Ark we have had 3 new tenants and one leaver who has gone to 18 Meadow Lane.												
BP3 - Number of empty homes brought back into use	5 Homes	G	21 Homes	G	28 Homes	A	50 Homes	43 Homes	R	50 Homes	43 Homes	R
At the end of Quarter 4, 43 empty homes have been brought back into use as a direct result of advice and assistance from the Council's Empty Homes Officer. 5 problematic empty homes have been identified for Enforcement Action and work is ongoing with Specialist Legal Services with a view to pursuing Compulsory Purchase Orders in line with the Empty Homes Strategy.												
The total number of empty homes as at 1st April 2017 was 866, which had reduced to 477 on the 31st March 2018; a reduction of 419 (48%) empty homes throughout the year. 10 empty homes have been identified where we are working with landlords to bring back into use and will contribute to delivering next years' target.												
BP4 - Number of boundaries designated							8 Boundaries	13 Boundaries	G	8 Boundaries	13 Boundaries	G
The requirement to review the boundaries of 13 conservation areas has now been completed.												
BP5 - Less than 1.5% of cleansing inspections falling below a Grade B	0.0%	G	0.0%	G	0.0%	G	<1.5%	3.3%	R	<1.5%	3.3%	R
The figure given comes from the NI 195a litter inspections. Out of 90 inspections, 2 on the A46 were given C grades and 1 on the A46 was given a B- grade and 1 on the A6 was given a B- grade; giving a total of 4 failures out of 90 inspections.												

BP6 - Number of volunteering hours							6,500 Hours	8,921 Hours	G	6,500 Hours	8,921 Hours	G
The number of volunteering hours exceeded the target of 6500.												
BP7 - Number of people attending shows and events	14,680 People	G	7,803 People	G	39,653 People	G	14,180 People	19,638 People	G	66,500 People	81,774 People	G
The Town Hall has had another successful year. Increased programming, conferencing hires and events have all contributed to improve well above predicted levels. Total for whole year is 81,758. Figures split as follows:- Programming: 9,962; Community Groups: 7,004; LTH Hires on Spektrix: 2,637; Gallery Events: 35.												
BP8 - Number of stall/ unit lets across Loughborough Market	4,187 Stalls	G	4,287 Stalls	G	4,287 Stalls	G	3,878 Stalls	2,985 Stalls	R	15,515 Stalls	15,746 Stalls	G
Three markets were cancelled in the period of quarter 4 due to severe weather. This resulted in the loss of a total of 427 stall lets during that quarter with a total of 2,985 stall lets in Quarter 4. However, the total number of market stall units let for the year is 15,746 against a target of 15,515.												
BP9 - Number of Green Flag awards held							5 Flags	5 Flags	G	5 Flags	5 Flags	G
Number of green flags met the target of 5.												
BP10 - Number of journeys customers can undertake online	1 Journey	R	10 Journeys	G	9 Journeys	G	5 Journeys	7 Journeys	G	20 Journeys	27 Journeys	G
The target of 5 forms per quarter has been met in this financial year.												
BP11 - Percentage of complaints not proceeding past 'Stage 0' of the corporate complaints process	83.50%	A	89.00%	G	86.00%	G	85.00%	90.60%	G	85.00%	87.28%	G
Exceeded targets as only 9.4% of complaints were escalated beyond stage 0 in Quarter 4 and 12.72% annually.												
BP12 - Percentage of customers satisfied with the face to face service they receive	77.00%	R	85.00%	G	89.00%	G	82.00%	87.00%	G	82.00%	84.50%	G
598 customers of 688 satisfied.												

BP13 - Percentage of customers satisfied with the telephone service they receive for those calls taken in the contact centre	85.00%	G	91.00%	G	91.00%	G	82.00%	96.00%	G	82.00%	90.75%	G
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Quarter 4 and annual targets exceeded.

BP14 - Percentage of customers satisfied with the web service they receive for those services use Gov metric	44.00%	A	49.00%	A	51.00%	A	52.00%	46.00%	R	52.00%	47.50%	A
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110 of 240 customers satisfied in Quarter 4. We continue to work to improve our satisfaction rating, adding new and updated content as well as new online forms. We are also going to be launch the new website which we expect will help to improve our satisfaction ratings.

LS 10 - Leisure Centres - Total number of visits	279,648 Visits	G	266,556 Visits	G	235,738 Visits	A	262,000 Visits	293,481 Visits	G	1,024,000 Visits	1,075,423 Visits	G
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A positive quarter for participation across the three leisure centres, total participation for the year 2017-18 was 1,075,423.

Satisfaction levels averaged 91.6% for the quarter with the annual averaging at 92.5% across the nine operational areas rated for customer satisfaction.

NI 191 - Residual household waste per household	452 Kg/ Household	G	418 Kg/ Household	R	436 Kg/ Household	G	400 Kg/ Household	431 Kg/ Household	R	400 Kg/ Household	434 Kg/ Household	R
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The figure given is a predicted figure, as we have not received all data for Quarter 4.

The Business Plan indicators below are those which Charnwood Borough Council indirectly impacts:

Indicator	Quarter 1 2017/18		Quarter 2 2017/18		Quarter 3 2017/18		Quarter 4 2017/18			Annual Outturn 2017/18		
	Target	Result	Target	Result	Target	Result	Target	Result	Rating	Target	Result	Rating
BP15 – Number of organisations signed up to the Dementia Action Alliance							15 Organisations	12 Organisations	R	15 Organisations	12 Organisations	R

Key Corporate Indicators

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

Indicator	Quarter 1 2017/18		Quarter 2 2017/18		Quarter 3 2017/18		Quarter 4 2017/18			Annual Outturn 2017/18		
	Value	Grade	Value	Grade	Value	Grade	Target	Result	Grade	Target	Result	Grade
KI3 - Percentage of food establishments that achieve Level 3. 1438 out of a total of 1479 registered food businesses have been rated at level 3 and above at the end of Quarter. 4.	96.00%	G	96.80%	G	96.00%	G	92.00%	97.00%	G	92.00%	96.45%	G
KI4 - Percentage of household waste sent for reuse, recycling and composting The figure given is a predicted figure, as we are still waiting for more data to come in.	51.23%	G	50.63%	G	47.09%	A	50.00%	46.72%	R	50.00%	48.91%	R
KI5 - Percentage of non-decent council general needs homes. Core investment programmes for kitchens and bathrooms have been completed.							0.00%	0.00%	G	0.00%	0.00%	G
KI6 - % rent collected (including arrears brought forward) (Cumulative Target) Target was achieved and exceeded by £13,919.79.	92.05%	G	95.35%	G	96.71%	G	97.14%	97.20%	G	96.21%	97.20%	G
KI7 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events The processing times have increased during the last quarter of the year steps have been taken to address this rise and bring in back in line with the target.	14.80 Days	G	14.05 Days	G	12.85 Days	G	14.00 Days	14.94 Days	A	14.00 Days	14.94 Days	A

KI8 - Percentage of Council Tax Collected (Cumulative Target)	29.41%	G	57.42%	G	85.68%	G	97.80%	97.74%	A	97.80%	97.74%	A
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The target has just been missed this year, but performance has remained strong throughout the year in challenging circumstances.

KI9 - Percentage of non-domestic rates collected (Cumulative Target)	30.61%	G	56.68%	G	84.19%	G	97.80%	98.70%	G	97.80%	98.70%	G
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Collection has continued in line with target despite the difficult financial climate.

KI10 - The number of working days / shifts lost to the local authority due to sickness absence (Cumulative Target)	2.13 Days	A	4.04 Days	R	5.29 Days	G	7.50 Days	7.69 Days	A	7.50 Days	7.69 Days	A
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The sickness figures for Quarter 4 has been affected significantly by the cold and flu viruses which were prevalent at the start of the year - an average of 46% of sickness during this period was due to cold, influenza and viral infections. 110 flu jabs were distributed in Sept / Oct 2017.

KI11 - Percentage rent loss from void properties (Proportion Target)	2.47%	R	2.34%	R	2.20%	G	2.20%	2.16%	G	2.20%	2.16%	G
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Performance at end of Quarter 4 was 2.16%, rent loss of £465,510 against available rent of £21,503,623. The rent loss breakdown equates to £241,397 for General Needs and £224,113 for Sheltered Housing accommodation. The Void turnaround times have been impacted by 98 refusals from 199 offers made. Major work to properties and decants resulting in a combined total of 1183 days and 1 General Needs Property let having been held for decant resulting in a void time of 208 days. There has been a general improvement in re-let times from an average of 40 days for the period 1st April 2016 to 31st March 2017 to an average of 36 days for the period 1st April 2017 to 31st March 2018 which is a reduction of 4 days (10%).

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

Indicator	Quarter 1 2017/18		Quarter 2 2017/18		Quarter 3 2017/18		Quarter 4 2017/18			Annual Outturn 2017/18		
	Target	Result	Target	Result	Target	Result	Target	Result	Target	Result	Result	
KI1 - Net additional homes provided <i>(Cumulative Target)</i>	207 Homes	G	455 Homes	G	754 Homes	G	615 Homes	1,070 Homes	G	615 Homes	1,070 Homes	G
Target exceeded for the year and similar expected to be achieved next year.												
KI2 - Number of affordable homes delivered (gross) <i>(Cumulative Target)</i>	45 Homes	G	140 Homes	G	173 Homes	G	132 Homes	254 Homes	G	132 Homes	254 Homes	G
Target exceeded for the year and similar expected to be achieved next year.												
KI12 - Reduction in crime <i>(Cumulative Target)</i>	2,905 Crimes	R	5,601 Crimes	R	8,941 Crimes	R	10,580 Crimes	11,996 Crimes	R	10,580 Crimes	11,996 Crimes	R
<p>11,996 crimes showing an increase of 12.6%. The partnership has seen a decrease in the following crime types:</p> <p>Burglary -15.4%</p> <p>Theft from Vehicle- 4.5%</p> <p>Cycle Theft -1.7%</p> <p>Shoplifting -7.7%</p> <p>There has been an increase in violent crime and the Loughborough Central Delivery Group have this as a priority and an action plan has been developed to tackle this and it is a beat priority for the town centre beat.</p>												



Complaints

Below is a breakdown of the volume of complaints and the reasons why complaints have been made in Quarter 4: 2017/18.

The table below outlines the volume of complaints:

Stages	Jan	%	Feb	%	March	%	Q4 Total	%
Stage 0	64	88	74	88	93	95	231	91
Stage 1	6	8	8	9.5	4	4	18	7
Stage 2	3	4	2	2.5	1	1	6	2
TOTAL	73	100%	84	100%	98	100%	255	100%

The table below outlines the volume and outcomes of complaints for Stages 1 & 2:

	Jan	%	Feb	%	March	%	Q4 Total	%
Upheld (U)	2	22	2	20	0	0	4	17
Partly Upheld (PU)	2	22	2	20	1	20	5	21
Not Upheld (N)	5	56	6	60	3	60	14	58
Not Known	0	0	0	0	0	0	0	0
No Response (Out of time)	0	0	0	0	1	20	1	4
No Response (In Time)	0	0	0	0	0	0	0	0
TOTAL	9	100%	10	100%	5	100%	24%	100%

The table below outlines the reasons why complaints have been made for Stages 1 & 2.

	January	February	March	Q4 Total
Service Failure	2	4	1	7
Service Delivery	4	0	2	6
Procedures not in place / requires review	0	0	0	0
Procedure not followed	0	1	0	1
Disagrees with policy	2	1	1	4
Incorrect / insufficient information	1	1	1	3
Administrative Error	0	0	0	0
Staff attitude/behaviour	0	1	0	1
Miscellaneous	0	2	0	2
TOTAL	9	10	5	24



Sickness Absence

The tables below includes the reasons for both long term* and short term sickness absence taken in Quarter 4 of 2017/18, including the number of staff and count of absence/ number of days taken per reason.

The total number of staff at Quarter 4 is **516**.

Number of staff per absence reason

Absence Reason	No. of staff		
	Long Term	Short Term	Total
Cold, influenza, viral infections	3	103	106 (48%)
Stomach ailments	0	35	35 (16%)
Chest/Respiratory	0	13	13 (6%)
Neurological	0	13	13 (6%)
Miscellaneous/Other	1	10	11 (5%)
Other Muscular-Skeletal disorder	2	8	10 (4.5%)
Stress/Depression	5	4	9 (4%)
Operations and recovery	1	6	7 (3.5%)
Ear, Eye, Nose and Mouth	0	6	6 (3%)
Back and spinal disorders	2	3	5 (2%)
Genito-urinary conditions	0	3	3 (1.5%)
Heart Conditions	1	0	1 (0.5%)
Grand Total	15	204	219 (100 %)

Count of absence/ number of days taken per absence reason

Absence Reason	Count of absence/ no. of days taken		
	Long Term	Short Term	Total
Cold, influenza, viral infections	58	271	329 (31%)
Stress/Depression	210	18	228 (22%)
Other Muscular-Skeletal disorder	76	18	94 (9%)
Back and spinal disorders	75	6	81 (8%)
Operations and recovery	42	31	73 (7%)
Stomach ailments	0	73	73 (7%)
Chest/Respiratory	0	72	72 (6.5%)
Miscellaneous/Other	7	44	51 (4.5%)
Ear, Eye, Nose and Mouth	0	24	24 (2%)
Neurological	0	17	17 (1.5%)
Genito-urinary conditions	0	7	7 (1%)
Heart Conditions	1	0	1 (0.5%)
Grand Total	469	581	1050 (100%)

* The Attendance Management Policy and Procedure Policy states long term absence as normally being defined as a continuous absence of 4 weeks or more, which is medically certified and attributable to an underlying medical condition or specific reason.

Quarterly comparison per absence reason

The table below includes the reasons for both long term* and short term sickness absence, taken in Quarter 4 of 2017/18, in comparison to the three previous quarters.

Absence Reason	No. of staff			Count of absence/ no. of days taken		
	Long Term		Short Term	Long Term		Short Term
Cold, influenza, viral infections	Q1	0	17	Q1	0	40
	Q2	0	36	Q2	0	11
	Q3	0	36	Q3	0	85
	Q4	3	103	Q4	58	271
Stomach ailments	Q1	0	20	Q1	0	28
	Q2	0	26	Q2	0	5
	Q3	0	26	Q3	0	40
	Q4	0	35	Q4	0	73
Ear, Eye, Nose and Mouth	Q1	0	9	Q1	0	37
	Q2	0	25	Q2	0	6
	Q3	0	25	Q3	0	42
	Q4	0	6	Q4	0	24
Stress/Depression	Q1	4	7	Q1	71	40
	Q2	7	6	Q2	28	8
	Q3	7	6	Q3	212	57
	Q4	5	4	Q4	210	18
Miscellaneous/Other	Q1	3	15	Q1	92	35
	Q2	1	11	Q2	7	2
	Q3	1	11	Q3	56	18
	Q4	1	10	Q4	7	44
Neurological	Q1	1	13	Q1	22	22
	Q2	0	12	Q2	0	2
	Q3	0	12	Q3	0	16
	Q4	0	13	Q4	0	17

Other Muscular-Skeletal disorder	Q1	3	7	Q1	114	12
	Q2	3	8	Q2	10	3
	Q3	3	8	Q3	78	22
	Q4	2	8	Q4	76	18
Operations and recovery	Q1	3	4	Q1	103	53
	Q2	3	5	Q2	8	4
	Q3	3	5	Q3	62	35
	Q4	1	6	Q4	42	31
Back and spinal disorders	Q1	0	8	Q1	0	26
	Q2	0	7	Q2	0	4
	Q3	0	7	Q3	0	28
	Q4	2	3	Q4	75	6
Chest/Respiratory	Q1	3	4	Q1	61	21.5
	Q2	0	7	Q2	0	3
	Q3	0	7	Q3	0	23
	Q4	0	13	Q4	0	72
Genito-urinary conditions	Q1	0	1	Q1	0	2
	Q2	0	3	Q2	0	1
	Q3	0	3	Q3	0	3
	Q4	0	3	Q4	0	6.5
Heart Conditions	Q1	0	4	Q1	0	6
	Q2	0	2	Q2	0	1
	Q3	0	2	Q3	0	2
	Q4	1	0	Q4	1	0
Cancer Related	Q1	1	0	Q1	5	0
	Q2	1	0	Q2	5	0
	Q3	1	0	Q3	24	0
	Q4	0	0	Q4	0	0

* The Attendance Management Policy and Procedure Policy states long term absence as normally being defined as a continuous absence of 4 weeks or more, which is medically certified and attributable to an underlying medical condition or specific reason.

CABINET – 14TH JUNE 2018

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

Part A

ITEM CAPITAL PLAN OUTTURN REPORT 2017/18

Purpose of Report

This report shows the total expenditure on the Capital Plan for the year 2017/18 compared with the current budget, which was reported to Cabinet in the Capital Plan Amendment Report on 6th July 2017 (minute 14), plus subsequent reports on 21st September 2017 (minute 30), 14th December 2017 (minute 70) and 15th March 2018 (minute 109). In addition, the report details those schemes that require a carry forward of budget to 2018/19 and the provisional arrangements for the financing of the Plan.

Recommendations

1. That the outturn position for 2017/18 set out in Appendix 1 to the report be noted and that the carry forward of project budgets totalling £1,537,100 be approved.
2. That the provisional financing of the Plan set out in Table 2 be noted.

Reasons

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

Policy Justification and Previous Decisions

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

Implementation Timetable including Future Decisions and Scrutiny

This report is available for scrutiny by the Performance Scrutiny Panel on 19th June 2018.

Financial Implications

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

Risk Management

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

Risks Identified	Likelihood	Impact	Risk Management Actions Planned
Insufficient funding	Unlikely	Moderate	The funding of the Capital Plan is regularly monitored and any apparent shortfalls are brought to the attention of Cabinet with suggested solutions.
General Risks associated with capital expenditure	Unlikely	Moderate	The Capital Plan is controlled through Project Boards for larger schemes and Project Officers for smaller schemes. Progress, risks and possible problems are notified to these boards and to the Capital Programme Team for all projects of £50k or more. Such risks are identified and dealt with and reported as necessary to Cabinet.

Key Decision: Yes

Background Papers: None

Officers to Contact: Clare Hodgson
Head of Finance and Property Services
(01509) 634810
clare.hodgson@charnwood.gov.uk

Part B

Background

1. The Capital Plan for 2017/18 was reported to Cabinet on 6th July 2017 and, following amendments between September 2017 and March 2018, the final budget was £12,104k, which is £602k higher than the original budget (5% higher).
2. Table 1 below shows the expenditure by directorate. The total capital spend of £9,740k was 80% of the final budget, compared to 82% in 2016/17. Expenditure on General Fund projects was £3,274k in 2017/18 being 71% of budget, compared with 88% of budget in 2016/17. The HRA expenditure of £6,466k was 86% of budget compared to 79% in 2016/17.
3. The carry forwards detailed in Appendix 1 have been requested by the officers responsible for the schemes.

Table 1

Capital Outturn 2017/18			Under/ (Over)	Net Carry	Net Saving/ (Over spend)
<u>Directorate</u>	Budget	Actual Spend	Spend	Fwd	(Over spend)
	£'000	£'000	£'000	£'000	£'000
Community Wellbeing	2,325	1,613	712	712	0
Corporate Services	570	418	152	143	9
Housing, Planning, Regeneration and Regulatory - General Fund	1,697	1,244	453	379	74
General Fund Total	4,592	3,275	1,317	1,234	83
Housing - HRA	7,512	6,465	1,047	302	745
Total Capital Plan	12,104	9,740	2,364	1,536	828

4. Over the four years to 31st March 2018 the Council has invested £11.6m in General Fund projects and £29.1m in Housing Revenue Account (HRA) schemes, making a total investment in the Borough of £40.7m, being an average annual investment of £10.2m. This is lower than the four year average to 31 March 2017 of £11m by 7.7%. HRA spend has been falling due to lower contractor prices and fewer dwellings left requiring decent homes works.
5. The net amount of £1,234k requested to be carried forward in respect of General Fund schemes is detailed on a scheme by scheme basis in Appendix 1 and includes the following major items:
6. Bell Foundry Pocket Park (£49.2k). A prolonged process of value engineering was required in order to make the project affordable, resulting in the majority of the budget not being spent in 2017/18. The value engineering involved substitution of surfaces, removing some raised beds and simplification of the seating area. Two items of play equipment were purchased in 2017. Installation is due as part of the

main works when they start during the week commencing 14th May 2018.

7. *Community Facilities Grants* (£194.8k). This budget provides a funding stream for Parish and Town Councils and properly constituted community organisations. It supports the renovation and improvement of community buildings, which will enhance access by the local communities they serve. Grants are approved by Cabinet during the year. There will always be a time lag between approval and paying the grant thus any unspent budget moves to the next year.
8. *Hallam Fields Community Hall* (£350k). This is fully funded by a S106 developer contribution that is to be spent on detailed design and specification work then construction and project management costs. Initially it was anticipated that works will start in April/May 2018 with an anticipated completion date of January 2019. The scheme was subsequently increased to £500k, which required Key Decision Delegated Decision. This scheme is not in the direct control of the Borough Council. It is Birstall Parish Council who are progressing the scheme. In addition there were delays whilst the Parish Council sorts out a licence to occupy part of the car park that Jelsons own during the construction period. The scheme needs to be complete by December 2019 and the scheme is now due to start on site September/October 2018.
9. *Fearon Hall* (£75.8k). Budget requested to be carried forward to 2018/19. This scheme is on site and will continue into 2018/19. A report to Cabinet in July 2017 approved works of £250k to ensure that; identified walls are underpinned to prevent future movement, the building is made wind and watertight, electrical and fire safety systems meet required safety standards as well as to refurbish kitchen and bathroom areas and generally redecorate. The Council has a legal obligation to undertake these works under the terms of the lease.
10. *Carbon Management Scheme* (£89.8k). This project is to implement the Council's Carbon Management Plan. The Town Hall LED lighting work is not yet complete and the Project Board may decide on further projects with the remaining available budget.
11. *Disabled Facilities Grants – block sum* (£108.8k). To enable the spending of additional DFG funding, £83.8k which was received in 2017/18 and the unspent Better Care Fund monies of £25k. There will always be a time lag between grant approval and grant payment.
12. The amount of £301.9k requested to be carried forward in respect of HRA schemes is detailed in Appendix 1 and consists of the following major items.
13. *Roofing/guttering* (£128.1k), the carry forward is for works orders that have been placed and works have commenced on site but which were not completed by 31st March 2018.

14. *Door Replacement (£47.4k)*. Order placed with both Wates Construction Limited and Nationwide. Work commenced on site. Awaiting handover documentation in the form of certificates.
15. *Communal Area electric (£52.3k)*. Orders placed and works commenced and on site for this sum.
16. There were net underspends on various schemes during the year (as detailed in Appendix 1) amounting to net £828k.
17. Underspends ranged from a few pounds to just over £200k. These underspends are a result of schemes being completed for less than budget. The net funds saved are returned to appropriate central funding and will be used for other schemes in the future.
18. Overspends ranged from a few pounds to just under £104k which was on HRA Fire Safety. This is funded from the savings on other HRA capital schemes which spent less than the budget.
19. The provisional funding arrangements for 2017/18 are detailed in Table 2 below. These will be finalised subject to audit approval.

Table 2

<u>Type of Finance</u>	<u>Provisional Amount</u> <u>£'000</u>
Grants and Contributions	2,275
Capital Receipts	141
General Fund and HRA Revenue Contributions including use of Capital Plan and other Reserves	3,589
Major Repairs Reserve	3,735
	9,740

20. After allowing for the funding shown above, the cost of the carry forwards (if approved) and funding all known future schemes to 2020/21 there will be £5m of capital receipts available for future General Fund projects plus £1m in the Capital Plan Reserve, also for General Fund projects.

Appendix

Appendix 1 - Capital Plan 2017/18 Detailed 'scheme by scheme' Outturn.

Scheme Details	First year in Capital Plan	2017/18	2017/18	2017/18	Under/ (Overspends) £	Slippage into 2018/19 Requested £	Reason for slippage £
		Current Budget £	Actual Spend 3/4/18 £	Balance £			
Community Wellbeing							
Direct Delivery							
DW Z387 Loughborough Youth & Adult Recreation Facilities & Childrens Play Improv	2014/15	2,600	2,599.80	0.20	-	-	N/A
JT Z478 Shortcliffe Community Park	2015/16	22,700	5,000.00	17,700.00	0	17,700	Re engineering of culvert crossing to create a permanent vehicular access into Shortcliffe Park, and to address any other recreational needs of park users. Decision on spend was contingent upon outcome of survey work on state of access. New budgets in 2018/19 capital plan will only provide pedestrian access.
JT Z697 Bell Foundry Pocket Park	2016/17	54,000	4,776.00	49,224.00	0	49,200	A prolonged process of value engineering was required in order to make the project affordable resulting in the budget not being spent in 2017/18
JT Z494 Public Art Provision - Loughborough & Shepshed	2017/18	17,700	17,724.01	(24.01)	0	-	N/A
JR Z388 CCTV	2014/15	81,600	68,237.32	13,362.68	0	13,400	This is to order the next 5 replacement cameras
SW Z389 Loughborough - Town Centre signage	2014/15	5,000	-	5,000.00	0	5,000	The town centre signage budget is required in the next financial year. Unable to use this until the new Town Centre Traffic Regulation Orders have been changed and we are dependent on LCC for this.
SW Z413 Town Hall - Tills	2015/16	5,100	3,915.00	1,185.00	0	1,200	To allow the purchase of an additional till once bar operations are reviewed again in 2018.
SW Z392 Public Realm and Art Improvements	2014/15	9,600	-	9,600.00	0	9,600	The 2017/18 book bench "Beauty and the Beast" wasn't procured due to timescales in getting the required approvals and the artist's availability. Carry forward to complete the commission ahead of the Loogabatooga Festival.
SW Z393 Grants for Shop Front Improvements	2014/15	2,000	420.00	1,580.00	0	1,600	We have been working on a project with the BID for the shop front improvements which will see the benefit of door way planters which will also support BLOOM a Corporate Objective. Unfortunately this project has slipped due to other pressing BID projects but we are now in a position to purchase the planters which will be critical to the success of the shop front improvements
MB Z394 Provision of Neighbourhood Notice Boards	2014/15	7,700	1,589.71	6,110.29	0	6,100	Looking for suitable schemes with local communities to spend by the end of the year 2018/19.
MB Z739 Green Spaces Programme	2016/17	73,100	48,334.59	24,765.41	0	24,800	Consultation with community about the Great Central Park scheme of £20k has been valuable but drawn out and this will result in a better but slightly delayed project. The small balance is for works at the Kirkstone Drive play area
AG Z484 Closed Churchyards Walls	2016/17	104,000	87,573.76	16,426.24	0	16,400	Orders placed for Barrow and Rearsby walls , due to the specialist nature of the work the stonemason hasn't been able to complete all the works in 2017/18. Works will progress as quickly as possible in the Spring.
AG Z495 Nanpantan Tennis Courts refurbishment	2017/18	125,200	125,650.00	(450.00)	(400)	-	N/A
TK Z496 Park Road Bowling Green Resurfacing	2017/18	17,000	17,600.00	(600.00)	(600)	-	N/A
Sub-total Direct Delivery		527,300	383,420.19	143,879.81	(1,000)	145,000	
Indirect Delivery							
JR Z348 Community Facility Grants		198,300	3,500.00	194,800.00	0	194,800	To enable the payment of approved grants, then there is £67k uncommitted which is needed for new applications as there is no other budget for these grants in 2018/19. Grants are approved by Cabinet during the year. There will always be a time lag between approval and paying the grant. This will be the only budget for Community Facilities grant in 1819. No sum was included in 1819 capital plan on the assumption that this carry forward would be approved.
JR Z598 Fit for Life - Rawlins Academy	2015/16	14,600	14,683.70	(83.70)	0	-	N/A
JR Z483 Mountsorrel New Memorial Hall	2016/17	1,018,900	1,018,887.58	12.42	0	-	
JR Z488 Thorpe Acre Residents Association - contribution towards community hub building	2016/17	25,900	-	25,900.00	0	25,900	Fully funded by S106 - awaiting grant to be claimed
JR Z490 Quorn Parish Council - additional inclusive play equipment at Stafford Orchard Park	2016/17	16,700	16,380.22	319.78	300	-	N/A

JR	Z491	Quorn Parish Council - contribution towards replacement of roof at Old School Hall, Quorn	2016/17	10,300	10,263.09	36.91	0	-	N/A
JR	Z492	Anstey Parish Council - Stadon Road play area - additional inclusive play equipment	2017/18	10,300	10,227.05	72.95	100	-	N/A
JR	Z497	Syston Town Council - new and additional play equipment at Winfield Park	2017/18	29,000	29,034.75	(34.75)	0	-	N/A
JR	Z499	Syston Town Council - contribution towards Cemetery in Syston	2017/18	6,500	9,688.25	(3,188.25)		(3,200)	Grants paid ahead of profile, therefore 2018/19 budget will be reduced
JR	Z292	Hallam Fields Community Hall	2007/08 2017/18	350,000	-	350,000.00		350,000	Fully funded by S106 - awaiting grant to be claimed
CB	Z498	Barrow Parish Council - King George V Playing Field, Barrow	2017/18	116,900	116,900.00	-	0	-	N/A
Sub-total Indirect Delivery				1,797,400	1,229,564.64	567,835.36	400	567,500	
Community Wellbeing - Total				2,324,700	1,612,984.83	711,715.17	(600.00)	712,500	
Corporate Services									
Direct Delivery									
AK	Z085	Replacement Hardware Programme - Block Sum	On-going	110,000	101,461.37	8,538.63	1,200	7,300	Dell orders placed in 2017/18, delivery delayed until April 5th and 19th 2018. For monitors, Wyse and laptops.
AK	Z354	Infrastructure Development - Block Sum	2012/13	34,000	34,672.82	(672.82)	(700)	-	N/A
AK	Z355	Website Development - Block Sum	2012/13	1,500	1,100.00	400.00	400	-	N/A
KB	Z423	Call Secure System - PCI Compliance	2017/18	40,100	4,251.98	35,848.02		35,900	At the time of requesting the capital budget for the purchase of the call secure system the Council understood that it was currently PCI compliant. However on conducting further investigations, concerns were raised as to whether all aspect of the Council card payment environment were in fact compliant with the regulations. On this basis a decision was taken to complete a gap analysis before any further procurement or actions were taken. The gap analysis has now been completed, from this report and project will be developed to identify the steps required to ensure the Council meets it PCI obligations in full. It is these steps that have caused a delay in the procurement of the call secure system. The change of timescales has been brought to the attention of the ICS Steering Group who have agreed with the proposed timescales.
	Z425	Corporate Booking System	2017/18	22,900	16,013.00	6,887.00		6,900	Final balance outstanding on project. Completion originally anticipated during March 2018, but deployment placed on hold due to issues re several areas of the process which are still being investigated and pending resolution.
	Z485	Online Customer Experience Project	2016/17	-	2,205.00	(2,205.00)	(2,200)	-	N/A
	Z735	Individual Electoral Registration Equipment	2013/14	2,800	2,680.00	120.00	100	-	N/A
	Z422	Digital Democracy - Committee Management System	2017/18	15,000	15,000.00	-		-	N/A
AK	Z397	Card Payment Upgrade	2014/15	4,500	6,088.75	(1,588.75)	(1,600)	-	N/A
SH	Z415	Southfields Offices - Roofing	2015/16	46,000	30,572.38	15,427.62		15,400	To allow further roof works
SH	Z493	Fearon Hall	2017/18	250,000	174,235.26	75,764.74		75,800	The scheme is on site and works will continue in 2017/18
SH	Z740	Emergency Backup Generator & UPS Power	2016/17	43,100	29,356.42	13,743.58	11,700	2,000	Order placed for lightening conductor
SH	Z777	Messenger Close - Loughborough			234.00	(234.00)	(200)	-	N/A
Sub-total Direct Delivery				569,900	417,870.98	152,029.02	8,700	143,300	
Corporate Services - Total				569,900	417,870.98	152,029.02	8,700	143,300	
Housing, Planning & Regeneration & Regulatory Services - General Fund									
Direct Delivery									
AT	Z736	Car Parks - Repairs & Replacements	2016/17	180,000	176,134.56	3,865.44	3,800	-	N/A
AT	Z737	Car Parks - Replacement Pay & Display Machines	2016/17	110,000	112,254.50	(2,254.50)	(2,300)	-	N/A
SH	Z738	Carbon Management Schemes	2016/17	191,000	101,169.45	89,830.55		89,800	Town Hall LED's outstanding quote and Project Board still to decide on future schemes
RB	Z468	Planning and Regeneration Essential Technology Refresh	2015/16	3,800	2,725.00	1,075.00		1,100	The scheme is still live in that we are waiting to implement phase 2. It may be there are consequential costs arising from that and so request to keep the scheme open into the new year
AS	Z424	Choice Based Lettings Software	2017/18	35,000	-	35,000.00		35,000	Work is in progress
Sub-total Direct Delivery				519,800	392,283.51	127,516.49	1,500	125,900	
Indirect Delivery									
DH	Z367	Bleach Yard	2013/14	11,700	2,000.00	9,700.00		9,700	Some remedial works are still outstanding and currently being commissioned
RB	Z396	Public Realm - Shepshed Town Centre	2014/15	36,300	-	36,300.00		36,800	This needs to be slipped into the new financial year as it is part of a larger pot of monies that will deliver the actions in the Shepshed masterplan.
RS	Z210	Disabled Facilities Grants - Block Sum	On-going	1,003,000	821,309.53	181,690.47	72,900	108,800	To enable the spend of additional DFG funding, £83,849 which was received in 2017/18 and the unspent BCC of £24,9984. There will always be a time lag between grant approval and grant payment.
RS	Z346	Private Sector Housing Grants - Block Sum	On-going	74,200	27,942.02	46,257.98		46,300	Carry forward for the implementation of the Empty Homes Strategy and the awarding of Partnership Grants for bringing empty homes back into use.

RS	Z141	Regional Housing Pot Grant	On-going	42,900	-	42,900.00	42,900	Carry forward to award grants to vulnerable people to meet the decent homes standard in the Private Rented Sector. This budget is the remainder of the ring fenced Decent Homes money funded by an external grant	
RS	Z363	Fuel Poverty Scheme	2012/13	9,000	-	9,000.00	9,000	Carry forward to fund energy efficient measures for Fuel Poverty and to deliver the HECA Plan. This budget is the remainder of the DECC grant received for Charnwood Show Home	
Sub-total Indirect Delivery				1,177,100	851,251.55	325,848.45	72,900	253,500	
Housing, Planning & Regeneration & Regulatory Services - General Fund - Total				1,696,900	1,243,535.06	453,364.94	74,400	379,400	
General Fund Total				4,591,500	3,274,390.87	1,317,109.13	82,500	1,235,200	
Housing, Planning & Regeneration & Regulatory Services - HRA									
PO	Z005	Charnwood Standard Planned Heating	On-going	381,300	437,067.67	(55,767.67)	(55,800)	-	N/A
PO	Z011	Windows	On-going	20,000	(10,939.56)	30,939.56	30,900	-	N/A
PO	Z300	Major Adaptations	On-going	450,000	440,682.05	9,317.95	9,300	-	N/A
PO	Z301	Minor Adaptations	On-going	50,000	42,466.19	7,533.81	7,500	-	N/A
PO	Z302	Stairlifts	On-going	60,000	59,787.76	212.24	200	-	N/A
PO	Z357	Estate Works	On-going	391,500	332,529.42	58,970.58	59,000	-	Order placed and work commenced on site.
PO	Z369	Major Structural Works	On-going	889,300	774,829.55	114,470.45	114,500	-	N/A
PO	Z370	Solid Wall Stock	On-going	96,000	32,030.57	63,969.43	64,000	-	N/A
PO	Z374	Carbon monoxide/smoke alarms	On-going	50,000	57,047.57	(7,047.57)	(7,000)	-	N/A
SH	Z376	Riversdale Court, Birstall - sheltered scheme	2012/13	25,400	28,096.55	(2,696.55)	(2,700)	-	Scheme complete.
PO	Z378	Door Entry Systems	On-going	258,400	216,644.96	41,755.04	41,800	-	Budget was increased in 17/18 due to planned additions to the programme in light of available capacity . All of the additions have not been completed, therefore a carry forward is requested.
PO	Z380	Major Void Works	On-going	280,000	146,485.89	133,514.11	133,500	-	N/A
PO	Z401	Fire Safety	On-going	318,300	422,037.54	(103,737.54)	(103,700)	-	N/A
PO	Z404	Cavity/Loft insulation	On-going	69,300	5,563.01	63,736.99	63,700	-	N/A
PO	Z406	Mobility Scooter Storage in Sheltered Schemes	On-going	28,400	-	28,400.00	28,400	-	N/A
PO	Z419	New Build/Acquisitions	2017/18	350,000	304,577.12	45,422.88	45,400	-	N/A
PO	Z434	Asbestos Removal	On-going	199,400	173,856.67	25,543.33	25,500	-	N/A
PO	Z454	Electrical Upgrades	On-going	336,500	135,252.67	201,247.33	201,200	-	N/A
PO	Z459	Roofing/guttering	On-going	932,300	752,905.90	179,394.10	51,300	128,100	Orders placed and work commenced on site.
PO	Z460	Charnwood Standard Kitchens	On-going	552,000	514,321.56	37,678.44	37,700	-	N/A
PO	Z461	Charnwood Standard Bathrooms	On-going	419,000	394,426.15	24,573.85	24,600	-	N/A
PO	Z462	Door Replacement	On-going	436,300	382,391.13	53,908.87	6,500	47,400	Order placed with both Wates Construction Limited and Nationwide. Work commenced on site. Awaiting handover documentation in the form of corticated. The Council is working with an external systems provider Cloud Dialogs to implement modules for capital works and void management, and to develop responsive repairs reporting. The order has been raised and the project, which commenced in 17/18 is scheduled to conclude by July 2018.
PO	Z470	Job Management System	2015/16	40,000	18,250.00	21,750.00	21,800	-	N/A
SR	Z698	Lifeline Equipment Upgrade (PNC)	2016/17	38,000	43,117.40	(5,117.40)	(5,100)	-	N/A
PO	Z741	Communal Area Improvements	2016/17	69,000	11,389.32	57,610.68	47,100	10,500	Orders placed and works commenced on site for £10,450.
PO	Z742	Communal Area Electric	2016/17	160,600	108,287.05	52,312.95	52,300	52,300	Orders placed and works commenced on site for £52,312.
PO	Z743	Sheltered Housing Improvements inc heating & equipment	2016/17	324,700	369,468.43	(44,768.43)	(44,800)	-	N/A
PO	Z857	Housing Capital Technical Costs	On-going	286,800	273,032.43	13,767.57	13,800	-	N/A
Sub-total Direct Delivery				7,512,500	6,465,605.00	1,046,895.00	745,000	301,900	
Housing, Planning & Regeneration & Regulatory Services - HRA - Total				7,512,500	6,465,605.00	1,046,895.00	745,000	301,900	
Grand Total General Fund and Housing Revenue				12,104,000	9,739,995.87	2,364,004.13	827,500	1,537,100	

CABINET – 14TH JUNE 2018

**Report of the Head of Finance and Property Services
Lead Member: Councillor Tom Barkley**

Part A

ITEM REVENUE OUTTURN 2017/18 AND CARRY FORWARD OF BUDGETS

Purpose of Report

This report is to inform the Cabinet of the Revenue Outturn position of the General Fund and Housing Revenue Account (HRA) for 2017/18 compared with the original budgets and request budget carry forwards of £139K (0.73% of budget) for the General Fund and £52.4K (0.36% of budget) for the HRA.

Recommendations

1. That the Revenue Outturn positions of the General Fund and Housing Revenue Account for 2017/18 set out in the Appendices to this report be noted.
2. That the carry forwards of budgets amounting to £139.1k for the General Fund and £52.4k for the HRA be approved, funded from the General Fund Working Balance and HRA Balance in 2018/19, as detailed in paragraphs 39 and 40 of this report.
3. That the transfer of £626K in 2018/19 from the General Fund Working Balance to the Reinvestment Reserve be approved.

Reasons

1. To enable the information to be used when considering future budgets and the Medium Term Financial Strategy.
2. To enable the budgets to be carried forward to cover costs of committed services in 2018/19.
3. To provide funding for approved budgets from the Reinvestment Reserve and to bring this Reserve balance up to the required level of £500k.

Policy Justification and Previous Decisions

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

Implementation Timetable including Future Decisions and Scrutiny

This report will be considered by the Budget Scrutiny Panel on 26th June 2018 and it will be available for scrutiny by the Performance Panel on 19th June 2018. The budget amounts to be carried forward, if approved and there being no call-in, will be added to the 2018/19 budget on 22nd June 2018.

Report Implications

The following implications have been identified for this report.

Financial Implications

The financial implication of this report is that, if all of the carry forward requests are approved, there will be an additional use of funding in 2018/19 of £191.4K. There are sufficient reserves to cover these requests from within the overall General Fund revenue budget and HRA budget so this is effectively a transfer of resources from one year to another.

Risk Management

There are no specific risks associated with the decisions requested.

Key Decision: Yes

Background Papers: None

Officer to Contact: Clare Hodgson
Head of Finance and Property Services
(01509) 634810
clare.hodgson@charnwood.gov.uk

Part B

Background – Outturn for General Fund and HRA

1. The General Fund Revenue Outturn for 2017/18, as summarised in Appendix 1, shows Net Service Expenditure of £16,942k against an Original Budget of £17,288k producing a favourable variance of £346k, net of recharges (2% of the Original Budget).
2. Main variances between budget and outturn in terms of the total Borough expenditure are as follows:
 - Net Service Expenditure – The Net Service Expenditure is underspent by £346K as per Appendices 1 and 2. Major variances within this figure are explained in paragraphs 6 to 16 of this report.
 - Revenue Contribution to Capital ('RCCO') – £1,007K relates to planned capital costs approved by the Cabinet and was funded as follows; £925K from Capital Plan Reserve; £80K funded from savings in service expenditure in 2017/18 and the balance of £2k from the Reinvestment Reserve.
 - Interest Received on Balances – £170k higher than budget at £285k against a budget of £115k. This was due to a combination of higher than anticipated interest rates as a result of investments made and higher balances available for investment as a result of the underspends in revenue and capital expenditure and timing differences on collection of Council Tax and NNDR receipts and payments.
3. The General Fund opening Reserve Balances on 1st April 2017, were £12,593K compared to closing balance of £11,223K on 31 March 2018. This is a total decrease in reserves of £1,370k in the year, being; £598K decrease in the Working Balance, £882K decrease in the Capital Plan Reserve, £181K decrease in the Reinvestment Reserve and a net increase of £291K in Other Revenue Reserves. Movements in reserves are explained in paragraphs 17 to 19 of this report.
4. The Housing Revenue Account (HRA) outturn for 2017/18 (Appendix 4) shows a surplus of £2,948k compared with a budgeted surplus of £2,161k. The HRA general balances at the end of the year were £617k following a transfer of £2,952k to the HRA Financing Fund. This gave the HRA Financing Fund a balance at the end of the year of £6,982k.
5. The General Fund and Housing Revenue Account are both provisional as the Statement of Accounts is currently in production and will need to be audited before being finalised and signed off.

Outturn – General Fund

Directorate Controllable Costs Outturn (Appendix 2)

6. Appendix 2 shows an underspend of £516K for the General Fund controllable current budgets at Directorate and Service level. Controllable costs are those above the line costs before year-end recharges. Paragraphs 7 to 16 below explain the major variances within this figure.
7. Head of Private Sector Housing – underspend of £72K (10% of budget) includes £30K consultant fees for an HMO Licensing Scheme which has not yet been implemented, £50K and legal fee costs for empty homes enforcement not required. For the Syrian Vulnerable Persons Resettlement Scheme the surplus of £23k covers costs incurred to the same amount in 2016/17 leaving a nil cost on the scheme over the two financial years that it has been running.
8. Head of Planning and Regeneration – overspend of £18k (1% of budget). This is due to a shortfall of £103K in Building Control fees, partially offset by additional Planning fees £34k, grant income £17k, reclaimed valuation fees from external contractors £26K and other minor underspends of £8K.
9. Head of Regulatory Services – underspend of £67k (10% of budget). There are a number of savings across this service, Street Management £18K additional income and salary savings, Dog Control Service £12K, Environmental Health Budgets £23K, Browns Lane Car Park Income £8k and Printing savings £6K.
10. Head of Cleansing and Open Spaces – overspend of £104k (2% of budget) being; Cemetery additional costs relating to future provision of service £35k, Net Leicestershire County Council Recyclate Gate fee £123K, Outwoods one off site preparation and set up costs £20K, Environmental Services Contract variations £133K, offset by additional Garden Bin Income £135K due to sticker system implementation, BID recycling income £15K, Serco Contract KPI Performance income £43K, the balance of £14k being underspent budgets.
11. Head of Leisure and Culture – overspend of £46K (7% of budget) being Loughborough Markets shortfall in income £30K due to cancelled markets and Public Conveniences a combination of shortfall in income and increased staffing costs £16K.
12. Head of Neighbourhood Services – underspend of £47k (3% of budget). This underspend relates to Community Grants budgets £25k and Credit Union Grant £30k of which £8K has been requested as a carry forward.
13. Head of Finance and Property Services – underspend of £62k (4% of budget) being; Accountancy Service £24K underspend as a result of salary savings and consultant fees, of which £18.5k has been requested as a carry forward for the financial system upgrade. Property Services

additional miscellaneous land and property income of £21k and underspent consultant fees of £47k. Of this underspend, £59K has been requested as a carry forward for feasibility of Southfields Offices/Town Hall. These underspends are partially offset by a shortfall of income in Oak Business Centre £30K.

14. Head of Customer Experience – underspend of £319k (8% of budget) being additional Localisation of Council Tax grants received £35K, Council Tax court costs recovered of £87K, Universal Credit grant of £48K (included as carry forward request), £95K Capita Pension contract adjustment and salary savings of £54K due to a review of this service.
15. Head of Strategic Support – underspend of £157k (5% of budget) being Insurance procurement savings £90K, Corporate training £13k, Audit and Risk staffing savings £17k, HR staffing contract savings £11K and Democratic Services £26K, primarily relating to Community Governance review budget not required.
16. Managed vacancy salary savings are shown within the three Directorates and show a net shortfall of £34K at Directorate Level.

Contributions from/to Reserves (Appendix 1)

17. The £598k Working Balance transfer in the year leaves a balance of £7,057k as at March 2018. In addition a transfer of £626K will be made from the working balance to Reinvestment Reserve in 2018/19 which will bring the working balance to £6,431k. This is well above the agreed minimum of £2m.
18. The Reinvestment Reserve has been used in accordance with the Council's financial procedures to help achieve corporate aims through service improvements. £182K has been utilised in year leaving a year-end balance of £595k, which is above the £500K minimum level for this reserve. In addition a transfer of £626K to the Reinvestment Reserve is proposed to fund approved items in 2018/19.
19. The Other Revenue Reserves of £813k relate to specific reserves as follows: Planning and Housing Delivery Grant £311k, DCLG Planning Reserve £143K, Section 106 Agreement Reserve £213K and the balance of £146K being five smaller earmarked reserves.

Loughborough Special Expenses (Appendix 3)

20. The actual Loughborough Special Expenses were £1,345K; against an original budget of £1,364K, being £19K underspent (1% of the budget). The main underspends are Parks Loughborough £42K, Festive Decorations £10K, Derby Road Playing fields £10K, Loughborough allotments £14K, partially offset by additional work at Loughborough Cemetery £57K.

21. The underspend will be carried forward within the Loughborough Special Expense Account and reflected in future years' Loughborough Special Levy.

Housing Revenue Account Outturn (Appendices 4 and 5)

22. The provisional Housing Revenue Account outturn for 2017/18 is a surplus of £2,948K compared with a budgeted surplus of £2,161K, an increase of £787K. The Council's preferred minimum level of balances is £110 per property. This gives HRA general balances at the end of the year of £617K following a transfer of £2,952K to the HRA Financing Fund. This transfer gives the HRA Financing Fund a balance at the end of the year of £6,982K.
23. In 2017/18 the HRA made a contribution to the Major Repairs Reserve of £2,969K. This reserve has a balance at 31st March 2018 of £2,633K compared with £3,400K at 31st March 2017. This balance is the unspent amount carried forward to 2018/19 after the 2017/18 capital financing entries. This reserve finances capital expenditure and the repayment of debt, in accordance with the HRA Business Plan. The Housing Financing Fund was set-up in 2016/17 to set aside underspends to cover the financial effects of Government changes to future funding and charges within the HRA. Unspent balances are carried forward into the next year and the HRA received interest on the balance. Examples of future financial pressures include the sale of high-value voids and further 1% rent reductions.
24. The HRA owes £79m in loans following the self-financing settlement in 2012 and, as well as paying the interest due, the principal amounts borrowed will either, in time, need to be refinanced or paid back. The first loan to be paid back following the self-financing settlement is in 2024. The money required to pay back the principal will be from HRA Reserves – principally those within the HRA Financing Fund and Major Repairs Reserve.
25. The main variances within the HRA revenue budgets are explained in more detail in paragraphs 26-31 below.
26. Supervision and Management – £133k underspend (3%). This is made up of expenditure over a large range of Council services as broken down below. Note that recharges are considered in paragraph 31.
27. Housing Strategy, Housing Needs, Housing Management System Administration – In the Housing Management Systems Admin there was a £12k (8.5%) underspend on salaries and a £14k (12%) underspend on software development/computer equipment. In Housing Strategy there was a £10k (11.3%) underspend on salaries, £16k (100%) on consultants fees subject to a carry forward request in paragraph 40.

28. Warden Services – Utility costs were underspent by £20.4k (7.28%). Furniture/equipment/snow clearing and window cleaning were underspent in total by £9k (16%).
29. Tenancy Services, Customer Engagement and ASB – ASB salaries were underspent by £14k (7%), Legal and Mediation costs £12k (48%). The Tenant Bids budget was underspent by £40.5k (80.94%) as a result of lower than anticipated bids. The Customer Engagement budget was underspent by £55.2k (48.03%). The budget is underspent due to lower than anticipated take-up of training and grants. Fewer resources have been required for tenant scrutiny. Scrutiny is undertaken by the Housing Management Advisory Board and the Charnwood Housing Residents Forum. Recharges to Supervision and Management were higher than the budget by £68k (4%). Refer to paragraph 31 on recharges.
30. Repairs and Maintenance – £146k underspend (2.3%). This includes underspending on salaries of £122k (4.7%). There was an underspend of £30k (32.5%) on Insurance Premiums, following a change in the method for recharging premiums and excesses.
31. Recharges to the HRA from the General Fund are over budget by £246k (10.4%). Of this £495k relates to pension recharges which are reversed out and do not affect the HRA outturn position. This leaves the variance on other recharges as a £231k (18.9%) underspend, including: Contact Centre £55k (10.1%), with an increase in calls relating to non-housing meaning a lower charge. Insurance Premiums £48k (16%) with a change in how the premiums and excesses are recharged, Southfields Offices £49k (101%) and a number of smaller underspends.
32. Southfields Offices are classed as a General Fund asset and there is a recharge to the Housing Revenue Account for the provision of its office space. The building had a revaluation gain and the HRA share was £63k. This gain is included within the recharges element of the Supervision and Management underspend, which is reversed out in the 'adjustment to charges based on impairment of General Fund Asset' line.
33. Depreciation and the revaluation increase of non-current assets were:

2016/17 £'000		2017/18 £'000
2,835	Depreciation:	2,969
(56,050)	Net Revaluation increase of non-current assets	(9,597)
(53,215)		(6,628)

The Depreciation was credited into the Major Repairs Reserve to fund the capital programme. Revaluations were reversed out and do not affect the HRA outturn position.

34. The 2017/18 rent income for dwellings was 1% lower than 2016/17 due to current Government policy. Void loss was 2.16% against a budget of 2.2%. Dwelling Rent income was £14k (0.07%) under budget. Right to Buy sales were budgeted at 40 sales, compared with 36 actual sales.
35. As at 31st March 2018 rent arrears were £961k. This is attributable to rent arrears of £866k and court costs of £95k compared to £819k and £78k respectively in 2016/17. As a percentage of dwelling rents the total arrears including court costs is 4.47% compared with 3.74% in 2016/17. The amount of HRA debt written off in the year was £189k compared to £226k in 2016/17.
36. Changes to welfare benefits, including the lowering of the benefit cap, changes to tax credits, and a greater numbers of tenants on Universal Credit, have contributed towards increased rent arrears. Legal costs have increased as more legal action has been undertaken in line with arrears escalation procedures. Write offs of former tenant rent arrears have been undertaken on a quarterly basis in line with procedures. More former tenant arrears were collected in 17/18 compared to 16/17, and less debt relief orders were processed in 17/18 compared to 16/17.
37. Appendix 5 details the controllable cost outturn for the HRA as at 31st March 2018. This shows the controllable budgets and actuals as they were presented within the monitoring reports during the year. The descriptions of Employee related expenditure include all employee related costs, not just salaries.

Carry Forward of Budgets

38. The carry forward requests totalling £191.4K are listed below for approval. These budgets were approved as part of the 2017/18 budget process however either the committed services were not complete or the goods were not received by 31st March 2018. These are also detailed in the Directorate Outturn Report above. As required by the Council's financial procedure rules, the overall controllable service budgets were underspent by at least this amount in 2017/18. General Fund carry forward requests total £139.1K and HRA requests total £52.4K.
39. General Fund Carry Forward Requests

£18.5K Agresso Upgrade – Finance and Property Services
£8K Credit Union Grant – Neighbourhood Services
£48K Universal Credit Grant – Customer Experience
£59.6k Southfields Offices and Town Hall Feasibility Study – Finance and Property Services
£5k Legal Fees Community Governance Review – Strategic Support

£139.1K Total General Fund

40. HRA Carry Forward Requests

£20K Update of Tenancy agreements – Landlord Services
£16.4K Allpay Direct Debits set up costs – Landlord Services
£16k Review of Sheltered Warden Schemes - Private Sector Housing

£52.4k Total HRA

Total Carry Forward Requests £191.5K

Appendices

Appendix 1 – General Fund Outturn 2017/18

Appendix 2 – General Fund Controllable Outturn 2017/18 by Directorate

Appendix 3 – Loughborough Special Expenses Outturn 2017/18

Appendix 4 – HRA Outturn 2017/18

Appendix 5 – HRA Controllable Costs Outturn 2017/18

GENERAL FUND OUTTURN 2017-18			
	Outturn £000	Original Budget £000	Variance £000
Net Service Expenditure	16,942	17,288	346
Revenue Contributions to Capital (RCCO)	1,007	0	(1,007)
Interest Paid	325	325	0
Council Tax Support Grant to Parishes	47	47	0
Less: Interest Received on Balances	(285)	(115)	170
Total Borough Expenditure	18,036	17,545	(491)
Contribution to (from) Reinvestment Reserve	(182)	(10)	172
Contribution to/(from) Working Balance	(167)	(499)	(332)
Contribution to/(from) Working Balance/Collection Fund	(431)	(431)	0
Contribution to/(from) Growth Support Fund	(16)	0	16
Contribution to/(from) Other Revenue Reserves	307	0	(307)
Contribution to/(from) Capital Plan Reserve	(882)	0	882
Precept Requirement	16,665	16,605	(60)
Revenue Support Grant	1,265	1,265	0
NNDR	4,507	4,465	42
Council Tax Receipts	6,118	6,118	0
Loughborough Special Levy	1,184	1,184	0
Collection Fund Surplus/(Deficit)	(431)	(431)	0
New Homes Bonus	4,004	4,004	0
General Government Grants/S31 compensation	18	0	18
Precept Income	16,665	16,605	60
General Fund Revenue Reserves	£000	£000	£000
<u>Working Balance 1st April</u>	7,655	6,658	997
Transfer from General Fund	(598)	(930)	332
Balance at 31 March	7,057	5,728	1,329
<u>Reinvestment Reserve 1st April</u>	776	543	233
Transfers From/(to) General Fund	(181)	(10)	(171)
Balance at 31 March	595	533	62
<u>Capital Plan Reserve 1st April</u>	3,526	2,743	783
Transferred from General Fund	43	0	43
Funding of Capital Expenditure	(925)	(1,914)	989
Balance at 31 March	2,644	829	1,815
<u>Growth Support Fund 1st April</u>	130	113	17
Transfer From/(to) General Fund	(16)	0	(16)
Balance at 31 March	114	113	1
<u>Other Revenue Reserves 1st April</u>	506	439	67
Transferred from General Fund	307	0	307
Balance at 31 March	813	439	374
TOTAL BALANCES	11,223	7,642	3,581

Appendix 2

Charnwood Borough Council		2017-18		
		Actual £000's	Current Budget £000's	Variance £000's
Controllable Service Costs				
Housing, Planning, Regeneration & Regulatory Directorate				
	Housing, Planning & Regeneration Director	110	96	(14)
	Head of Strategic & Private Sector Housing	656	728	72
	Head of Landlord Services	(191)	(191)	(0)
	Head of Planning & Regeneration	1,378	1,360	(18)
	Head of Regulatory Services	587	654	67
		2,540	2,646	107
Neighbourhoods & Community Wellbeing Directorate				
	Head of Waste, Engineering & Open Spaces	5,411	5,307	(104)
	Neighbourhoods & Community Wellbeing Director	282	238	(44)
	Head of Leisure & Culture	669	623	(46)
	Head of Neighbourhood Services	1,522	1,569	47
		7,884	7,737	(147)
Corporate Services Directorate				
	Corporate Services Director	110	133	24
	Chief Executive's Team	228	222	(6)
	Head of Finance and Property Services	1,410	1,472	62
	Head of Customer Experience	3,602	3,921	319
	Head of Strategic Support	2,741	2,898	157
		8,090	8,646	556
	Grand Total	18,513	19,029	516
Note: Reconciliation to Appendix 1				
	Grand Total as above	18,513	19,029	516
	Adjustment for Non-Controllable Recharges to HRA	(1,508)	(1,671)	(164)
	Budget changes since Original Budget	0	(70)	(70)
	Other	(63)	0	63
	Net Service Expenditure per Appendix 1	16,942	17,288	346

		Loughborough Special Expenses 2017/18				Appendix 3
Service		Total	District / Capital Charges	Loughborough Special	2017/18 Original Budget	Unfavourable / (Favourable) Variance
		£	£	£	£	£
Loughborough CCTV		290,022	228,507	61,515	61,200	315
Community Grants - General / Fearon Hall / Gorse Covert		76,137		76,137	77,300	(1,163)
Marios Tinenti Centre and Altogether Place		37,910		37,910	44,900	(6,990)
Charnwood Water Toilets		9,428		9,428	9,200	228
Voluntary & Community Sector Dev Officer post (75% LSX)		32,394		32,394	32,600	(206)
Biggin Street Toilet - Friday Opening		3,517		3,517	4,000	(483)
Part Funding of Post Graduate Student for HMO Study (3years)		7,500		7,500	7,500	0
Support for Loughborough Heritage Initiative		30,352		30,352	35,000	(4,648)
Contribution to Loughborough Open Spaces Grounds Maintenance		117,917		117,917	117,900	17
November Fair		(3,335)	(154)	(3,181)	(9,400)	6,219
<u>Parks:</u>						
Loughborough - including Loughborough in Bloom		460,527	82,097	378,430	421,000	(42,570)
Gorse Covert and Booth Wood		67,669	3,116	64,552	68,300	(3,748)
<u>Sports Grounds:</u>						
Derby Road		128,444	18,377	110,067	120,200	(10,133)
Lodge Farm		50,783	2,339	48,444	44,100	4,344
Nanpantan		100,496	30,910	69,586	57,400	12,186
Park Road		21,822	3,801	18,021	21,100	(3,079)
Shelthorpe Golf Course		22,352	1,106	21,246	24,400	(3,154)
Loughborough Cemetery		67,590	3,113	64,477	7,400	57,077
Allotments - Loughborough		52,577	2,421	50,155	64,200	(14,045)
Carillon Tower		33,566	17,667	15,899	13,100	2,799
Festive Decorations and Illuminations		42,173	2,234	39,938	50,700	(10,762)
Town Centre Management		107,727	17,190	90,536	92,100	(1,564)
		1,757,566	412,725	1,344,841	1,364,200	(19,359)
Adjustments from Year 2015/16		(300,876)	(166,065)	(134,811)	(134,811)	
AMENDED SUB TOTAL		1,456,690	246,660	1,210,030	1,229,389	
Council Tax Support Grant				(45,163)	(45,163)	
AMENDED TOTAL				1,164,867	1,184,226	

Appendix 4

Charnwood Borough Council - Housing Revenue Account 2017/18 Provisional Outturn	2017/18 Original Budget	2017/18 Actual	Variance
	£'000	£'000	£'000
Expenditure			
Supervision and Management	4,735	4,602	133
Repairs and Maintenance	6,350	6,204	146
Rents, Rates and Other Charges	138	116	22
Rent Rebates	1	0	1
Provision of Bad or Doubtful Debts	383	330	53
Depreciation and revaluation increase of non-current assets	2,931	(6,628)	9,559
Debt Management Expenses	13	16	(3)
Expenditure sub-total	14,551	4,640	9,911
Income			
Dwellings Rent Income	(21,052)	(21,038)	(14)
Rent of Income from Shops, Land and Garages	(373)	(372)	(1)
Warden Service Charges	(59)	(56)	(3)
Central Heating and Communal Charges	(325)	(315)	(10)
Leasehold Flat and Shop Service Charges	(128)	(158)	30
Hostel Service Charges	(24)	(30)	6
Council Tax recharges and other charges	(11)	(10)	(1)
Income sub-total	(21,972)	(21,979)	7
Net (Income)/Cost of Services	(7,421)	(17,339)	9,918
Transfer from General Fund - Grounds Maintenance	(83)	(80)	(3)
Interest Payable	2,781	2,777	4
Investment Income and Mortgage Interest	(19)	(51)	32
Net Operating Expenditure/(Income)	(4,742)	(14,693)	9,951
Revenue Contributions to Capital	2,581	2,581	0
Pension Adjustments	0	(495)	495
Accumulated Absence Adjustment	0	(1)	1
Reversal of Gain on Revaluation	0	9,597	(9,597)
Adjustment to charges based on impairment of General Fund Asset	0	63	(63)
Appropriations	2,581	11,745	(9,164)
(Surplus)/Deficit for the Year	(2,161)	(2,948)	787
HRA Balance at Beginning of Year	(1,246)	(621)	(625)
(Surplus)/Deficit for the Year	(2,161)	(2,948)	787
Transfer to HRA Financing Fund	2,791	2,952	(161)
HRA Balance at End of Year	(616)	(617)	1
HRA Financing Fund at Beginning of Year	(2,747)	(4,030)	1,283
Transfer to The HRA Financing Fund	(2,791)	(2,952)	161
HRA Financing Fund at End of Year	(5,538)	(6,982)	1,444

Charnwood Borough Council Revenue Monitoring Report as at March 2018 Period 13 Based on Original Budget	Period			Year-to-Date (YTD)			YTD Variance as % of YTD Budget	Full Year Budget £000's
	Amount	Current Budget	Variance Under/ (Over)	Amount	Current Budget	Variance Under/ (Over)		
	£000's	£000's	£000's	£000's	£000's	£000's		
General Management								
Repairs & Maintenance								
Employee Related Costs	23	0	(23)	2,523	2,581	58	2.3%	2,581
All Other Controllable Costs	337	1	(336)	3,126	3,461	335	9.7%	3,461
Controllable Income	0	0	0	(83)	(64)	19	-30.5%	(64)
Total Repairs & Maintenance	361	1	(360)	5,566	5,979	413	6.9%	5,979
Allocations & Lettings								
Employee Related Costs	1	0	(1)	526	547	21	3.9%	547
All Other Controllable Costs	3	0	(3)	37	28	(10)	-35.9%	28
Controllable Income	9	0	(9)	(20)	(37)	(17)	45.2%	(37)
Total Allocations & Lettings	13	0	(13)	543	538	(5)	-1.0%	538
Housing Strategy								
Employee Related Costs	0	0	0	81	91	10	11.4%	91
All Other Controllable Costs	0	0	0	1	19	18	94.5%	19
Total Housing Strategy	0	0	0	82	110	28	25.5%	110
Supervision & Management								
Employee Related Costs	8	0	(8)	2,078	2,118	41	1.9%	2,118
All Other Controllable Costs	68	15	(53)	1,211	1,472	261	17.7%	1,472
Controllable Income	0	0	0	(244)	(264)	(19)	7.4%	(264)
Total Supervision & Management	76	15	(61)	3,044	3,327	282	8.5%	3,327
Total General Management	450	16	(434)	9,235	9,953	718	7.2%	9,953
Rents, Rates and Other Charges								
Rents, Rates and Other Charges								
All Other Controllable Costs	0	1	1	117	139	23	16.2%	139
Total Rents, Rates and Other Charges	0	1	1	117	139	23	16.2%	139
Total Rents, Rates and Other Charges	0	1	1	117	139	23	16.2%	139
Grand Total	450	17	(433)	9,352	10,092	741	7.3%	10,092

Income								
Dwelling Rent Income - Gross	0	0	0	(21,504)	(21,526)	(22)	0.1%	(21,526)
Dwelling Rent Void loss	0	0	0	466	474	8	1.7%	474
Net Dwelling Rent Income	0	0	0	(21,038)	(21,052)	(14)	0.1%	(21,052)
Non-Dwelling Rent	0	0	(0)	(464)	(462)	2	-0.4%	(462)
Non-Dwelling Rent Void Loss	0	0	0	92	89	(3)	-3.1%	89
Net Non Dwelling Rent Income	0	0	(0)	(372)	(373)	(1)	0.2%	(373)
Charges for Services & Facilities - Charge	0	(128)	(128)	(656)	(628)	28	-4.4%	(628)
Charges for Services & Facilities - Void Loss	0	0	0	87	81	(5)	-6.7%	81
Net Charges for Services and Facilities	0	(128)	(128)	(569)	(547)	22	-4.1%	(547)
Total Income	0	(128)	(128)	(21,979)	(21,972)	7	0.0%	(21,972)

General Management (above)	9,235
Add Support Service Recharges (costs)	2,621
Add Corporate & Democratic Core	102
	11,958
Minus Support Service Recharges (income)	(1,152)
	10,806
Supervision & Management (outturn report)	4,602
Repairs & Maintenance	6,204
	10,806

Agenda Item 9|

PERFORMANCE SCRUTINY PANEL – 23RD JULY 2018

Report of the Strategic Director of Corporate Services Lead Member: Councillor Rollings

ITEM 9 ON-LINE CUSTOMER EXPERIENCE

Purpose of the Report

A report by the Strategic Director of Corporate Services providing an update on the report of 12th December 2017 in respect of the On-line Customer Experience (OCE) Project.

The report from December can be accessed here:

https://www.charnwood.gov.uk/files/papers/psp_12_december_2017_item_07_on_line_customer_experience/PSP%2012%20December%202017%20Item%2007%20On-line%20Customer%20Experience.pdf

Overview

1. The Project has met the business plan target for 2017/18 which required the delivery of five customer journeys in each quarter of 2017/18 (ie. a total of 20 for the year). By 31 March 2018, 27 customer journeys, (process re-engineered to make them suitable for on-line use and placed into a live environment using the Verint on-line forms) were delivered. A list of these journeys is set out at Appendix A.
2. Activity in the first months of 2018 on form development was, as planned, primarily on necessary business as usual activity, principally like for like replacement of 'Achieve' forms. This work is broadly complete with all customer facing forms and most internal forms being either replaced or deleted. In respect of the remainder of 2018/19 the focus will be on:
 - review and upgrade of the website with an aspiration to achieve a 'SoCITM' 4*¹ rating in 2019
 - development of the customer portal
 - development of key (high volume transaction) customer journeys, including that for bulky waste in particular
3. A challenge in recent months has been to recruit into the new Custom and Information Services structure to ensure that the skills required to deliver the OCE project are in place. Although not completely resolved, with the recruitment to one of the two developer posts still outstanding, the new team is now taking shape and being assimilated into the organisation.

¹ Society of Information Technology Managers – the Council currently has a 3* for its website (4* being the maximum). The 2018 rating is due imminently; we hope to retain the 3* rating but this will be dependent on what aspects of the website are reviewed.

4. The initial tranche of core funding requested in the Cabinet report of 7 July 2016 has now been exhausted. A subsequent Cabinet report was presented on 12 April 2018 – the Digital Programme Investment Plan - which requested funding across a range of the Council's digital initiatives and included amounts to support OCE in the next financial year. The funding requested of £30,000 will cover consultancy support from Verint (Lagan vendor) in respect of the CRM system and the additional costs required to cover ICS vacancies with contract staff to enable the continuation of the OCE project to plan.
5. Moving forward, the OCE Project now has much better access to skills and resources and an acceleration in progress is anticipated in the latter part of 2018/19.

Business plan target 2018/19

6. The 2018/19 Business Plan targets have a greater focus on benefits realisation – ie. What difference is OCE making? The 2018/19 targets are:

Activities:

- Implementation of Corporate booking system – Q1, fully operational by July 2018; 100 transactions to take place by March 2019

In respect of this target, potential slippage has been identified with implementation due to the complexity of the business processes within the individual customer journey selected for initial development. This may still be resolvable but contingency plans are in place to use alternative customer journeys. As a result it is likely to result in a delay in implementation until the autumn of this year.

Metrics:

1. Missed bins
 - Cumulative 820 transactions by year end
2. Garden waste applications
 - Cumulative 870 transactions by year end
3. Bulky waste collections
 - Cumulative 600 transactions by year end
4. BP10: Total number of transactions undertaken on line
 - Cumulative 4,800 transactions by year end

Key actions for 2018/19

7. Reflecting paragraphs above, the principal activities for 2018/19 are:

Corporate booking system	31.07.2018
Portal	30.09.2018
Bulky Waste form	30.09.2018
Website Review	31.03.2019
Website changes	31.03.2019

Conclusions

8. Experience to date has taught us that implementation of end to end digital processes is challenging, both in terms of the technical skills required and the re-engineering required of our existing business processes, so progress is not always smooth. However the project now has access to the skills and resources to progress development of on-line customer services in 2018/19.

Background Papers: None

Appendices: Appendix A - Customer journeys completed 2017/18

Officer to contact: Simon Jackson
Strategic Director of Corporate Services
Telephone: (01509) 634699
Email: simon.jackson@charnwood.gov.uk

Customer journeys completed 2017/18

Completed Forms 2017/18	
Form	
1-5	CBC Garden Waste <ul style="list-style-type: none"> • Change of address • Cancellation of service • New sign ups • Renewal payment • Replacement sticker
6	Report damage to street name plate
7	Report maintenance request to a bus shelter
8	Report an obstructed pavement
9	Report an abandoned vehicle
10	Request an assisted collection
11	Report a problem with street cleansing
12	Outwoods Car Parking Permit
13	Report Dog Fouling
14	Report Graffiti
15-18	Pest Control x 4 <ul style="list-style-type: none"> • Report a problem with insects • Report a problem with rats • Report a problem with mice • Report a problem with squirrels
19	Report pollution
20	Report a food hygiene problem
21	Report an animal welfare issue
22	Request the mayor to attend your event
23	Report dog control
24	Housing incl drainage (private sector)
25	Report a dead animal on the highway
26	Report a Planning issue
27	Report a Building Control issue

Customer journeys completed 2016/17 (for information)

Completed Forms 2016/17	
Form	
1	Report missed black bin
2	Report missed green bin
3	Report missed brown bin
4	Report Fly Tipping

Agenda Item 10|

PERFORMANCE SCRUTINY PANEL – 23RD JULY 2018

Report of the Head of Strategic Support

ITEM 10 WORK PROGRAMME

Purpose of the Report

To enable the Panel to consider its Work Programme and propose to the Scrutiny Management Board any additions, deletions and amendments as appropriate.

Performance Panel Work Programme

The Scrutiny Management Board agreed the Scrutiny Work Programme at its meeting held on 13th June 2018. The Board agreed with the Panel's request that the mid-term review of the Zero Waste Strategy be added to the Panel's Work Programme for the Panel's meeting on 21st August 2018.

After the update to the Panel's Work Programme in light of changes to its meeting dates for the council year of 2018-19, it has been requested that two items (Progress against actions in the Housing Strategy and Empty Homes Strategy - Monitoring of Action Plan) currently scheduled for the Panel's meeting on 21st August 2018 be deferred to its meeting to be held on 9th October 2018. The Head of Service is unavailable for the date of the meeting in August and does not have a substitute officer available to support the Lead Member.

Actions Requested

1. To consider deferring the 'Progress against actions in the Housing Strategy' and 'Empty Homes Strategy - Monitoring of Action Plan' items from the Panel's meeting on 21st August 2018 to its meeting on 9th October 2018;
2. To note the addition of the mid-term review of the Zero Waste Strategy to the Panel's Work Programme for consideration at its meeting on 21st August 2018.
3. To note the current position with the Panel's Work Programme.

Reasons

1. To enable the Panel to scrutinise these matters with the relevant officers present.
- 2 & 3. To make the Panel aware of the current position with its Work Programme.

Appendices: Appendix 1 - Work Programme

Background Papers: None

Officer to contact: Nicky Conway
Democratic Services Officer
Telephone: (01509) 634787
Email: nicky.conway@charnwood.gov.uk

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Performance Scrutiny Panel	19 June 2018 (standing item at every meeting)	Work Programme	To consider items for future meetings	To allow the Group to identify items for which scrutiny is required and make recommendations, as appropriate, to Scrutiny Management Board.	N. Conway/ A. Ward	
Performance Scrutiny Panel	19 June 2018 (annual item)	Performance Information (Quarter 4 Report – Year End)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	A. Ward & H. Gretton	Quarterly Report considered at the same time annually.
Performance Scrutiny Panel	19 June 2018 (annual item)	Capital Monitoring including Outturn	Monitoring of position with the Council's Capital Plan.	To ensure progress to the Council's Capital Plan and its financing are satisfactory.	Cllr. Barkley (Lead Member Finance & Property Services) / C. Hodgson	Annual report.
Performance Scrutiny Panel	19 June 2018 (annual item)	Revenue Monitoring (General Fund and HRA) Outturn	Monitoring of Council's revenue position.	To compare actual income and expenditure against budget, find out why variances have occurred and, where necessary, ensure corrective actions are in place.	C. Hodgson	Quarterly Report considered at the same time annually.

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Performance Scrutiny Panel	19 June 2018 (Regular Item)	Online Customer Service	Progress update regarding performance data relating to online customer service functions, including tracking the increase in use of online services and the number of failed online interactions.	To monitor progress regarding online customer service functions interfacing with Council customers work and development.	S. Jackson	<p>Recommended by PSG 29 September 2015. Agreed by SMB 28 October 2015.</p> <p>Scheduled by PSP 15 December 2015.</p> <p>Agreed by PSP on 16 February 2016 that an update be received in 6 months and that a Project Board member should attend.</p> <p>Agreed by PSP on 23 August 2016 that an update be received.</p> <p>Agreed by PSP 04 July 2017 and at 12 December 2017 that a six-monthly update be received.</p>
Performance Scrutiny Panel	21 August 2018 (Six-monthly item)	Update Report – Housing Repairs Complaints	To detail the number of complaints received in respect of housing repairs, with specific reference to causes and how complaints are dealt with at the different stages of the complaints procedure.	The Policy Scrutiny Group had concerns in respect of the number of complaints being received, specifically those not resolved at stage one of the complaints procedure. However, the Group noted the introduction of a new complaints procedure, the recent appointment of a new contractor and the appointment of a tenant liaison officer and wished to allow time to review these.	P. Oliver	<p>Quarterly Report considered at the same time annually.</p> <p>Agreed by SMB 18 June 2014 following recommendation of PSG.</p> <p>Scheduled by PSP 08 July 2014.</p> <p>Agreed by PSP 13 October 2015 that reports be considered six-monthly rather than quarterly.</p> <p>Deferred by the Chair and Vice-chair prior to the July meeting to 22 August 2017.</p> <p>Agreed at 12 December 2017 that a six monthly update be received.</p>

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Performance Scrutiny Panel	21 August 2018	Progress against actions in the Housing Strategy	To scrutinise progress against the actions in the Housing Strategy.	See Policy Scrutiny Group 26 September 2017, Minute 16, Resolution 3. The Group considered that, although good progress in delivering the Strategy had taken place, it might be useful to continue to monitor the situation.	A. Simmons	Added by SMB 25 October 2017, see min 26.1. Scheduled by the Panel on 12 December 2017.
Performance Scrutiny Panel Page 92	21 August 2018	Empty Homes Strategy - Monitoring of Action Plan	Monitoring the action plan associated with the Empty Homes Strategy.	To enable monitoring of the action plan to take place.	A. Simmons	Added by SMB 14th June 2017. To be programmed after the final version of the Strategy has been agreed by Cabinet. Scheduled at PSP 04 July 2017. Agreed in consultation with the Chair and Vice-chair to be deferred from 14 February 2018 meeting and be rescheduled to coincide with annual strategy review in July 2018
Performance Scrutiny Panel	21 August 2018 (annual item)	Performance Information (Quarter 1 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	A. Ward & H. Gretton	Quarterly Report considered at the same time annually.
Performance Scrutiny Panel	21 August 2018 (annual item)	Zero Waste Strategy	mid-term review of the Zero Waste Strategy	To enable the Panel to scrutinise a particular policy half way through its review cycle as a test case to determine the benefits of the Panel scrutinising policies and strategies.	M. Bradford	Added to the Work Programme by SMB (at the Panel's request) 13 June 2018.

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Performance Scrutiny Panel	09 October 2018 (annual item)	Climate Local Action Plan	Monitoring of the Climate Change Strategy Action Plan	Monitoring of progress on Action Plan.	M. French / D. Pendle	Yearly update on Plan.
Performance Scrutiny Panel	09 October 2018	Housing Rent Arrears	To detail the Council's internal mechanisms for reporting and taking action in relation housing rent arrears,	SMB was satisfied that there was not sufficient value to be gained from forming a scrutiny panel to investigate issues surrounding Council Tax and housing rent arrears but felt that members should receive clarity on associated issues. The Panel decided regular update reports would add value. Additional information requested to be included in Housing rent arrears regarding universal credit	P. Oliver	See SMB min 50.1, 23 March 2016 and PSP min 57.2, 5 April 2016. Regular six-monthly update reports agreed by PSP on 23 August 2016. Re-scheduled by PSP on 14 February 2017 (minute 49.3). Deferred by the Chair and Vice-chair prior to the July meeting to 22 August 2017. Agreed at the meeting to revert to its routine six-monthly cycle. Agreed to receive update in October 2018 and going forward review housing rent arrears on an annual basis PSP 16 April 2019 (min 55.3/55.4)

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Performance Scrutiny Panel	09 October 2018 (Period 4 - annual item)	Revenue Monitoring (General Fund and HRA)	Monitoring of Council's revenue position.	To compare actual income and expenditure against budget, find out why variances have occurred and, where necessary, ensure corrective actions are in place.	C. Hodgson	Three reports to be considered through the year. Reports to be considered at the same time annually. Re-scheduled by PSP 14 February to its August meeting to correlate with Council's budget monitoring schedule, (see minute 49.4) Reporting changed from period 3 (August) to period 4 (October) to align with new 2018-19 committee dates and finance schedules.
Performance Scrutiny Panel	20 November 2018 (annual item)	Performance Information (Quarter 2 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	A. Ward & H. Gretton	Quarterly Report considered at the same time annually.
Performance Scrutiny Panel	22 January 2019 (Period 7 - annual item)	Revenue Monitoring Report	Monitoring of Council's revenue position.	To compare actual income and expenditure against budget, find out why variances have occurred and, where necessary, ensure corrective actions are in place.	C. Hodgson	Three reports to be considered through the year. Reports to be considered at the same time annually. Re-scheduled by PSP 14 February to its December meeting to correlate with Council's budget monitoring schedule, (see minute 49.4). Reporting changed from period 6 (December) to period 7 (January) to align with new 2018-19 committee dates and finance schedules.

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Performance Scrutiny Panel	19 February 2019 (Six-monthly item)	Update Report – Housing Repairs Complaints	To detail the number of complaints received in respect of housing repairs, with specific reference to causes and how complaints are dealt with at the different stages of the complaints procedure.	The Policy Scrutiny Group had concerns in respect of the number of complaints being received, specifically those not resolved at stage one of the complaints procedure. However, the Group noted the introduction of a new complaints procedure, the recent appointment of a new contractor and the appointment of a tenant liaison officer and wished to allow time to review these.	P. Oliver	Quarterly Report considered at the same time annually. Agreed by SMB 18 June 2014 following recommendation of PSG. Scheduled by PSP 08 July 2014. Agreed by PSP 13 October 2015 that reports be considered six-monthly rather than quarterly. Deferred by the Chair and Vice-chair prior to the July meeting to 22 August 2017. Agreed at 12 December 2017 that a six monthly update be received.
Performance Scrutiny Panel	19 February 2019 (Regular Item)	Tenancy Support	Performance information in relation to tenancy support, including statistics around tenancy sustainment and the number of unsuccessful tenancies and their causes, to be reported as key performance figures.	It Is important to ensure the situation with unsuccessful tenancies is monitored. To include additional information identified by PSP at its meeting 14 February 2017.	P. Oliver	Recommended by PSG 29 September 2015. Agreed by SMB 28 October 2015. Scheduled by PSP 5 April 2016. Agreed by PSP 14 February 2017 that an update report be received in 12 months, (minute 46.2) and to include information regarding recorded amount of rental income generated.

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Performance Scrutiny Panel	19 February 2019 (Regular Item)	Supporting Leicestershire Families Programme	To monitor the performance of the Supporting Leicestershire Families Programme	Performance of the Programme was last scrutinised by the Policy Scrutiny Group in November 2013. At that time the Group considered that it continued to effectively deliver and co-ordinate services and support for troubled families and that policies and procedures for the programme were in place and therefore there was no need to schedule further scrutiny. With contributions now agreed for a further three years, it was now timely to monitor the continued delivery of the Programme.	C. Traill/ J. Robinson/ S. Coupe	Recommended by the Cabinet 22 October 2015. Agreed by SMB 28 October 2015. Scheduled by PSP 5 April 2016. Agreed by PSP 14 February 2017 that an update report be received in 12 months, (minute 44.2)
Performance Scrutiny Panel	19 February 2019 (Period 9 - annual item)	Revenue Monitoring Report	Monitoring of Council's revenue position.	To compare actual income and expenditure against budget, find out why variances have occurred and, where necessary, ensure corrective actions are in place.	C. Hodgson	Three reports to be considered through the year. Reports to be considered at the same time annually. Agreed by PSP 23 August 2016 to receive Revenue Monitoring Report in February 2017 to receive current data in line with other monitoring schedules (see PSP min 19.4)
Performance Scrutiny Panel	19 February 2019	Charnwood Lottery	To monitor the performance of the Charnwood Lottery six clear months after commencement of the scheme	to scrutinise the Charnwood Lottery once it had been implemented to monitor its performance and ability to provide money for good causes.		Agreed by SMB 28 March 2018 (Min 46.1) (following request from PSP 14 February 2018). Scheduled PSP 16 April 2018 (min 57.3)

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Performance Scrutiny Panel Page 97	19 February 2019 (annual item)	Performance Information (Quarter 3 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	A. Ward & H. Gretton	<p>Quarterly Report considered at the same time annually.</p> <p>To include, in accompaniment to performance information in relation to KI4 (Percentage of household waste sent for reuse, recycling and composting), details of the number of new build properties that had signed up for the garden waste collection service in the past 12 months (see PSP min 53.3, 5 April 2016).</p> <p>Agreed by PSP on 13 December 2016 min 39.1 that the issue of Delivery against Target Housing Mix for New Housing (to be set out in Council's Housing Supplementary Planning Document) be included as part of the quarterly Performance Monitoring report as part of its existing monitoring of new housing delivery and be scheduled once the method of monitoring concerned has been developed.</p>

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Performance Scrutiny Panel	18 June 2019 (yearly)	Housing Rent Arrears – Internal Mechanisms	To detail the Council's internal mechanisms for reporting and taking action in relation to housing rent arrears.	SMB was satisfied that there was not sufficient value to be gained from forming a scrutiny panel to investigate issues surrounding Council Tax and housing rent arrears but felt that members should receive clarity on associated issues. The Panel decided regular update reports would add value. Additional information requested to be included in Housing rent arrears regarding universal credit.	P. Oliver/ K. Barnshaw	See SMB min 50.1, 23 March 2016 and PSP min 57.2, 5 April 2016. Regular six-monthly update reports agreed by PSP on 23 August 2016. Re-scheduled by PSP on 14 February 2017 (minute 49.3). Deferred by the Chair and Vice-chair prior to the July meeting to 22 August 2017. Agreed at the meeting to revert to its routine six-monthly cycle. Agreed to review housing rent arrears on an annual basis PSP 16 April 2019 (min 55.4)
Performance Scrutiny Panel	18 June 2019 (annual item)	Capital Monitoring including Outturn	Monitoring of position with the Council's Capital Plan.	To ensure progress to the Council's Capital Plan and its financing are satisfactory.	Cllr. Barkley (Lead Member Finance & Property Services) / C. Hodgson	Annual report.
Performance Scrutiny Panel	18 June 2019 (annual item)	Revenue Monitoring (General Fund and HRA) Outturn	Monitoring of Council's revenue position.	To compare actual income and expenditure against budget, find out why variances have occurred and, where necessary, ensure corrective actions are in place.	C. Hodgson	Quarterly Report considered at the same time annually.