

**PERFORMANCE SCRUTINY PANEL
20TH NOVEMBER 2018**

PRESENT: The Chair (Councillor Fryer)
The Vice Chair (Councillor Bebbington)
Councillors Campsall, Forrest, Huddlestone, Hunt,
Paling and Rattray

Councillors Harper-Davies (Cabinet Lead Member
for Performance of Major Contracts), Mercer
(Cabinet Lead Member for Housing), Vardy
(Cabinet Lead Member for Planning, Inward
Investment and Tourism Strategy)

M Bennett (Charnwood Site Manager (Capita))

Head of Strategic Support
Head of Cleansing and Open Spaces
Head of Customer Experience
Head of Planning and Regeneration
Head of Strategic and Private Sector Housing
Communications Manager
Corporate Improvement and Policy Officer
Democratic Services Officer (NC)

APOLOGIES: Councillor Gerrard

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.

28. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting of the Panel held on 9th October 2018 were confirmed as a correct record and signed.

29. DISCLOSURES OF PECUNIARY AND PERSONAL INTEREST

Councillor Fryer declared a personal interest in item 7 – Lightbulb Service Model as a member of Leicestershire County Council.

30. DECLARATIONS - THE PARTY WHIP

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

31. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURE 11.6

No questions had been submitted.

32. 2018-19 QUARTER 2 PERFORMANCE MONITORING REPORT

A report of the Head of Strategic Support providing performance information for the second quarter of 2018-2019 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 and Head of Strategic Support attended to assist the Panel with the consideration of the item. At the invitation of the Panel the relevant Cabinet Lead Members and Officers also attended to assist the Panel.

The Cabinet Lead Member for Whole Council, Strategic Partnerships and communications sent his apologies.

Key Performance Indicators

The Panel considered amber and red key performance indicators.

With respect to amber key performance indicator SLE2 – PR (*complete the milestones in the Local Development Scheme 2018-2021 for the preparation of the local plan*), in response to issues raised by the Panel, the Head of Planning and Regeneration explained that the slippage in the delivery of the draft local plan milestone of October 2018 was expected to have minimal impact on the overall project programme. The Local Development Scheme milestones were reviewed and considered by the Cabinet annually and the timetable would be re-profiled in the review of the Local Development Scheme in March 2019. The delay to the preparation of the local plan was partly due to the project officer having a period of long term absence and existing resources being diverted to support the Development Management function.

With respect to red key performance indicator ERM5 SS/ BP14 (*Undertake regular satisfaction surveys with members of the public to ensure improvement in the web service they receive*), it was noted that this matter would be considered in further detail in a report later on the agenda.

With respect to amber key performance indicator ERM1 – RS1 (*as part of the Food Hygiene Rating Scheme undertake two actions – complete a minimum of 95% of high risk (Ratings A-C's) Food Safety Inspections*) in response to issues raised by the Panel the Corporate Improvement and Policy Officer explained that the indicator was amber despite having achieved 57% of inspections. It was an annual target and the indicator was assessed quarterly by the Head of Service.

With respect to amber key performance indicator ERM5 – CIS (2) (*undertake regular satisfaction surveys with members of the public to ensure improvement in those services that use Govmetric and the Contact/Customer Service Centre – face to face & telephone*), in response to questions, the Head of Customer Experience stated that the Service would consider refresher training for customer services if this was identified as an issue through analysis of the feedback by members of the public. The issue was believed to be caused by regular customers being asked to repeatedly

undertake the same satisfaction survey so the Service were looking at ways to refresh how the Service monitored satisfaction to re-engage customers.

With respect to amber key performance indicator DES3- PROG (*Deliver the Customer Service Programme, in line with the project milestones*), in response to issues raised by the Panel, the Head of Customer Service and the Corporate Improvement and Policy Officer stated that further meetings had not yet been arranged as the Senior Management Team wished to fully understand the recommendations of the recent Peer Challenge for the Programme Board before meeting again. It was noted that the Chief Executive had undertook to arrange a Board meeting to clarify its position.

Red Key Corporate Indicators

With respect to KI2 (*Number of affordable homes delivered (gross)*) in response to issues raised by the Panel, the Cabinet Lead Member for Planning Inward Investment and Tourism Strategy, and the Head of Planning and Regeneration stated that the Council had little control over the number of houses built by the development industry but that 113 affordable homes were currently under construction and there was no indication that they would not be built before the year end.

With respect to KI4 (*Percentage of household waste sent for reuse, recycling and composting*) in response to issues raised by the Panel, the Cabinet Lead Member for Performance of Major Contracts and the Head of Cleansing and Open Spaces stated that the target of 50% had not been reached in quarter 2 for various reasons. The percentage figure consisted of the total residual waste collected by weight measured against the weight of composting and recycling collected. As the amount of residual waste was static the very dry conditions during summer had reduced the amount of gardening waste collected, which directly impacted the percentage of household waste sent for reuse, recycling and composting. Although it was possible that residents were taking garden waste to recycling centres, the subscription for green waste bins was increasing. The target was challenging to attain for the Council and it would require a change in approach which might not be popular with residents as it could impact the frequency of waste collections.

With respect to KI7 (*Time taken to process Housing Benefit/Council Tax Benefit new claims and change events*) in response to issues raised by the Panel, the Cabinet Lead Member for Performance of Major Contracts, the Head of Customer Experience and the Charnwood Site Manager (Capita) stated:

- the target was challenging to achieve, particularly after the introduction of universal credit in June and the rising number of erroneous notifications being received that required investigation. It had been difficult to assess the potential impact of the introduction of universal credit as the number of erroneous notifications received by other local authorities varied considerably and it had not been possible for the Borough Council to predict the numbers.
- the Department of Work and Pensions (DWP) were planning to roll out the full switch over to universal credit which would be completed in 2024. The Council were working with its partners including the DWP to support residents in the migration to universal credit but as there was not currently a migration plan in place it was difficult to proceed.

- as this was an annual target, the Council could not take formal action until the end of the year in line with the terms of the Service Level Agreement with Capita. However Capita were working hard to hit the target.
- there was a process in place with Capita to facilitate claims especially where there were cases of hardship and loss of tenancy. The backlog had impacted resources in other services within the Council and the council tax support scheme would require review.

A member of the Panel requested that ERM2 - NS 2 (*Facilitate the development of a Community Hub in Thorpe Acre*) was corrected to state that the Thorpe Acre Action Group had not gained charitable status from the Charities Commission.

A member of the Panel raised concerns that there seemed to be more red and amber indicators in the report with respect to customer facing services. The Head of Customer Experience explained that customers were a priority and as the work was generally technology based it was challenging for some customers. There had been a period of reflection to ensure that the focus and the approach of the Customer teams was correct, and now that the Service had been reorganised into new teams it was able to prioritise appropriately.

RESOLVED

1. that the performance results, associated commentary and the explanations provided be noted;
2. that the Head of Regulatory Services provides the Panel with further clarification in relation to amber indicator ERM1 – RS1 (*as part of the Food Hygiene Rating Scheme undertake two actions – complete a minimum of 95% of high risk (Ratings A-C's) Food Safety Inspections*) as to why the target was considered amber when 57% of High Risk Food Safety Inspections had been undertaken by the second quarter, in relation to the annual target of 95% and what actions were taken by the Service when a food business did not achieve level 3 or above on the National Food Hygiene Rating Scheme;
3. that the Head of Customer Experience presents a more detailed report regarding KI7 (*Time taken to process Housing Benefit/Council Tax Benefit new claims and change events*) at the Panel's meeting scheduled for 22nd January 2018.

Reasons

1. To record the information contained in the 2018-19 Quarter 2 Performance Monitoring report.
2. The Panel wished to understand the manner by which this indicator was assess and monitored by the Head of Service.
3. The Panel was concerned that that delays in receiving benefits was a cause of significant stress and worry for residents and that the Council's planning with

respect to the introduction of universal credit appeared to be flawed so it wished to monitor this situation in more detail.

33. LIGHTBULB SERVICE MODEL

A report of the Head of Strategic and Private Housing Sector Housing regarding the implementation of the lightbulb project was submitted (item 7 on the agenda, filed with these minutes).

The Cabinet Lead Member for Housing and the Head of Strategic and Private Sector Housing attended the meeting to assist the Panel with its consideration of the item and noted that the Council had reduced the waiting time from 26 weeks to 15 weeks for the completion of its Disabled Facilities Grants.

In response to issues raised by the Panel, the Cabinet Lead Member for Housing and the Head of Strategic and Private Sector Housing stated that the Housing Support Coordinators arranged for equipment to be installed, but major adaptations were taken through the routine DFG process. The oldest case on the waiting list was from August and officers were contacting people on the list to see if they still required assistance in addition Charnwood were working with the Lightbulb Central Hub team to reduce the waiting list. Referrals could be made for carers assessments.

RESOLVED that the update of the delivery of the Lightbulb Service Model be noted.

Reason

The Panel were satisfied with the information provided.

34. DIRECTORATE SICKNESS DATA

A report of the Head of Strategic Support regarding K110 (the number of working days / shifts lost to the local authority due to sickness absence) reporting sickness absence data by Directorate was submitted, (item 8 on the agenda filed with these minutes).

The Head of Strategic Support attended to assist the Panel with its consideration of the item. The Cabinet Lead Member for Equalities, Member and Strategic Services gave his apologies.

In response to issues raised by the Panel, the Head of Strategic Support explained that there were variations between directorates which could be linked to the different job roles within each directorate. He noted that Heads of Service received monthly reports which highlighted if staff members had triggered the absence management policy criteria.

A Member of the Panel noted that the numbers of long term sick had decreased from 21 in quarter 1 to 14 in quarter 2 which indicated that Human Resources policies were effective.

RESOLVED that the directorate sickness data be noted.

Reason

The Panel were satisfied with the information provided.

35. SATISFACTION SURVEYS: WEBSITE

A report by Head of Strategic Support regarding ERM5 SS (undertake regular satisfaction surveys with members of the public to ensure improvement in the web service they receive) was submitted (item 9 on the agenda filed with these minutes).

The Communications Manager attended the meeting to assist the Panel with its consideration of the item. The Cabinet Lead Member for Strategic Partnerships and Communication gave his apologies.

In response to issues raised by the Panel, the Communications Manager stated that the GovMetric questions had been amended so that more detail could be sought to aid the communications team with resolving issues and that the team would be reviewing the pages which received the most negative ratings; for example the contacts page. In response to a question he noted that it was possible to introduce live web chat but there were resource implications to consider if the service was provided over 24 hours, 7 days a week.

RESOLVED that the information be noted.

Reason

The Panel were satisfied with the information provided.

36. 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 10 on the agenda filed with these minutes).

The Cabinet Lead Member for Planning, Inward Investment and Tourism Strategy, the Head of Planning and Regeneration and the Head of Strategic Support assisted the Panel with the consideration of this item.

The Cabinet Lead Member for Planning, Inward Investment and Tourism Strategy and the Head of Planning and Regeneration explained that the Council had minimal control over the number of houses built and it was reliant on developers providing this information annually. It was complex to calculate the five year housing supply and would be challenging to identify meaningful actions that could be put in place to return the five year housing supply to a satisfactory level if it fell below 5.5 years as the local planning authority had very little control over housing developers. It was possible to provide an indication of the direction of travel for the five year housing supply status and this could be shared as part of the quarterly planning training.

The Head of Strategic Support drew the Panel's attention to the additional information provided by the Head of Landlord Services.

The Head of Strategic and Private Sector Housing asked the Panel to consider if it wished to receive a six monthly update of the Homeless Strategy.

RESOLVED

1. that the response of the Scrutiny Management Board with respect to the Zero Waste Strategy item be noted;
2. that the decision of the Scrutiny Management Board to request the Policy Scrutiny Group scrutinises the Customer Services Strategy and the Housing Acquisition Strategy be noted;
3. that the decision by the Scrutiny Management Board that if the Council's housing land supply falls below 5.5 years, a quarterly report to be provided to the Panel and the Lead Member to attend to explain what actions are in place to return the five year housing supply to a satisfactory level be noted;
4. to note the recommendation to the Cabinet that the following Key Performance Indicators for the 5 year housing supply be added to the Council's Business Plan from 2019 / 20:
 - The five year housing supply figure
 - The various deadlines by which planning applications of different types should be determined
5. that the Customer Engagement Strategy is not added to the Panel's Work Programme for scrutiny;
6. that a six monthly update of the Homeless Strategy be added to the Panel's work programme for its meeting on 22nd January 2019;
7. To note the current position with the Panel's Work Programme.

Reasons

1. The Panel agreed with the decision of the Board that the scrutiny of the Zero Waste Strategy should be added to the work programme of the Policy Scrutiny Group for scrutiny after the publication of the Government's Resources and Waste Strategy.
2. The Panel agreed with the decision of the Board that the issues raised with respect to these policies fitted more closely with the remit of the Policy Scrutiny Group.
3. & 4. Although the Panel understood that it could be challenging for officers to provide the information required, it agreed with the recommendations of the 5 Year Housing Supply Scrutiny Panel and of the Cabinet, that the Panel

monitor key performance indicators and scrutinise the Council's housing land supply if the figure fell below 5.5 years.

5. Having considered the information provided by the Head of Landlord Services regarding the Customer Engagement Strategy, the Panel concluded that it would not add further value by scrutinising the Customer Engagement Strategy as the strategy was already being scrutinised by other bodies.
6. When the Homeless Strategy had been approved in March it had been anticipated that a six monthly update would be submitted to the Panel for its scrutiny but it had been omitted from its work programme in error.
7. 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 21st January 2019 unless notice to that effect is given to the Democratic Services Manager by five members of the Council by noon on the fifth working day following publication of these minutes.
2. These minutes are subject to confirmation as a correct record at the next meeting of the Performance Scrutiny Panel.