



**PERFORMANCE SCRUTINY PANEL**

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To: Councillors Fryer (Chair), Bebbington (Vice-Chair), Campsall, Forrest, Gerrard, Huddleston, Hunt, Paling and Rattray (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 Tuesday, 20th November 2018 at 6.30 pm for the following business.

Chief Executive

Southfields  
Loughborough

12th November 2018

**AGENDA**

1. APOLOGIES
2. MINUTES OF THE PREVIOUS MEETING 4 - 11  
To confirm as a correct record the minutes of the meeting held on 9th October 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. 2018-19 QUARTER 2 PERFORMANCE MONITORING REPORT 12 - 60  
A report of the Head of Strategic Support providing performance information for the second quarter of 2018-19 in respect of the Corporate Plan objectives and key performance indicators.
7. LIGHTBULB SERVICE MODEL 61 - 68  
A report of the Head of Strategic and Private Housing Sector Housing providing an update on the delivery of the Service Lightbulb Model in Charnwood.
8. DIRECTORATE SICKNESS DATA 69  
A report of the Head of Strategic Support regarding to KI10 (the number of working days / shifts lost to the local authority due to sickness absence) providing sickness data at Directorate level.
9. SATISFACTION SURVEYS: WEBSITE 70  
A report by the 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).
10. WORK PROGRAMME 71 - 83  
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:

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 9TH OCTOBER 2018

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

Councillor Mercer (Cabinet Lead Member for  
Housing)

Head of Finance and Property Services  
Head of Landlord Services  
Head of Planning and Regeneration  
Head of Strategic and Private Sector Housing  
Head of Strategic Support  
Sustainability Officer  
Democratic Services Officer (NC)

APOLOGIES: Councillor Huddlestone

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.

### 18. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting of the Panel held on 21st August 2018 were confirmed as a correct record and signed subject to the amendment of minute 14.4 whereby the action was erroneously allocated to the Head of Customer Experience and has been subsequently allocated to the Head of Strategic Support.

### 19. DISCLOSURES OF PECUNIARY AND PERSONAL INTEREST

No disclosures of pecuniary and personal interests were made.

### 20. DECLARATIONS - THE PARTY WHIP

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

### 21. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURE 11.6

No questions had been submitted.

### 22. GENERAL FUND AND HRA REVENUE MONITORING

A report of the Head of Finance and Property Services regarding General Fund and HRA was submitted (item 6 on the agenda filed with these minutes).

The Head of Finance and Property Services attended the meeting to assist the Panel with the consideration of this item, the Lead Member for Finance and Property Services sent his apologies.

In response to issues raised by the Panel the Head of Finance and Property Services and the Head of Landlord Services stated that:

- the agreed salaries budget was based on the assumption that council staff posts were fully filled throughout the year. The Managed Vacancy Savings figure of 2% of the total salary budget reflected the assumption that some council staff posts could be vacant for part of the year resulting in a saving.
- the void percentage for garages related to empty properties not being utilised which could be due to a variety of reasons. Garage sites were being reviewed to determine the best options for investment.
- The void percentage for central heating, council tax and communal facilities related to empty properties within the Council's sheltered accommodation. Some of the properties were void because they could be difficult to let and the Council was paying the costs for the empty properties. Further clarification regarding the empty accommodation and its costs could be provided by the Head of Landlord Services.

It was noted that period 4 related to months April to July.

**RESOLVED** that the information in the report of the Head of Finance and Property Services be noted.

#### Reason

The Panel were satisfied with the information provided.

### 23. EMPTY HOMES STRATEGY 2017-2022 UPDATE

A report of the Head of Strategic and Private Sector Housing providing an update on the delivery of the Empty Homes Strategy 2017-2022 and the continued actions to deliver the priorities was submitted (item 7 on the agenda filed with these minutes).

The Lead Member for Housing and the Head of Strategic and Private Sector Housing attended the meeting to assist the Panel with the consideration of this item.

In response to issues raised by the Panel the Lead Member for Housing and the Head of Strategic and Private Sector Housing stated that:

- the Empty Homes Event to be hosted in October 2018\*\* was a public event to which all councillors would be invited. Owners of empty homes were being invited by letter and there were over 400 home owners invited. The event would be publicised by adverts posted on the Council's website and the Council's Twitter feed. Key rings and post-it notes would be provided at the event for people to take away and councillors could be supplied with leaflets

and posters on what assistance was available from the Council to bring empty homes back into use.

*\*\*Post meeting note: this event will now be held in November.*

- in addition, a poster would be placed in John Storer House. Every opportunity was being taken to promote the empty homes approach taken by the Council and new ideas regarding promotion were welcomed.
- the majority of actions in the progress report were described as being 'continuous' which meant they were in progress towards the Strategy target to bring 50 empty properties into use each year until 2022.
- three options were being considered for the Tenant Finder Scheme. It was hoped there would eventually be four schemes in total to offer: tenant finder (basic), private sector leasing, tenant finder plus and tenant premium which would also provide a repair service. The Service was working in partnership with Landlord Services to move forward with these schemes and launch as many as possible at the event.
- this was the first annual review of the strategy, for the council year of 2017-18 although the strategy itself ran from 2017 to 2022. An annual review would be undertaken to ensure the targets were being met and to continue to highlight the work being undertaken.

**RESOLVED** that the information in the report of the Head Strategic and Private Sector Housing be noted and a further update be provided annually.

#### Reason

The Panel were satisfied with the information provided.

#### 24. HOUSING STRATEGY 2015-2020 UPDATE

A report of the Head of Strategic and Private Sector Housing was submitted (item 8 on the agenda filed with these minutes).

The Lead Member for Housing and the Head of Strategic and Private Sector Housing attended the meeting to assist the Panel with the consideration of this item.

In response to issues raised by the Panel the Lead Member for Housing, the Head of Strategic and Private Sector Housing and the Head of Landlord Services stated that:

- the housing acquisition policy included acquiring properties on the open market but also included development land options. Modular homes which were considered significantly cheaper than what was available on the open market could also be considered. Currently there was £1.2million left of the budget to spend by March 2019.
- rough sleepers that were located in the Borough, that the Council were notified of through partner agencies or to itself had been engaged with, seen by officers and provided support through the Rough Sleepers project. A Rough Sleepers count was being arranged to monitor rough sleepers across the Borough. This event had taken place in the last two years and one rough sleeper had been

- found in the first year. There was a vacancy for a councillor to participate in this year's event.
- the lightbulb project was a County wide initiative providing a holistic assessment of an individual's needs to determine the support that could be offered. 170 individuals were currently on the waiting list, with the number of referrals between 17-20 per week. The Council were working in partnership through the project to reduce the number of people on the waiting list and the oldest case was from the end of June.
  - with respect to Credit Union facilities there was an existing arrangement with Clockwise and the Council had recently entered into a service level agreement. The Borough Council was the most successful in their area of operation in encouraging people to sign up to rent accounts. Largely to the efforts of the Financial Inclusion team the Council were being considered as a good practice case study and were using the clockwise rent accounts as a tool to encourage tenants to pay rent rather than progress to the next stage of the rent arrears process.

Due to the depth of discussion regarding this item, Councillor Fryer declared a personal interest in this matter as a Leicestershire County Councillor.

- the scheme was being promoted as a successful way to prevent tenants falling into rent arrears through articles in the tenants magazine, and proactively discussing with tenants when discussing their rent arrears.
- the Affordable Housing Delivery Paper would not be presented to all councillors; it was being considered through a Cabinet Member briefing that had been arranged.
- with respect to the local Housing Needs Surveys for Woodhouse Eaves and the Wolds parishes, a date could not be provided for the refresh during 2018-2019 as negotiations were ongoing with Midland Rural Housing.

Member of the Panel raised concerns with respect to this progress update report and the Empty Homes progress update report (item 7), that many of the completion outcomes were defined as 'continuous' and that it would be preferable for specific dates to be included in the updates provided in future.

## **RESOLVED**

1. that the first action on page 26 be updated to state that the Affordable Housing Delivery paper would be presented to selected members and not all members;
2. that the Housing Strategy Progress report be updated where possible with dates for the action to completed;
3. that the information in the report of the Head Strategic and Private Sector Housing be noted.

## Reasons

1. the Panel wished the action to accurately reflect the progress made on this action.

2. Members of the Panel wished to see tighter and smarter completion criteria where possible to support their performance scrutiny of the matter.
3. The Panel were satisfied with the information provided.

25. HOUSING RENT ARREARS AND UNIVERSAL CREDIT

A report of the Head of Landlord Services was submitted (item 9 on the agenda filed with these minutes).

The Lead Member for Housing and the Head of Landlord Services attended the meeting to assist the Panel with the consideration of this item.

In response to issues raised by the Panel the Lead Member for Housing and the Head of Landlord Services stated that:

- the increase of rent arrears and court cases by £72k was caused by a number of factors, which in some instances was caused by the introduction of universal credit, but delays in housing benefit processing could also be a factor in the arrears cases.
- the number of people in the Borough on universal credit has been static, but this had recently increased to 287 by the end of September. It was difficult to identify who was in receipt of universal credit, but the average debt owed by people on universal credit was higher than those not on universal credit.
- the current arrears as a percentage of the annual rent debit reflected the current rent arrears for week 23 as a figure of the projected rent collected over the year.
- the predicted rent arrears of 4.08% was determined by assessing the total exposure to risk for the Council considering that as £6million income was from housing benefit. Comparative data from other Local Authorities was also used to estimate the end of year arrears. It was not expected to rise significantly from the predicted 4.08% as there was a pattern to rent arrears debt over the year as indicated by the chart on page 38 of the agenda. It was noted that the introduction of universal credit could alter this trend.
- regarding the concerns whether the Council could face a large debt at the end of the year, these were alleviated by the increase to the bad debt provision by the Council and contingencies in the HRA fund to account for potential increases in universal credit debt.
- with the introduction of universal credit the manner by which the Government paid the money to the Council had changed. The Council continued to assess the level of debt on a weekly basis as this enabled the risk to be closely monitored. Assessing the impact of this change in payment methods would take time.
- claimants who were unable or reluctant to use online accounts to claim universal credit were supported by the Financial Inclusion team.

On behalf of the Panel, the Chair wished to congratulate the actions being taken by the team to prepare the Council and its tenants for the introduction of universal credit.



**RESOLVED** that the information in the report of the Head of Landlord Services be noted.

Reason

The Panel were satisfied with the information provided.

26. DELIVERY OF THE CLIMATE CHANGE STRATEGY

A report of the Head of Planning and Regeneration was submitted (item 10 on the agenda filed with these minutes).

The Head of Planning and Regeneration and the Sustainability Officer attended the meeting to assist the Panel with its consideration of this item. The Lead Member for Planning was unable to attend but provided officers with a statement which was read to the Panel.

The Panel requested that the amber items were clarified and in response to issues raised, the Head of Planning and Regeneration, the Head of Strategic Support and the Sustainability Officer stated that:

- with respect to encouraging environmental education, primary schools within the Borough had been contacted but not enough schools had yet booked onto the Enviro Detective sessions to be able to deliver the programme. This was mainly due to trying to fit the topic into an appropriate stage of the national curriculum. Schools would be encouraged to sign up to the Pledge during the sessions.
- the target to increase the household recycling rate to 50% had been difficult to achieve for several years due to the change in waste packaging, the mix of waste being recycled and the reduction in weight. The Waste Strategy and targets were under review.
- the Charnwood Borough Council Flood Plan was anticipated to be signed off within the next few weeks. It had been challenging obtaining detailed information from the Environmental Agency and changeover of staff within the Council had delayed matters.
- experts from the County Council were starting a review of the Borough Council's Business Continuity Plans on 5th November 2018. The LGA peer challenge had recommended a fundamental review of the Council's risk management framework which was ongoing and an update would be provided to the Cabinet in December.

It was noted that although the Council was supporting energy reduction measures it was limited in what it could achieve. More work was required on a global level.

**RESOLVED**

1. that the Head of Regulatory Services provides the Panel with additional information regarding the monitoring of air quality within the Borough particularly in relation to schools;

2. that the information in the report of the Head of Planning and Regeneration be noted.

#### Reasons

1. The Panel wished to understand further where and how the Borough Council monitored air quality and whether this information could be forwarded to schools and potentially Parish Councils regarding air pollution in their area to incentivise their participation in the Council's environmental education programmes.
2. The Panel were satisfied with the information provided.

#### 27. 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 11 on the agenda filed with these minutes).

The Head of Strategic Support attended the meeting to assist the Panel with its consideration of the item.

#### **RESOLVED**

1. that it **be recommended to the Scrutiny Management Board** that the Customer Services Strategy and the Housing Acquisition Strategy be added to the Panel's Work Programme and scheduled for the Panel's meeting on 22nd January 2019;
2. that the Head of Landlord Services be requested to clarify further the remit of the Customer Engagement Strategy and whether it pertains to the Landlord Services only and that this information be added to the Work Programme item at its meeting on 20th November 2018;
3. that the Panel's consideration of the Charnwood Lottery which commenced on 4th September 2018 be rescheduled from the Panel's meeting on 19th February 2019 to its meeting on 18th June 2019;
4. to note the current position with the Panel's Work Programme.

#### Reasons

1. As the Panel considered its scrutiny of the Zero Waste Strategy at its meeting on 21st August had been beneficial it wished to continue with reviewing strategies and policies by scrutinising a further two strategies. The Panel had queried whether there were alternative options for acquiring properties other than on the open market as reported in the Housing Strategy Progress report (item considered earlier during the meeting) and wished to understand the Council's criteria for acquiring housing in detail. With respect to the Customer

- Service Strategy, members considered scrutiny of the matter would be useful as the strategy was now approximately half-way through its period of operation.
2. The Panel considered scrutinising the Customer Engagement Strategy but wished to further understand its scope, before scheduling its review.
  3. to enable the Panel to monitor the performance of the Charnwood Lottery which commenced on 4th September 2018 six clear months after commencement of the scheme.
  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 5th November 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 these minutes.
2. These minutes are subject to confirmation as a correct record at the next meeting of the Performance Scrutiny Panel.

## **PERFORMANCE SCRUTINY PANEL 20TH NOVEMBER 2018**

### **Report of the Head of Strategic Support Lead Member: Various**

#### ITEM 5      2018-19 QUARTER 2 PERFORMANCE MONITORING REPORT

##### Purpose of Report

To provide performance monitoring information and results for the second quarter of 2018-19 in respect of the Corporate Plan (2016-2020) Objectives, including the associated Business Plan Indicators and Key Performance Indicators. The report also includes additional information regarding complaints and sickness absence.

##### Action Requested

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

##### Policy Context

Quarterly reporting of performance is a key element of monitoring progress towards delivery of 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 Performance Scrutiny 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 second quarter 2018-19, which is the third year of the Corporate Plan (2016-2020), and 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 two performance.

##### 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.

<b>Risk Identified</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk Management Actions Planned</b>
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](mailto:adrian.ward@charnwood.gov.uk)

Suzanne Kinder  
Corporate Improvement and Policy Officer  
(01509 634504)  
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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 (2018-2019). This report presents detailed performance results for the Quarter 2 of 2018-2019, 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.

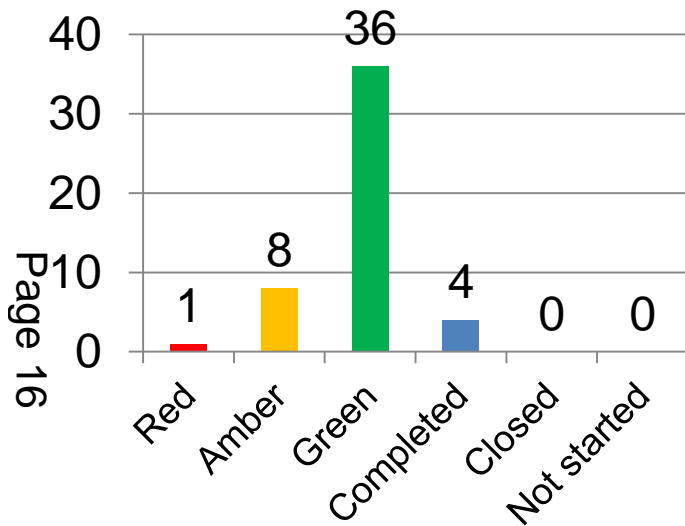
## **Performance Objectives**

At Quarter 2 there are **49** activities in the Annual Business Plan (2018-2019) which address the objectives outlined in the Corporate Plan. There is **1** objective reported as red, **8** objectives reported as amber in status this quarter and **36** are assessed as green. In addition, **4** objectives have been completed this quarter.

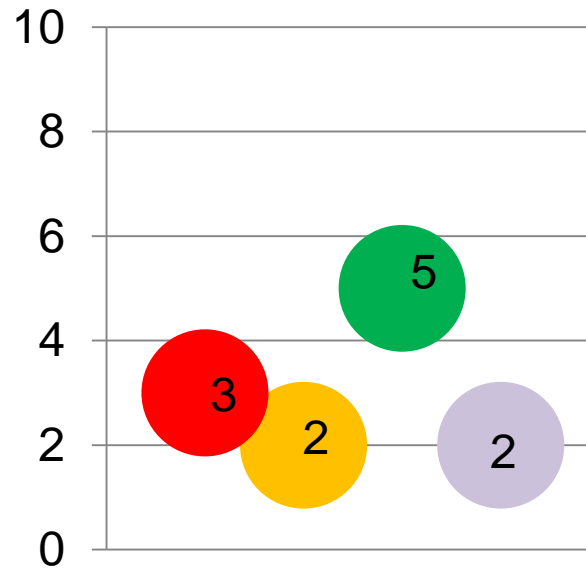
# Performance Dashboard

## Quarter 2: 2018-2019

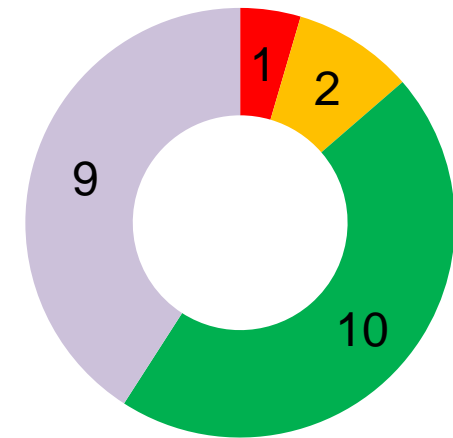
Business Plan Objectives



Key Performance Indicators



Business Plan Indicators

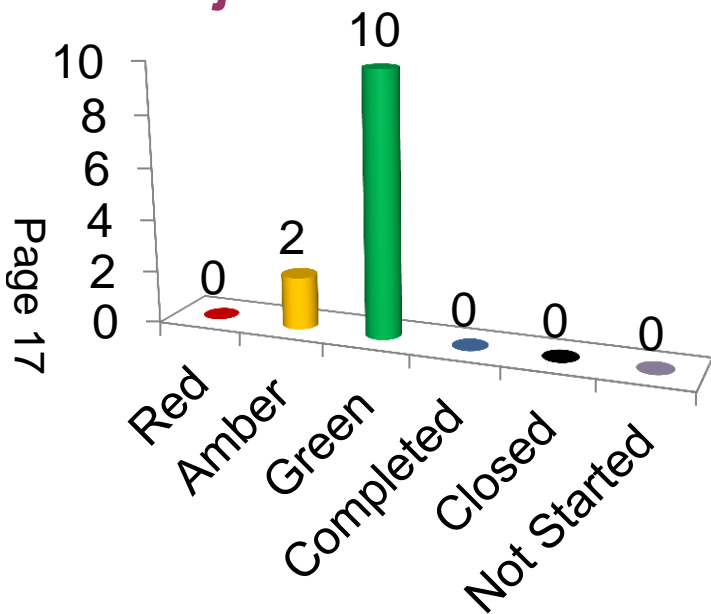






## Creating a Strong and Lasting Economy

### Performance Objectives



Within this theme there are **12** activities. This quarter **10** of these activities are assessed as green and **2** activities are graded as amber.

The first amber activity relates to **SLE2 PR: Complete the milestones in the Local Development Scheme 2018-2021 for the preparation of the local plan.**

The local plan is due to be published as a consultation draft in October 2018.

Shortage of staff resources in the Local Plans Team has meant that the key milestone of October 2018 is delayed. Timescales are currently being revised, and a revised publication date will be agreed in due course.

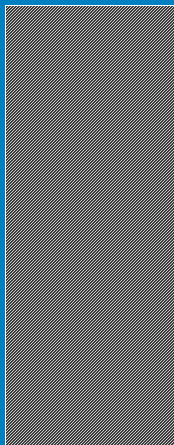
The second amber activity relates to **SLE4 LC(3) - Deliver a Vision for Loughborough Market by improving the layout, infrastructure and marketing to increase footfall and encourage a wider diversity of traders.** The number of stall lets in Quarter 2 was 4202. This was slightly below the anticipated target of 4500 because of the cancellation of a market due to high winds.

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator	
SLE1 - 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 and business units are fit for purpose and encourage an increase in the number of businesses into Charnwood.	<p><b>A)</b> 100% of industrial units are fit for purpose.</p> <p><b>B)</b> Increase occupancy by 1% from a baseline as at 31st March 2018 across all units through a review of acceptance criteria.</p>	G	<p><b>A)</b> All units are maintained at an operational level and ready for new tenants.</p> <p><b>B)</b> Current occupancy rate is 88.2%. The uptake of tenants leaving the business units has fluctuated, but occupancy rates remain the same as the previous quarter.</p>	BP1	G
					BP2	NS
SLE2 - PR - Ensure that a growth in homes and infrastructure benefits residents through improved community facilities, affordable housing and superfast broadband.	Complete the milestones in the Local Development Scheme 2018-2021 for the preparation of the local plan.	To publish consultation on a draft local plan by October 2018.	A	Shortage of staff resources in the Local Plans Team has meant that the key milestone of October 2018 is delayed. Timescales are currently being revised, and a revised publication date will be agreed in due course.		
SLE2 - HOU - Ensure that a growth in homes and infrastructure benefits residents through improved community facilities, affordable housing and superfast broadband.	Bring Empty Homes back into use through housing advice/ assistance and partnership grants.	50 Homes brought back into use as a result of action by the Council.	G	At the close of Quarter 2, a cumulative total of 21 empty homes have been brought back into use as a direct result of advice and assistance from the Council's Empty Homes Officer. This forecasted to increase to 30 by the end of October 2018.	BP3	G

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
SLE3 - RS(1) - Take action to protect the environment for future generations and ensure a clean borough for all to enjoy.	Review the Bradgate Park Dog Control public Spaces Protection Order 2016 with a view to extend the current Order to apply all year around.	Review complete and Order extended with controls in place throughout the year.	G	Notice of Intention to vary the PSPO published on CBC website and at Bradgate Park. Comments received and reviewed. Final proposals to be considered by Head of Regulatory Services, in consultation with Lead Member, for implementation in Quarter 3.	
SLE3 - RS(2) -Take action to protect the environment for future generations and ensure a clean borough for all to enjoy.	<p>As part of the Leicestershire 'Fly-Tipping' promotional and enforcement campaign undertake the following:</p> <p><b>A)</b> A joint multi-media campaign with all Leicestershire District Councils, Leicester City Council and Leicestershire County Council.</p> <p><b>B)</b> Investigate all reported fly-tipping incidents and take action where sufficient evidence is obtained.</p>	<p><b>A)</b> 40% increase in awareness of fly-tipping offences amongst those residents who were surveyed at the start and end of the campaign. <b>Completed.</b></p> <p><b>B)</b> 80% of fly-tipping cases referred for legal action result in a Fixed Penalty Notice or Prosecution.</p>	G	<p><b>A)</b> For CBC, 239 people completed questionnaires before and after the campaign. After the campaign 92% were aware of the 'Duty of Care' offence for their waste, an increase of 56%. Completed.</p> <p>Overall campaign summary for Leicester &amp; Leicestershire:</p> <ul style="list-style-type: none"> <li>▪ 9 fly tippers fined a total of £21,173,</li> <li>▪ 284,000 people reached through radio</li> <li>▪ 1,000 fly-tipping signs put up in hotspots</li> <li>▪ 10,000 leaflets distributed,</li> <li>▪ 261,000 people reached through Social Media,</li> <li>▪ 49 fixed penalty notices issued</li> <li>▪ £57,000 fine for business without waste contracts.</li> </ul>	BP4 G

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
				B) In Quarter 2, two cases were referred for legal action. One was prosecuted and one was issued with fixed penalty notices. The overall % of case referrals will be determined at the close of Quarter 4.	
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	G	The annual rolling average at the close of Quarter 2 is 1%. A few issues were found around main roads (A6/A46) where the litter is not always accessible or requires road closures.	BP5 G
SLE4 - RS - 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.	Complete phase 1 of the Beehive Lane car park improvements and refurbishment scheme to maintain the long term viability of the car park and encourage increased customer car parking in Loughborough.	Installation of new car park railings on the top floor of Beehive Lane car park completed by 31st March 2019.	G	Planning permission was required to install new railings and the application for this was submitted during Quarter 2. A draft tender document was also produced in Quarter 2 to enable procurement of the railings during Quarter 3. Installation is due to take place in Quarter 4, subject to receipt of planning permission.	

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
<p><b>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.</b></p>	<p>Complete the upgrade, refurbishment and modernisation of public toilets at Charnwood Museum to encourage increased tourism and visitors.</p>	<p>Delivery of the refurbished public toilets at Charnwood Museum by February 2019.</p>	<p><b>G</b></p>	<p>The upgrade of the Charnwood museum toilets is scheduled for January 2019. A detailed quotation has been obtained from a 'framework company' which will deliver the works within the £16,000 Capital budget.</p> <p>Details on final design and finishes are ongoing.</p>	
<p><b>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.</b></p>	<p>Complete the refurbishment of the Carillon Tower informed by surveys report and project submitted to the War Memorial Trust to promote the profile of the Borough and encourage tourism.</p>	<p>Delivery of the refurbished Carillon Tower by October 2018.</p>	<p><b>G</b></p>	<p>The Carillon refurbishment has progressed well with all works completed to plan. The scaffolding was removed in the last week of September which will allow the stonemasons to conclude works to the memorial plaques and lower stonework along with the cleaning and repair of flagstones.</p> <p>Final elements of the works will be completed at the start of Quarter 3, in October 2018, and the project will be available as part of the WW1 Centenary Remembrance Day event on 11/11/18.</p>	

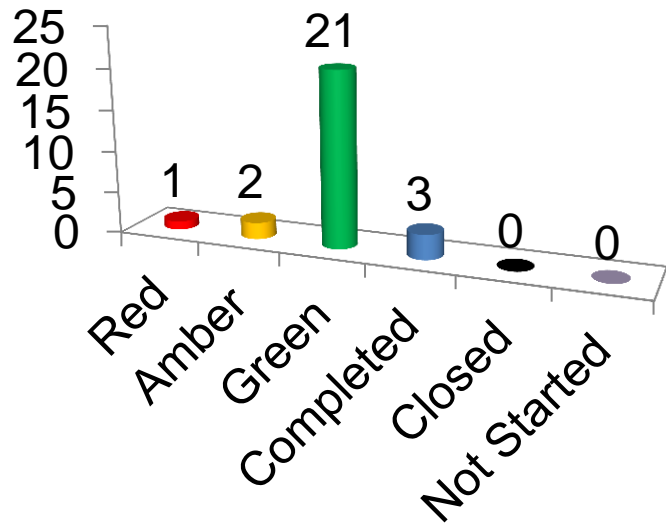
Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
<p><b>SLE4 - LC(3) - Promote the Borough to increase tourism and support initiatives to help our towns and villages to thrive. Develop new and revitalised Town Centre Masterplans for Loughborough and Shepshed.</b></p>	<p>Deliver a Vision for Loughborough Market by improving the layout, infrastructure and marketing to increase footfall and encourage a wider diversity of traders.</p>	<p>A) 16,000 number of market units let on annual basis.</p> <p>B) Increase the variation of market traders by 5 and number of traders by 7 from a baseline of 85.</p>	<p><b>A</b></p>	<p><b>A)</b> The number of stall lets in Quarter 2 was 4202, which was slightly below the anticipated target of 4500 due to the cancellation of a market due to high winds.</p> <p><b>B)</b> New traders including those providing Street Food continue to join the market to off- set traders who have recently retired. The base line remains at 97 against a target of 85 and the variation of traders has increased by 2 and now stands at 9.</p>	<p>BP8</p> <p><b>A</b></p>
<p><b>SLE4 - LC(4) - 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.</b></p>	<p>Work with Leicestershire Promotions to increase the profile of local businesses in Charnwood, involved in tourism, and effectively deliver a Blue Print for Tourism in Charnwood.</p>	<p>Develop and implement a Blue Print for Tourism in Charnwood.</p>	<p><b>G</b></p>	<p>Initial scoping work has commenced in Quarter 2 towards the development of the 'Blue Print for Tourism in Charnwood'. To further progress this development, Charnwood tourism businesses have organised a 'Tourism Forum Workshop' which is scheduled for November 2018.</p>	

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator	
<p><b>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.</b></p>	<p>Maintain the number of Green Flags parks held to create quality open space for residents to enjoy.</p>	<p>5 Green Flag (or equivalent) awards as a result of action by the Council.</p>	<p><b>G</b></p>	<p>The Council currently holds 5 accredited sites (Green Flags and Local Nature Reserves) and Officers are working along with the contractor for the development of Booth Wood as the selected site for this year. The Management Plan for the site was finalised in Quarter 2 between CBC officers and Idverde. This will then be submitted to Natural England in Quarter 3 for approval, before the site can be assessed for accreditation (anticipated to be Quarter 4).</p>	<p>BP9</p>	<p><b>NS</b></p>



*Every Resident Matters*

## Performance Objectives



There are **27** activities to deliver within this theme and of these **21** are assessed as green. **1** activity is graded as red which is **ERM5-SS: Undertake regular satisfaction surveys with members of the public to ensure improvement in the web service they receive**. Satisfaction levels were 43% which has decreased from the previous quarter. However, this was predicted due to the launch of the new website on 01/08/18 whereby it was expected the change was likely to bring criticism in the short term. Additionally, the number of Govmetric website ratings has increased dramatically with 974 ratings received, compared with 248 in the previous quarter (a 292% difference).

**2** activities are assessed as amber and these relate to:

**ERM1- RS (1): Undertake a range of actions as part of the Food Hygiene Rating Scheme** which has been graded as amber due to 57% of High Risk Food Safety Inspections being undertaken (against an annual target of 95%) and therefore, behind predicted target. This was due to the service being required to prioritise a significant number of food complaints, investigations and enforcement work. However, the Service is confident that the number of inspections will have increased in Quarter 2 and will therefore be meeting target.



**ERM5- CIS (2): Undertake regular satisfaction surveys with members of the public to ensure improvement in services is amber as** 85% of customers surveyed (517 of 607) rated their face-to-face service as 'Good' in Quarter 2 which is 2% lower than the quarterly target and a 4% decrease on the achieved value in the previous quarter. The reduction in face-to-face satisfaction rates cannot be attributed to any specific reason, however the service will continue to closely monitor the issue to determine any longer term trends with satisfaction rates.

3 activities are graded as completed this quarter. These are:

- **ERM1- NS (3): Deliver a suite of role appropriate safeguarding training to staff and elected members to keep children, young people and vulnerable adults safe.** In total 8 face to face courses have been delivered to 92 internal and 3 external staff and in addition a cumulative total of 85 staff have completed Silver e-learning safeguarding training, to date.
- **ERM2- NS (1): Maintain our support to the voluntary and community sector through the introduction of a Charnwood Lottery Scheme.** The Charnwood Community Lottery was officially launched on the 4th September 2018 and the first draw took place on the 29th September 2018 with weekly draws taking place from this point onwards. There are currently 36 'good causes' registered, with 9 others currently going through the application process. Weekly ticket sales are currently just over 700.
- **ERM3- COS: Encourage healthy lifestyles for all our residents through physical activity programmes and the provision of sports facilities and green spaces.** The access works to Dishley Pool are successfully completed. In addition, Officers are looking to extend the footpaths to wider areas of the site using the efficiencies made.

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
<p><b>ERM1 - RS(1) - Keep our residents safe through implementing a new community safety plan, combatting ASB and investing in emergency planning, food safety and safeguarding.</b></p>	<p>As part of the Food Hygiene Rating Scheme, undertake the following actions:</p> <p><b>A)</b> Introduce a new procedure to allow food businesses to request a chargeable re-scoring visit prior to the next scheduled inspection. <b>Completed.</b></p> <p><b>B)</b> Complete a minimum of 95% of High Risk (Risk Ratings A-C's) Food Safety Inspections.</p>	<p>92% of food establishments meeting level 3 (broadly compliant) within the Charnwood Food Hygiene Rating System.</p>	<p><b>A</b></p>	<p><b>A) Completed in Quarter 1.</b></p> <p><b>B)</b> 57% of High Risk Food Safety Inspections were undertaken in Quarter 2 (against an annual target of 95%) and therefore, behind predicted target. This was due to the service being required to prioritise a significant number of food complaints, investigations and enforcement work. Mitigating action in Quarter 3 will include additional staff resource to enable the inspections to be undertaken.</p> <p>97% (1444 out of 1485) of food businesses are Level 3 or above on the National Food Hygiene Rating Scheme.</p>	<p>K13</p> <p><b>G</b></p>
<p><b>ERM1 - RS(2) - Keep our residents safe through implementing a new community safety plan, combatting ASB and investing in emergency planning, food safety and safeguarding.</b></p>	<p>Review, update and obtain Council approval for the Charnwood Borough Council Gambling Act 2005 'Statement of Principles' in order to protect our children &amp; vulnerable residents by ensuring responsible Gambling Premises operate across the Borough.</p>	<p><b>A)</b> The Statement of Principles approved by Full Council by January 2019.</p> <p><b>B)</b> 90% of premises holding a Gambling Act Licence (of those inspected) comply with the legal standards.</p>	<p><b>G</b></p>	<p><b>A)</b> Draft Statement of Principles approved for consultation at Licensing Committee on 7th August 2018 and this consultation is now completed. The final Statement was also reviewed by Policy Scrutiny Committee 25th September 2018.</p> <p><b>B)</b> During Quarter 2, 4 inspections of Alcohol Licensed Premises, regarding Gaming Machines, took place. Of these 2 required new applications for Gaming Machine Permit Notifications – Compliance achieved (new licences issued).</p>	<p></p>

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator	
<b>ERM1 - RS(3) -Keep our residents safe through implementing a new community safety plan, combatting ASB and investing in emergency planning, food safety and safeguarding.</b>	<p>As part of the 'Don't Muck Around' campaign undertake the following actions targeted at reducing bin side waste and bins on streets offences:</p> <p><b>A)</b> Undertake a minimum of 3 Litter &amp; Waste Ward Walks, in areas with the highest number of reports.</p> <p><b>B)</b> Undertake a minimum of 12 targeted Litter and Waste Patrols in locations with the highest number of reports.</p>	<p>Completion of planned campaigns to achieve 20% reduction in bin side waste and bins on streets offences (baseline set at start of campaign).</p>	<p><b>G</b></p>	<p><b>A)</b> During Quarter 2, two ward walks were undertaken along with two follow up patrols.</p> <p><b>B)</b> Bins and side waste monitoring will take place in Quarter 3 and Quarter 4.</p>	<p>BP18</p>	<p><b>NS</b></p>
<b>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.</b>	<p>Work with partners to deliver 4 initiatives aimed at proactively tackling and reducing incidents of ASB.</p>	<p>5% increase in ASB interventions, from a baseline as at 31st March 2018.</p>	<p><b>G</b></p>	<p>In partnership with the district councils and Leicestershire Police, the 'Safer Summer' Respect/Tolerate campaign focused on antisocial and nuisance behaviour. Partners shared daily social media messages, over the summer month, covering a range of themes to help prevent crime and antisocial behaviour. Some of the messages included:</p> <ul style="list-style-type: none"> <li>* What to do if you are going away</li> <li>* Alcohol and drugs</li> <li>* Safety at home</li> <li>* How to stay safe online</li> <li>* Respecting your neighbours.</li> </ul> <p>Two initiatives delivered to date.</p>	<p>BP17</p>	<p><b>NS</b></p>

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator	
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.	Work with our partners to deliver 8 crime prevention campaigns with the aim of contributing to deterring and preventing crime.	KI12: Reduction in crime	G	<p>During the summer months, the Partnership ran three awareness campaign events in the Town Centre offering free crime prevention items, providing crime prevention advice and providing reassurance. The focus of the events was to increase resident's awareness of the need to secure their properties. Over the three events we engaged with 355 residents.</p> <p>Five campaigns delivered to date.</p>	KI12	NS
ERM1 - NS(3) - Keep our residents safe through implementing a new community safety plan, combatting ASB and investing in emergency planning, food safety and safeguarding.	Deliver a suite of role appropriate safeguarding training to staff and elected members to keep children, young people and vulnerable adults safe.	Delivery of 6 safeguarding sessions, and silver safeguarding e-learning to 30 staff, to ensure we meet our statutory obligations with regard to safeguarding.	C	<p>43 staff members completed their Silver e-learning safeguarding training in quarter 2, making a cumulative total of 85 staff completing Silver e-learning to date.</p> <p>5 face to face safeguarding training sessions were delivered to 59 staff, 1 course was Bronze level and 4 were Silver level. In total 8 face to face courses have been delivered to 92 internal and 3 external staff throughout 2018/19, exceeding the target of 6 sessions.</p>		
ERM1 - LS - Keep our residents safe through implementing a new community safety plan, combatting ASB and investing in emergency planning, food safety and safeguarding.	Undertake the 2018/19 programme of works to install 23 new communal door entry systems in order to provide enhanced security for tenants.	Completion of works, with 23 new communal door entry systems installed.	G	To date, 10 blocks have been completed to the accepted standard and the remaining 13 blocks will be completed by January 2019.	BP16	NS

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
<b>ERM2 - HOU(1) - 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.</b>	Deploy available resources from the Right to Buy Receipts to acquire additional properties, to meet the housing needs of households on the housing register.	Spend the allocated budget of £1,953k (purchasing between 8 and 10 properties in 2018-2019) to meet the housing needs of the Borough.	<b>G</b>	<p>Sales have been completed on 4 properties and a further 3 being progressed (a two bed house; a three bed house and a 4 bed house with adaptations).</p> <p>To date £626,000 of the budget has been spent and is on track to have spent £1,288k by the close of October 2018 (Quarter 3).</p>	
<b>ERM2 - HOU(2) - 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.</b>	Implement the Homelessness Strategy Action Plan as approved by Cabinet in March 2018.	Complete the milestones in the Homelessness Strategy Action Plan for 2018-19.	<b>G</b>	<p>Homelessness prevention advice and information are being prepared to meet the requirements of the Homelessness Reduction Action.</p> <p>The Council are leading on the County wide Pathways 16/17 year olds, Care Leavers and people being released from Prison or Youth Detention.</p> <p>Current supported temporary accommodation provision in Charnwood (Holly House) was extended pending tender exercise for increased provision.</p> <p>The Social Lettings Service are now working with the Benefits Team to review the Discretionary Housing Payment Policy to enable use to support homelessness prevention work and access to private sector tenancies.</p>	

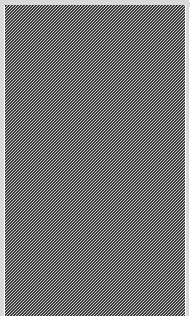
Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
ERM2 - NS(1) - Make Charnwood an attractive place for all through investment in our housing stock, funding community groups, and providing a range of diverse opportunities and events.	Maintain our support to the voluntary and community sector through the introduction of a Charnwood Lottery Scheme.	Charnwood Lottery Scheme fully implemented.	C	The Charnwood Community Lottery was officially launched on the 4th September 2018 and the first draw took place on the 29th September 2018 with weekly draws taking place from this point onwards. We currently have 36 Good Causes registered, with 9 others currently going through the application process. Weekly ticket sales are currently just over 700.	
ERM2 - NS(2) - 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.	Facilitate the development of a Community Hub in Thorpe Acre.	Community Hub fully established in Thorpe Acre.	G	<p>The Thorpe Acre Action Group has now gained charitable status from the Charities Commission as part of their continued work to establish an appropriate organisational structure for managing the group and the Hub.</p> <p>They are currently reviewing the draft sub lease and proposed site plans.</p>	
ERM2 - LC(1) - 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.	Undertake a range of improvements to the Town Hall, including new auditorium seating, installation of a new Wi Fi system and repairs to the Town Hall roof, in order to maintain our assets; provide a better service for customers and increase the revenue stream.	<p>Completion of planned improvements to:</p> <p><b>A)</b> Increase auditorium income to £678,300 from last year's target of £645,400.</p> <p><b>B)</b> Increase levels of satisfaction from a base line of 93%.</p>	G	<p><b>A)</b> The new seats in the auditorium have successfully been installed in Quarter 2. The Town Hall roof and ceiling of the Victoria Room have also been completed. Auditorium income progressing satisfactorily but cannot quantify until Quarter 4.</p> <p><b>B)</b> The latest levels of satisfaction (from a baseline of 93%) are:</p> <ul style="list-style-type: none"> <li>* Ease of booking 99.5%</li> <li>* Value for Money 96.1%</li> <li>* Customer Service 97.8%</li> </ul>	

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator	
ERM2- LC(2) – 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.	Develop (with input from stakeholders) Loughborough Town Centre as a popular destination by refurbishing, replacing and improving the offer of Loughborough festive lights and street dressings to assist in creating an attractive environment for residents and tourists.	Delivery of improved and new lighting/ street dressing scheme by November 2018.	G	<p>The Festive Lights for Loughborough Town Centre was tendered successfully. The lights are being manufactured and will be available for installation in November 2018 as required.</p> <p>In addition new Christmas tree lights have been ordered along with a Pantomime motif for the Town Hall representing the rose from "Beauty and the Beast."</p>		
ERM2 - LS(2) - 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.	Refurbish 10 communal areas on the Bell Foundry estate to provide an enhanced environment for tenants, residents and visitors.	Completion of works, with 10 communal areas refurbished.	G	Blocks have been scoped to produce a specification of the work which include slip resistant vinyl flooring to currently bare floors and stairs; wash down of UPVC and doors; areas that require painting to walls and currently bare ceilings. Consultation has started with mock ups of three colour schemes and each block will be completed in Quarter 3 by Fortem.	BP20	NS
ERM2 - LS(1) - 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 through the delivery of (an estimated) 84 kitchens, 144 bathrooms, and 308 heating installations to provide high quality homes for Council tenants.	0% non-decent council general needs homes.	G	All core work streams have been mobilised. 18 kitchens, 23 bathrooms / level access showers, and 43 heating systems have been accepted as handed over at the close of Quarter 2.	BP19	NS
					KI5	G

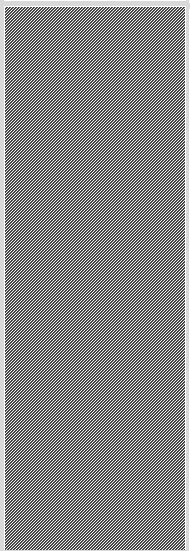


Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator	
ERM2 - COS - Make Charnwood an attractive place for all through investment in our housing stock, funding community groups, and providing a range of diverse opportunities and events.	Utilise the Ranger Service to deliver volunteering opportunities in Open Spaces.	7000 volunteering hours during 2018/19.	G	<p>Total number of volunteering hours achieved up to the end of Quarter 2 was 4,165 hours.</p> <p>The Rangers interact with various groups and continue to facilitate and oversee many projects and activities on Open Spaces including some of the Borough's key sites like the Outwoods.</p>	BP6	NS
ERM3 - NS(1) - Encourage healthy lifestyles for all our residents through physical activity programmes and the provision of sports facilities and green spaces.	As part of the Sport & Physical Activity Programme, deliver Year 3 Plan of Community Sports Activation Fund (specifically targeting 14-25 year olds living in priority neighbourhoods), in order to increase participation.	290 14-25 year olds, living in priority neighbourhoods, engaged in the programme.	G	<p>'Hit The Street' Year 3 total number of participants at the end of Quarter 2 was 257 (within the 14 - 25 age groups). The greater breakdown includes: Gender: Male (164) / Female (93)</p> <p>Total Number of Attendances in Year 3, to date, is 2743.</p>		
ERM3 - NS(2) - Encourage healthy lifestyles for all our residents through physical activity programmes and the provision of sports facilities and green spaces.	Deliver an inclusive physical activity programme (for under- represented groups), aimed at increasing participation amongst a wide range of residents.	Increased participation from under- represented groups with a target of 2000 total attendances and 250 individuals participating in the programme.	G	<p>In Quarter 2 the total number of attendances across programmes for under- represented groups is 1338. Delivery of the commissioning plan includes activities for the South Asian community, women-specific sessions, people who are overweight or obese, people with learning disabilities, people with conditions such as Parkinson's and Dementia, people living in Sheltered Accommodation and older people.</p> <p>Total number of participants to date is 185.</p>		



Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
<b>ERM3 - LC - Encourage healthy lifestyles for all our residents through physical activity programmes and the provision of sports facilities and green spaces.</b>	Work proactively with Fusion and the Recreational Services Team to support the 2018-19 programme of supported activity (such as sessions provided for Supporting Leicestershire Families (SLF) and overall deliver effective leisure centres that increase participation in physical activity for Charnwood residents. across the Borough.	1,024,000 annual visits to Charnwood Borough Council Leisure Centres.	<b>G</b>	7 families currently have leisure cards for Loughborough/Soar Valley leisure centres through SLF with one family commenting "We are using the leisure cards for swimming lessons for my children and this is really good".  A free SLF family swimming event took place at Loughborough Leisure Centre during Quarter 2 and was very successful with 46 adults and 111 children attending.  Individual participation totalled 97 and total participation in the quarter was 254.	LS10 <b>G</b>
<b>ERM3 - COS - Encourage healthy lifestyles for all our residents through physical activity programmes and the provision of sports facilities and green spaces.</b>	Complete access works to Dishley Pool to provide wheelchair and mobility scooter access in order to provide access to the whole community.	Access works to Dishley Pool fully completed.	<b>C</b>	This project has now been successfully completed. Officers are looking to extend the footpaths to wider areas of the site using the efficiencies made.	

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
ERM4 - LC(1) - Celebrate the rich culture of the Borough.	Deliver a programme of major events and activities in our parks; open spaces and venues to develop Loughborough as a popular cultural destination.	<p>Delivery of a targeted programme of events and activities with:</p> <p><b>A)</b> 70,000 total attendances at the Town Hall.</p> <p><b>B)</b> 47,000 total attendances at the Museum.</p> <p><b>C)</b> Hold 3 major events that attract attendance of above 10,000 people for each event.</p>	G	<p><b>A)</b> In Quarter 2 9,159 attendances were registered at the Town Hall with the split as follows:</p> <ul style="list-style-type: none"> <li>- Local theatre (1452)</li> <li>- Hires (520)</li> <li>- Programming (7187)</li> </ul> <p><b>B)</b> The Museum have had a cumulative total of 29,324 visitors in Quarter 2.</p> <p><b>C)</b> Events have included:</p> <ul style="list-style-type: none"> <li>▪ Loughborough by the Sea 13th Aug 25,660 (+37% on 2017) 14th Aug 26,234 (+40% on 2017) 15th Aug 25,750 (+55% on 2017)</li> <li>▪ Mela – Sunday 19th August 18,169 (+23% on 2017)</li> <li>▪ Dog Show – 16th September 18,204 (+58% on 2017)</li> </ul>	BP7 G

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
<p><b>ERM4 - LC(2) - Celebrate the rich culture of the Borough.</b></p>	<p>As part of the Town Hall programme of events and activities undertake the following actions targeted at increasing access to cultural activity for 'hard to reach' groups:</p> <p>A) Delivery of a signed and relaxed performance of the Panto, at the Town Hall, increasing attendance at these events.</p> <p>B) Delivery of a pilot Local History Café project at the Museum to support people who are at risk of social isolation and loneliness.</p>	<p><b>A)</b> Increased attendance to 100 attendees at this event.</p> <p><b>B)</b> Deliver a scheme of 6 cafes. Evaluation completed by De Montfort University to determine success with recommended outcomes reviewed and considered as appropriate.</p>	<p><b>G</b></p>	<p><b>A)</b> Sales for Town Hall Relaxed performance up on last year's sales so far. On target to outsell last year's Relaxed Performance.</p> <p><b>B)</b> Funding has been successfully secured for the Local History Café project to now run throughout the remainder of the 2018/19 Business Planning year.</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.	2 opportunities provided for children and young people to be involved.	G	<p>As part of the 'Hit The Street' project, a series of 3 engagement days have been held at Cedars Academy, Birstall, Rawlins Academy in Quorn and De Lisle Academy during Quarter 2. More than 200 students took part in a variety of sports and were given the opportunity to provide feedback on their sports preferences. Feedback was extremely positive on the days with teachers noting how the students changed their attitude to taking part during the sessions. The information gathered during the consultations is being used to further develop 'Hit The Street' and the links made with these schools will be maintained by the team.</p> <p>A total of 1 consultation (of a total target of 2 opportunities) has taken place to date.</p>	

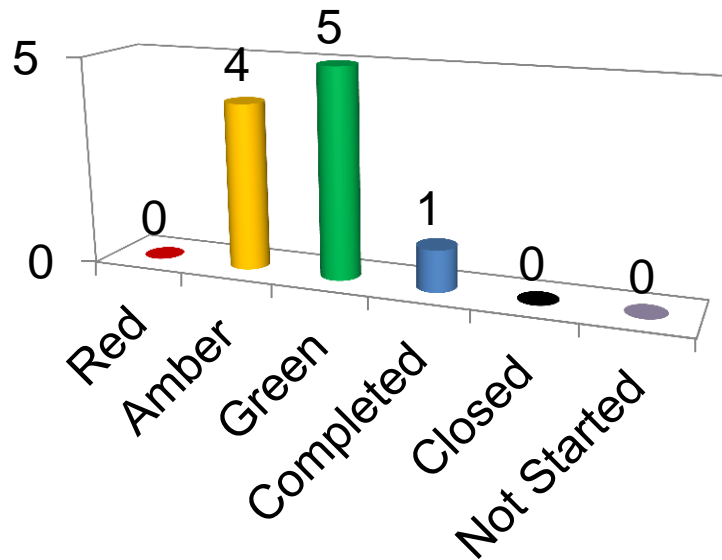
Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
ERM5- SS – Listen to and Communicate with our residents and act on their concerns.	Undertake regular satisfaction surveys with members of the public to ensure improvement in the web service they receive.	Increased levels of customer satisfaction with the web related service they receive, from a baseline of 52%.	R	<p>Satisfaction levels in Quarter 2 were 43% which has decreased from the previous quarter. However, this was predicted due to the launch of the new website on 01/08/18 whereby it was expected the change was likely to bring criticism in the short term.</p> <p>In Quarter 2 the number of Govmetric website ratings has increased dramatically with 974 ratings received, compared with 248 in the previous quarter (a 292% difference). As a monthly breakdown we received: July 65; Aug 463; Sept 427. It is believed making the 'smiley faces' more visible/ prominent had contributed to this increase.</p> <p>A new set of website survey questions were finalised in Quarter 2 with the aim of keeping the customer more focussed on giving feedback on the website, (rather than a range of other issues).The new survey questions are due to go live in October 2018.</p>	BP14 R
ERM5 - CIS(1) - Listen to and communicate with our residents and act on their concerns.	Review the Corporate Complaint Policy to ensure an effective and efficient process for our Customers from which the Council can learn and improve.	<p><b>A)</b> Updated Corporate Complaint Policy</p> <p><b>B)</b> 90% of complaints not proceeding past stage 1 of the process.</p>	G	<p><b>A)</b> Consultation has taken place regarding the updated Corporate Complaints Policy and the draft policy will be available for comment in Quarter 3.</p> <p><b>B)</b> 93.30% of complaints did not proceed past stage 1 of the process. 200 complaints were received and only 20 progressed to stage 1.</p>	BP11 G

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator	
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 Govmetric and the Contact/Customer Service Centre.	A) 87% of customers satisfied with the face to face service. B) 87% of customers satisfied with the telephone service they received for calls taken in the contact centre.	A	A) 85% of customers surveyed (517 of 607) rated their face-to-face service as 'Good' in Quarter 2. The service cannot attribute a specific reason to the decline in satisfaction but will continue to monitor rates and develop mitigating action, should it be required.	BP12	A
				B) 93% of customers surveyed (644 of 693) rated their telephone service from the Contact Centre as 'Good' in Quarter 2.	BP13	G
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.	At least 90% of residents expressing satisfaction with the household waste collection service.	G	The satisfaction levels for the collections' service remained at very high standards with 95.5% of residents expressing satisfaction with the household waste collection service in Quarter 2.	BP15	G



*Delivering Excellent Services*

## Performance Objectives



Within this theme there are 10 activities this quarter. 5 of these are assessed as green and therefore meeting target and 4 activities are graded as amber. The first amber activity relates to **DES2 - PROG(1): Develop a Corporate Booking System by procuring a cloud based booking system in order to enable customers to effectively book activities online** which is behind anticipated timescales of the July 2018 implementation date. The 'Booking Live' system is currently being developed to deliver an online booking function for two service areas, with an anticipated 'go live' in Quarter 3. Objective remains on target to deliver 100 transactions by the end of the financial year.

The second amber activity is **DES2 - PROG(2): Extend and enhance the way customers can interact with us to improve the online experience for customers** and this is also behind anticipated timescales with regards to

increasing the number of annual online transactions, via the Council's website. However, a range of activity has taken place in quarter 2 towards this action and the serviced are confident the annual success criteria and target will be met.

The third amber activity concerns **DES3 - SS(1) : Deliver the Digital Democracy Project to provide a more efficient and effective Committee Management System** which again is also behind anticipated timescales. The new system went 'live' in September 2018, with a wealth of activity taking place to date. However development work will continue to take place throughout Quarter 3 to ensure the new System is fully functioning and fit for purpose.

The fourth amber activity is **DES3 – PROG: Deliver the Customer Service Programme, in line with the project milestones**. The project remains amber as no further Customer Service Programme Board meetings have been held or arranged, and the programme has therefore fallen stagnant.

1 activity is graded as complete this quarter, which is:

- **DES1 – SS: Undertake Customer Service Excellence (CSE) Assessment by September 2018 and retain CSE accreditation through the independent assessment process**. The assessment was very successful and CBC was able to achieve the Customer Service Excellence Award whilst also being awarded a total of five compliance plus ratings .



Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
<p><b>DES1 - SS- Put customers at the heart of everything we do and provide strong community leadership</b></p>	<p>Undertake Customer Service Excellence (CSE) Assessment by September 2018 and retain CSE accreditation through the independent assessment process.</p>	<p>Retain CSE accreditation by September 2018.</p>	<p><b>C</b></p>	<p>The CSE assessor was on site for three days from 12th-14<sup>th</sup> September 2018 and he met with over 70 staff from across the Council and interviewed SMT and the Leader/ Deputy Leader of the Council. He also met various customers and partners at various sites including the MTC centre / Peel Drive, the Falcon Centre, the Green Gym at the Outwoods and Fearon Hall.</p> <p>The assessment was very successful and CBC was able to achieve the Customer Service Excellence Award. The assessor identified a number of strengths and awarded a total of five compliance plus ratings for excellent performance;</p> <p>In addition, we also had a couple of partial compliances 4.1.2 &amp; 5.3.3 where we have more development work to reach all of our stretching targets for service delivery across the Council.</p>	
<p><b>DES2 - PROG(1) - Improve the ways in which customers can access our services.</b></p>	<p>Develop a Corporate Booking System by procuring a cloud based booking system in order to enable customers to effectively book activities online.</p>	<p>Cloud based booking system fully implemented and fully operational by July 2018 with 100 transactions taking place by March 2019.</p>	<p><b>A</b></p>	<p>The 'Booking Live' system is currently being developed to deliver an online booking function for two service areas, with an anticipated go live in Quarter 3. This will ensure we remain on target to deliver the 100 transactions by the end of the financial year.</p>	

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator	
<p>DES2 - PROG(2) - Improve the ways in which customers can access our services.</p>	<p>Extend and enhance the way customers can interact with us to improve the online experience for customers.</p>	<p>Increase the number of annual online transactions, via the Council's website, to:</p> <ul style="list-style-type: none"> <li>▪ 820 missed bins transactions</li> <li>▪ 870 garden waste application transactions</li> <li>▪ 600 bulky waste collection transactions</li> </ul>	<p>A</p>	<p>The following activity has taken place in Quarter 2:</p> <ol style="list-style-type: none"> <li>1. The conversion of Firmstep forms to VOF has been completed. The team are now dealing with requests as business as usual.</li> <li>2. The Customer Experience Team have been working with the Environmental Services Team and are compiling a report outlining timescales for the delivery of the remaining forms including the Bulky Waste form.</li> <li>3. The Booking system has been developed for the Lifeline system and is now live. Further conversations are taking place with the Town Hall regarding this.</li> <li>4. The new website is live.</li> <li>5. Capita are progressing a set of online forms.</li> <li>6. The development team and the customer experience team have undertaken training on the portal.</li> </ol>	<p>BP10</p>	<p>NS</p>

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
<p><b>DES2 - CIS - Improve the ways in which customers can access our services.</b></p>	<p>Explore and evaluate opportunities to offer webchat and call recording to improve customer access and customer satisfaction when contacting the Council.</p>	<p><b>A)</b> Pilot of webchat completed. <b>B)</b> Call recording solution and quality monitoring implemented.</p>	<p><b>G</b></p>	<p><b>A)</b> In terms of web chat, further discussion have been held and supplementary information has been requested from the telephony provider to understand what can be delivered within our current contract and any additional costs involved.</p> <p><b>B)</b> The current telephony provider offers a solution for both call recording and web chat. At present call recording cannot be implemented until a solution to de-scope payment calls is installed so that we comply with PCI compliance regulations.</p>	
<p><b>DES3 - SS(2) - Continuously look for ways to deliver services more efficiently.</b></p>	<p>Implement the People Strategy Action Plan. This includes reviewing our current working policies and practices to ensure they are robust and flexible enough to deliver high quality services and promote employee wellbeing and effectiveness.</p>	<p>Following consultation with staff and managers, implement revised working policies and practices, meeting the milestones in the People Strategy Action Plan for 2018-19.</p>	<p><b>G</b></p>	<p>The Smart Working report went to SMT in August and an option was selected to initiative a number of smart working pilots across the organisation. SMT want staff to be fully engaged in the process including making suggestions for the pilots. Implementation is due to be discussed at CMT on the 10th October.</p> <p>The Charny awards review has now been completed. In response to staff feedback, minor changes are being made to the awards process. This includes changes to the awards categories, the removal of the shortlisting phase and an informal request to our delivery partners to potentially sponsor low value vouchers.</p>	

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
DES3 - SS(1) - Continuously look for ways to deliver services more efficiently.	Deliver the Digital Democracy Project to provide a more efficient and effective Committee Management System.	Full implementation of Committee Management Software System with 52 Elected Members successfully using the system.	A	Meeting App was switched on July 2018 and fully hosted site went 'live' early September 2018. Roll out of devices to Cllrs with training progressing well. Cllrs have started to use devices to annotate agendas and reports at committee meetings. Hard copy agendas are still being printed but members who have devices will shortly be asked to confirm if they wish to receive agendas in electronic format only. Plan to be drawn up to switch on other modules on Modern.Gov such e-petitions, training monitoring and declaration of interests.	
DES3 - FP - Continuously look for ways to deliver services more efficiently.	Development of an Investment Strategy setting out the Council's approach to investment decisions and detailing the evaluation criteria to be used.	Final Strategy agreed and published by April 2019.	G	Work is underway on the Investment Strategy and it is anticipated that this will be developed in draft for consultation in Quarter 3.	
DES3 - PROG - Continuously look for ways to deliver services more efficiently.	Deliver the Customer Service Programme, in line with the project milestones.	Delivery against the project milestones as reported to the Programme Board.	A	The project is amber as no further meetings have been held or arranged.	

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
<b>DES3 - CIS(1) - Continuously look for ways to deliver services more efficiently.</b>	Introduce the use of customer insight to inform and improve the way services are accessed and delivered to our customers.	Completed procurement of customer insight software tools and full implementation across all services.	<b>G</b>	During the last quarter, we have established methods to transfer our specific post code data by service area into the acorn product, this will enable to full use of the system allowing services to access segmentation data specific to their service areas. The Customer Experience Improvement Officers will be attending team meetings over the coming months to showcase how this product can be embedded into service development of the future to ensure we remain on target.	
<b>DES3 - CIS(2) - Continuously look for ways to deliver services more efficiently.</b>	Evaluate new opportunities to move the ICT infrastructure to a 'cloud' based environment to improve resilience and future technical opportunities.	A) Complete proof of concept for 'Office 365' software by migrating 25 users onto the platform.  B) Provide a business case of the technical set up, hosting options and costs for the virtual desktop infrastructure.	<b>G</b>	Migration of Councillors to Office 365 is underway until end of October. Heads of Service have identified pilot users for Office 365 which will start to be migrated from mid-October.  A New Windows 10 and Office 365 VDI environment is planned to be developed from January 2019 onwards. This is currently in the process of investigating the setup process and obtaining competitive quotes for the new VDI environment.	



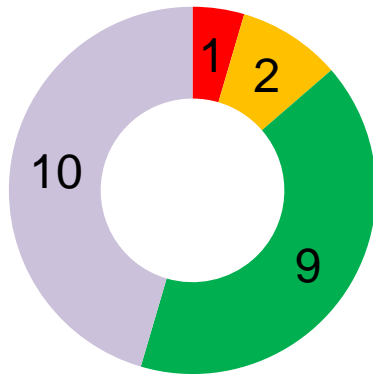
# Performance Indicators

## Performance Indicators

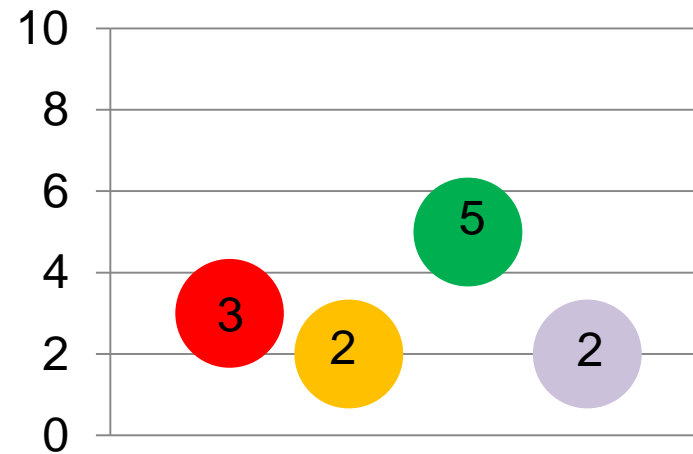
The tables below provide the details of how services have performed against the Business Plan indicators and also the Key Corporate Indicators. Performance against the Business Plan indicators at Quarter 2 includes **9** indicators assessed as green, **2** as amber, **1** as red and **10** are annual indicators which have not yet started.

Performance against the Key Indicators associated with the Corporate Plan at Quarter 2 includes **3** as red, **2** as amber, **5** indicators are rated at green and **2** are annual indicators which have not yet started.

### Business Plan Indicators



### Key Corporate Indicators



# Business Plan Indicators

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

Indicator	Quarter 1		Quarter 2		Target	Commentary
BP1 - Percentage of industrial units that are fit for purpose	100%	G	100%	G	100%	All vacant units are maintained to a high standard ready for prospective tenant inspection and letting.
BP2 - Increased percentage occupancy rate of industrial units						Annual Target. To be reported in Quarter 4.
BP3 - Number of Empty Homes brought back into use	5 Homes	G	21 Homes	G	15 Homes	In Quarter 1 and 2, 21 empty homes have been returned to use as a direct result of advice and assistance from the Council's Empty Homes Officer and this is forecasted to increase to 30 by the end of October 2018.
BP4 - Percentage of fly-tipping cases referred for legal action result in a Fixed Penalty Notice or Prosecution						Annual Target. To be reported in Quarter 4.
BP5 - Less than 1.5% of cleansing inspections falling below a Grade B	0.0%	G	1.0%	G	<1.5%	Only a few issues have been identified around main roads (A6/A46) where the litter may not be accessible or road closures may be required.
BP6 - Number of volunteering hours						Annual Target. To be reported in Quarter 4.
BP7 - Number of people attending shows and events	20,874 Attendees	G	9,159 Attendees	G	8,000 Attendees	Split: - • Local theatre (1452) • Hires- (520) • Programming- (7187)
BP8 - Number of stall/ unit lets across Loughborough Market	4,251 Stalls	G	4,202 Stalls	A	4,500 Stalls	The number of stall lets was slightly below the anticipated target of 4500 due to the cancellation of a market due to high winds.

BP9 - Number of Green Flag awards held						Annual Target. To be reported in Quarter 4.
BP10 - Number of transactions customers undertake online						Annual Target. To be reported in Quarter 4.
BP11 - Percentage of complaints not proceeding beyond 'Stage 0' of the corporate complaints process	93.30%	G	90.00%	G	90.00%	200 complaints received and only 20 progressed to stage 1.
BP12 - Percentage of customers satisfied with the face to face service they receive	89.00%	G	85.00%	A	87.00%	517 out of 607 customers surveyed rated their face-to-face service as 'Good' in Quarter 2 The service cannot attribute a specific reason to the decline in satisfaction but will continue to monitor rates and develop mitigating action, should it be required.
BP13 - Percentage of customers satisfied with the telephone service they receive for those calls taken in the contact centre	94.00%	G	93.00%	G	87.00%	644 out of 693 customers surveyed rated their telephone service from the Contact Centre as 'Good', in Quarter 2.
BP14 - Percentage of customers satisfied with the web related service they receive	48.00%	A	43.00%	R	52.00%	This decline in satisfaction was predicted due to the launch of the new website (launched on 01/08/18) whereby it was expected the change was likely to bring criticism in the short term.  Additionally, the number of Govmetric website ratings has increased dramatically with 974 ratings received, compared with 248 in the previous quarter (a 292% difference). As a monthly breakdown we received: July 65; Aug 463; Sept 427. It is believed making the 'smiley faces' more visible/ prominent had contributed to this increase.
BP15 - Percentage of residents expressing satisfaction with the household waste collection service	95.50%	G	95.50%	G	90.00%	This is the annual rolling average for this indicator and reflects the high quality of service offered to residents across the Borough
BP16 - Number of communal door entry systems installed						Annual Target. To be reported in Quarter 4.
BP17 - Percentage increase in ASB interventions						In Quarter 2, 745 interventions took place. This is an 18.5% increase in interventions compared to Quarter 2 of 2017/18.
BP18 - Percentage reduction in bin side waste and bins on streets offences						Annual Target. To be reported in Quarter 4.



<b>BP19 - Number of kitchens, bathrooms and heating streams delivered</b>						Annual Target. To be reported in Quarter 4.
<b>BP20 - Number of communal areas refurbished on Bell Foundry Estate</b>						Annual Target. To be reported in Quarter 4.
<b>LS 10 - Leisure Centres - Total number of visits</b>	267,673 Visits	<b>G</b>	255,115 Visits	<b>G</b>	250,000 Visits	<p>Quarter 2 attendances were down on those achieved in 2017 primarily due to the hot summer which impacted significantly on casual use from families and children with the opportunity to play outdoors throughout the summer holidays. Despite this participation is in line with targets.</p> <p>Satisfaction remains high averaging 92.3% across the nine measured areas, a £42K investment into gym equipment at Loughborough Leisure Centre and the previous replacement of cardio equipment at Soar Valley has been received well by customers, which is reflected in improved satisfaction scores for equipment.</p>
<b>NI 191 - Residual household waste per household</b>	439 Kg/ Household	<b>G</b>	432 Kg/ Household	<b>G</b>	440 Kg/ Household	The figure given is a predicted figure as we are awaiting further data from our partner organisations.

# Key Corporate Indicators

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

Indicator	Quarter 1		Quarter 2		Target	Commentary
<b>KI3 - Percentage of food establishments that achieve level 3</b>	97.00%	<b>G</b>	97.00%	<b>G</b>	92.00%	1444 out of a total of 1485 registered food businesses have been rated at Level 3 and above at the end of Quarter 2.
<b>KI4 - Percentage of household waste sent for reuse, recycling and composting</b>			46.01%	<b>R</b>	50.00%	The figure given is a predicted figure as we are still waiting for more data to come in. There was a significant drop in the amount of Green Waste collected in July as a result of the dry weather
<b>KI5 – Percentage of non-decent council general needs homes</b>						Annual Target. To be reported in Quarter 4.
<b>KI6 - % rent collected (including arrears brought forward)</b>	91.54%	<b>G</b>	94.95%	<b>G</b>	92.01%	2.94% above the quarterly target of 92.01%
<b>KI7 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events</b>	18.50 Days	<b>A</b>	25.04 Days	<b>R</b>	17.00 Days	Current processing times are above the target. This has been due to staff shortages which have led to backlog of work as well as the requirement to attain the quality measure for processing benefits. Capita have now agreed to bring in some further resources in addition to the extra resources previous introduced at no additional cost to the council to address the backlog and bring processing times back in line with the contract. It is still expected that this may take some time to improve the current position and this is being closely monitored.
<b>KI8 - Percentage of Council Tax Collected</b>	29.40%	<b>G</b>	57.29%	<b>A</b>	57.38%	The quarter's performance is in line with the target
<b>KI9 - Percentage of non-domestic rates collected</b>	30.12%	<b>A</b>	57.25%	<b>G</b>	56.53%	The quarter's performance is in line with the target

<b>KI10 - The number of working days / shifts lost to the local authority due to sickness absence</b>	2.36 Days	<b>R</b>	4.29 Days	<b>A</b>	3.40 Days	<p>The cumulative total for the first 6 months of the year indicate that the target will not be met in 2018/9 and is also showing a slight decline against figures for 2017/18. The main reason for sickness in this period has been stomach ailments, cold, influenza, viral infections and other muscular skeletal injuries.</p>
<b>KI11 - Percentage rent loss from void properties</b>	2.14%	<b>G</b>	2.10%	<b>G</b>	2.20%	<p>Performance at end of Quarter 2 is 2.10%, rent loss of £231,617 against available rent of £11,037,372. The rent loss breakdown equates to £107,163 for General Needs and £124,454 for Sheltered Housing accommodation.</p> <p>Void turnaround times have been impacted by 17 properties which were having major works completed for a combined total of 1489 days. One property with a void turnaround of 154 days, this was due to the property being assessed for adaptations which were eventually deemed unsuitable. There were 5 general needs properties with a combined total of 11 refusals during the period for a combined total of 259 days.</p> <p>Re-let times continue to improve, July and August were within target and September within tolerance level.</p> <p>The Sheltered Housing Review is underway to consider the options to reduce long term voids within the Sheltered Schemes being considered.</p>

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

<b>KI1 - Net additional homes provided</b>	208 Homes	<b>G</b>	429 Homes	<b>G</b>	410 Homes	With c800 dwellings under construction the annual target is expected to be met by year end
<b>KI2 - Number of affordable homes delivered (gross)</b>	59 Homes	<b>G</b>	79 Homes	<b>R</b>	88 Homes	With 113 affordable homes under construction at the end of September, the target is expected to be reached by the end of March 2019.
<b>KI12 - Significant reduction in all crime</b>						Annual Target. To be reported in Quarter 4.



# Complaints

Below is a breakdown of the volume of complaints and the reasons why complaints have been made in Quarter 2 2018/19.

The table below outlines the volume of complaints:

Stages	Jul	%	Aug	%	Sep	%	Q2 Total	%
Stage 0	92	96	54	84	34	87	180	90.5
Stage 1	4	4	7	11	5	13	16	8
Stage 2	0	0	3	5	0	0	3	1.5
<b>TOTAL</b>	<b>96</b>	<b>100%</b>	<b>64</b>	<b>100%</b>	<b>39</b>	<b>100%</b>	<b>199</b>	<b>100%</b>

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

	Jul	%	Aug	%	Sep	%	Q2 Total	%
Upheld (U)	1	25	2	20	0	0	3	16
Partly Upheld (PU)	0	0	3	30	1	20	4	21
Not Upheld (N)	3	75	5	50	4	80	12	63
Not known	0	0	0	0	0	0	0	0
No Response (Out of time)	0	0	0	0	0	0	0	0
No Response (In Time)	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>4</b>	<b>100%</b>	<b>10</b>	<b>100%</b>	<b>5</b>	<b>100%</b>	<b>19</b>	<b>100%</b>

The table below outlines the reasons why complaints have been made for Stage 1 & 2 including the number of complaints upheld (U), partly upheld (PU), not upheld or not known (NK) at time of report.

		July	August	September	Q2 Total
Service Failure	Upheld (U)	1	1	0	2
	Partly Upheld (PU)	0	1	1	2
	Not Upheld (N)	2	0	2	4
	Not Known (NK)	0	0	0	0
Service Delay	Upheld (U)	0	0	0	0
	Partly Upheld (PU)	0	0	0	0
	Not Upheld (N)	1	1	0	2
	Not Known (NK)	0	0	0	0
Procedures not in place / requires review	Upheld (U)	0	0	0	0
	Partly Upheld (PU)	0	0	0	0
	Not Upheld (N)	0	0	0	0
	Not Known (NK)	0	0	0	0

Procedure not followed	Upheld (U)	0	0	0	0
	Partly Upheld (PU)	0	0	0	0
	Not Upheld (N)	0	2	1	3
	Not Known (NK)	0	0	0	0
Disagrees with policy	Upheld (U)	0	1	0	1
	Partly Upheld (PU)	0	0	0	0
	Not Upheld (N)	0	0	1	1
	Not Known (NK)	0	0	0	0
Incorrect / insufficient information	Upheld (U)	0	0	0	0
	Partly Upheld (PU)	0	2	0	2
	Not Upheld (N)	0	0	0	0
	Not Known (KN)	0	0	0	0
Administrative Error	Upheld (U)	0	0	0	0
	Partly Upheld (PU)	0	0	0	0
	Not Upheld (N)	0	1	0	1
	Not Known (NK)	0	0	0	0

Staff attitude/behaviour	Upheld (U)	0	0	0	0
	Partly Upheld (PU)	0	0	0	0
	Not Upheld (N)	0	1	0	1
	Not Known (NK)	0	0	0	0
Miscellaneous	Upheld (U)	0	0	0	0
	Partly Upheld (PU)	0	0	0	0
	Not Upheld (N)	0	0	0	0
	Not Known (NK)	0	0	0	0
<b>TOTAL</b>		<b>4</b>	<b>10</b>	<b>5</b>	<b>19</b>



## Sickness Absence

The tables below include the reasons for both long term\* and short term sickness absence taken in Quarter 2 of 2018/19, including the number of staff and count of absence/ number of days taken per reason.

### Number of staff per absence reason

Absence Reason	No. of staff		
	Long Term	Short Term	Total
Stomach ailments	1	27	28 (19%)
Cold, influenza, viral infections	0	25	25 (17%)
Neurological	0	16	16 (11%)
Miscellaneous/Other	1	10	11 (7%)
Back and spinal disorders	0	11	11 (7%)
Stress/Depression	2	9	11 (7%)
Other Muscular-Skeletal disorder	6	5	11 (7%)
Ear, Eye, Nose and Mouth	0	10	10 (7%)
Operations and recovery	3	5	8 (5%)
Chest/Respiratory	1	7	8 (5%)
Genito-urinary conditions	0	4	4 (3%)
Pregnancy related	0	4	4 (3%)
Heart Conditions	0	1	1 (1%)
Disability related	0	1	1 (1%)
<b>Grand Total</b>	<b>14</b>	<b>135</b>	<b>149 (100%)</b>



**Count of absence/ number of days taken per absence reason**

Absence Reason	Count of absence/ no. of days taken		
	Long Term	Short Term	Total
Other Muscular-Skeletal disorder	156	35	191 (21%)
Operations and recovery	152	19	171 (18.5%)
Stress/Depression	106.5	41	147.5 (16%)
Stomach ailments	42	55	97 (10.5%)
Miscellaneous/Other	20	47	67 (7.5%)
Back and spinal disorders	0	65	65 (7%)
Cold, influenza, viral infections	0	53	53 (6%)
Chest/Respiratory	16	31	47 (5%)
Ear, Eye, Nose and Mouth	0	36.5	36.5 (3%)
Neurological	0	22	22 (2%)
Genito-urinary conditions	0	13	13 (1.5%)
Pregnancy Related	0	8	8 (1%)
Disability Related	0	1	1 (0.5%)
Heart Conditions	0	1	1 (0.5%)
<b>Grand Total</b>	<b>492.5</b>	<b>427.5</b>	<b>920 (100%)</b>

\* 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.

Absence Reason	No. of Staff			Count of absence/ no. of days taken		
		Long Term	Short Term		Long Term	Short Term
Operation and Recovery	Q1 18/19	6	10	Q1 18/19	130	54
	Q2 18/19	3	5	Q2 18/19	152	19
Other Muscular-Skeletal disorder	Q1 18/19	4	5	Q1 18/19	96	72
	Q2 18/19	6	5	Q2 18/19	156	35
Stress/Depression	Q1 18/19	5	4	Q1 18/19	134	20
	Q2 18/19	2	9	Q2 18/19	106.5	41
Miscellaneous/Other	Q1 18/19	1	11	Q1 18/19	54	30
	Q2 18/19	1	10	Q2 18/19	20	47
Cold, influenza, viral infections	Q1 18/19	2	31	Q1 18/19	7	76
	Q2 18/19	0	25	Q2 18/19	0	53
Back and spinal disorders	Q1 18/19	1	9	Q1 18/19	65	18
	Q2 18/19	0	11	Q2 18/19	0	65

Chest/Respiratory	Q1 18/19	1	6	Q1 18/19	13	32
	Q2 18/19	1	7	Q2 18/19	16	31
Stomach ailments	Q1 18/19	0	26	Q1 18/19	0	41
	Q2 18/19	1	27	Q2 18/19	42	55
Disability Related	Q1 18/19	1	0	Q1 18/19	30	0
	Q2 18/19	0	1	Q2 18/19	0	1
Cancer Related	Q1 18/19	0	2	Q1 18/19	0	14
	Q2 18/19	0	0	Q2 18/19	0	0
Ear, Eye, Nose and Mouth	Q1 18/19	0	5	Q1 18/19	0	12
	Q2 18/19	0	10	Q2 18/19	0	36.5
Neurological	Q1 18/19	0	6	Q1 18/19	0	12
	Q2 18/19	0	16	Q2 18/19	0	22
Genito-urinary conditions	Q1 18/19	0	2	Q1 18/19	0	6
	Q2 18/19	0	4	Q2 18/19	0	13

Pregnancy Related	Q1 18/19	0	1	Q1 18/19	0	5
	Q2 18/19	0	4	Q2 18/19	0	8
Heart Conditions	Q1 18/19	0	1	Q1 18/19	0	1
	Q2 18/19	0	1	Q2 18/19	0	1
Grand Total	Q1 18/19	21	119	Q1 18/19	529	393
	Q2 18/19	14	135	Q2 18/19	492.5	427.5

## PERFORMANCE SCRUTINY PANEL – 20TH NOVEMBER 2018

### Report of the Head of Strategic and Private sector Housing Lead Member: Councillor Mercer

#### ITEM 5 LIGHTBULB SERVICE MODEL

##### 1 Purpose of Report

1.1 The purpose of the report is to provide an update on the delivery of the Lightbulb Service Model in Charnwood.

##### 2 Recommendation

2.1 To note the update of the delivery of the Lightbulb Service Model.

##### 3 Policy Context and Justification

3.1 In April 2015, Borough, District and County Council partners were awarded £1m Transformation Challenge Award funding from the Department for Communities and Local Government to transform practical housing support services in Leicestershire through the Lightbulb Programme.

3.2 A Programme Team was appointed to take this work forward with partners to develop a new, integrated model for housing support that would:

- Deliver savings to the health and care economy by maximising the part housing support can play in keeping people independent in their homes; preventing or reducing care home placements or demand on other social care services, avoiding unnecessary hospital admissions/readmissions or GP visits and facilitating hospital discharge.
- Improve the customer journey; making services easier to access and navigate and ensuring the right solution is available at the right time with the right outcome.
- Provide efficient, cost effective service delivery, particularly in relation to the delivery of Disabled Facilities Grants.

##### 4 Background

4.1 The concept of Lightbulb was one of a number of practical opportunities to emerge from this work; now part of the Unified Prevention Offer for Leicestershire.

4.2 The programme to date has been supported by a Programme Board comprising senior level representation from the seven Borough and District Councils, the County Council's Adult Social Care and Public Health services and the Director of Health and Social Care Integration.

4.3 The Lightbulb is a Hub and Spoke service delivery model. The 'spokes' comprise of a Lightbulb team in each Council area (ie seven local teams), supported by a Central Hub operated by Blaby on behalf of all the Councils.

4.4 The role of the Central Hub is to provide in a single place key functions to support the local Lightbulb teams and ensure continued development of the service on behalf of all partners. Specifically:

- Resilience - to be able to respond to sickness absence or temporary demand pressures, etc in a particular area
- Quality assurance and coordination – ensuring all local teams are operating a consistent service for customers. This will include centralised line management of local Lightbulb teams
- Performance management – capturing the benefits of Lightbulb as a service model, informing service improvement and building the case to explore other funding sources
- Service development – exploring opportunities and innovation.

4.5 Cabinet were asked to make a decision in May 2017 on whether the Council would participate in the Lightbulb Service Model and had three options of delivery for consideration, as detailed below:

#### **Lightbulb – Full Service**

The central hub to carry out the full service for the Council by delegating the locality element (including secondment or TUPE of existing staff where appropriate).

#### **Lightbulb – Locality Team**

Directly employ a locality based Lightbulb team and deliver the service directly across the Borough (linking to the Central Hub to ensure consistency of operating procedures and resilience in the overall system).

#### **Existing Service Delivery Model**

The Council would continue to deliver the Disabled Facilities Grant process as is currently the case.

Following a meeting with the County Council to discuss how services could be provided if Charnwood did not participate in the model, the advice was that the County Council would continue to provide Charnwood with an Occupational Therapist. The other housing support services identified through the new service model would be delivered by the Central Hub.

On the 11th May 2017 Cabinet approved the Council's participation in the Lightbulb Service Model and that delivery would be through a Locality Team.

### **5 Delivery of the Lightbulb Service Model**

5.1 The Project went live across the County in October 2017, there was a delay in the Council signing the agreement as Charnwood are the only Council providing a Locality based Team. Charnwood went live in January 2018 with a backlog of 172 cases awaiting a Housing Support Coordinator (HSC) assessment.

The table below provides the performance breakdown for Quarter 1 and Quarter 2 2018/2019:

Month	Waiting List Snapshot	New visits	Follow up visits	Completed Duty Cases	OT Cases Referred by HSC	Cases Closed	Cases returned to SHSC
April	213	38	6	0	2	29	0
May	121	53	9	10	3	57	1
June	132	55	10	6	2	53	0
Q1	--	146	25	16	7	139	1
July	169	50	12	16	6	43	2
Aug	204	34	7	9	2	23	3
Sept	191	48	13	17	2	34	0
Q1 and Q2	--	278	57	58	17	239	6

5.2 In Quarter 1 a total of 146 new assessment appointments were made and 16 recorded duty cases (162 in total). At the beginning of Quarter 2, there were 151 cases awaiting a HSC assessment. Throughout the Quarter a total of 132 new assessments were completed (Q1 and Q2 – 278) and 42 duty cases (Q1 and Q2 - 58) by CBC HSCs. In Quarter 1 and 2 336 assessments have been completed.

5.3 The inherited backlog of cases awaiting assessment, which accrued as a result of the delay in the commencement of Lightbulb within Charnwood, is still impacting on the overall waiting times of those residents waiting for assessment within Borough.

5.4 The waiting list is not static with an average of around 17 new referrals a week coming into Charnwood from the Customer Contact Centre at Leicestershire County Council and although 174 cases have been assessed in Quarter 2, the number of cases awaiting assessment remains at 191 at the end of Quarter 2.

## 6 Case Studies

### 6.1 Case Study 1

Service User was referred by her Son through to Adult Social Care for a general assessment within her home, he was worried about how she was managing in her home, and the referral was sent through to the Lightbulb Service.

The Service User is an 83 year old lady that lives with her husband, who is 80, in their own occupied 3 bedroomed house in Loughborough.

The Service User presented as a very jolly and independent lady, the Husband was present on my visit as well as her Son. The Husband is the Service User's main support and carer at home, the Service User advised 'we look after each other'. The Husband continues to drive and they go out most days, for lunch, shopping or just a drive out. The Son offers support to both his Mum and Dad; he reports that his Dad does a grand job.

The Housing MOT is a holistic assessment of how a person is managing to remain independently living in their own home.

The Service User has a diagnosis of Arthritis in both hands, diverticulitis, right foot fused (she cannot bend her foot from the ankle) and she has daily pain in her foot. The Service User has early onset dementia though she reports her memory is fine.

The assessment highlighted some concerns about how the Service User was managing transfers:

- Both the front and back doors getting in and out the Service User was holding onto the door frame, her hands did not have a secure grip on this.

***Grab Rails were provided at both doors.***

- Getting on and off the toilet the Service User was holding onto the window cill to pull herself up and could easily slip off this with her hands.

***Grab rail by the side of toilet was provided, fitted to a solid brick wall.***

- The Service User could not safely access her garden and was crawling up the pathway with her hands and grabbing freestanding garden pots.

***Half steps and kee klamp railings were provided to enable a safe and independent way of accessing the garden.***

- The Service User could not independently get out of her sofa in the lounge, this was too low, and her Husband was pulling her up, putting strain on both of them.

***Sofa Raise ordered through the community equipment provider raised the sofa 3" gives the Service User a better height to transfer from a seated to a standing position without the need of assistance.***

- The Service User has an over bath shower, she does not use the shower, both her and her Husband like to have a soak in the bath, the Husband was taking the weight of the Service User, assisting her with transferring in and out of the bath. The Service User wanted to bathe independently and the Husband could no longer manage with taking her weight, carer strain.

***Recommended a bath lift – this is a piece of equipment whereby the Service User does not have to step into the bath, she transfers onto it by shuffling her bottom onto it, once her bottom is in place on the bath lift seat, she then brings her legs over the bath. The bath lift is operated by battery and takes you down to the bottom of the bath and brings you up to safely transfer off and out. Demonstrated how to use the bath lift to the Service User and her Husband, the Service User was observed to get on the bath lift with ease, she could not wait to try it!***

- The major concern with the Service User was transferring up and down the stairs, goes up the stairs, taking a break half way up and then continuing, however on the way down she walked down backwards this is really unsafe, the



Service User reports she had been transferring like this for a while and said it was because of the pain in her foot.

***Recommended a stair lift, as the Service User is a home owner, a Means Test was carried out to see if they were eligible for a Disabled Facilities Grant administered by Private Sector Housing at the Council, on this occasion they did not qualify for a grant.***

***The Service User provided permission to obtain a stair lift quote from the procured contractor from Leicestershire County Council for them to decide if they wanted to go ahead and purchase directly.***

During the visit benefits were discussed and it was established that the Service User was not in receipt of any benefits and that potentially she would be eligible for Attendance Allowance.

***A referral was made to First Contact Plus for a Benefit Check and asked that a professional goes to the Service User's home to discuss Attendance Allowance and help fill out any necessary forms.***

After the closure of this task, the Housing Support Coordinator was given a Thank you card, it read:

'Nicola, you made my Mum and Dad feel so valued, it's much appreciated – Thank you, Son'.

## 6.2 Case Study 2

The Service User was referred to the Lightbulb service by Adult Social Care who had received a request from the Service User's Son for an assessment of his Mum's needs.

The Service User is a 90 year old lady, who lives alone in a 2 bedroomed bungalow which is owned by her other Son.

The Service User has various medical conditions, Heart Failure, arthritis in neck, spine and hands, balance conditions, hard of hearing. The Service User has had knee replacements in both knees and her general mobility is poor. The Service User's Son reports that her memory is failing.

The Service User presented as frail, she was wrapped up well, heating on and it was a warm day on my visit, and said that she does feel the cold.

The Service User's Son was her main carer, he was assisting his Mum with all the chores, some personal care, visits to the doctors, and the Son was very tired and worn out. The Service User walks with a stick in the home; she does not go out of home without the help of anyone, mainly her Son.

The assessment highlighted interventions that were needed, along with some Adaptation works to the bungalow and some equipment:

- The Service User goes out of the patio door to access her garden, large step down to the slabbed area, she holds onto the side of the patio door or her Son.

***Half step to reduce the height of the drop down onto the patio area and kee klamp rails to each side of the half step so that the Service User has something to hold onto.***

- The Service User's main entrance door is to the side of the house, smaller step, no rails and was observed to hold into the door frame to steady herself.

***Grab rails to be placed each side of the side door.***

- At night the Service User is alone and if she requires the toilet in the night, she has to walk across the bungalow to get to the bathroom; she doesn't always get to the toilet in time.

***Prescribed a commode in her bedroom for use at night.***

- The Service User does not shower alone, her Niece helps her once a week when the shower cubicle is used, it has a step in that is high and grab rails are in place.

***Prescribed a shower step to reduce the height of the step in, for the niece to place down and remove each time she assists the Service User with having a shower.***

The assessment identified the need to make referrals to First Contact Plus to arrange further interventions:

- Smoke alarm referral.
- Tariff check – the Service User's utility provider had not been changed in a while; generally we advise this should be looked at annually.
- Assistive Technology – the Service User is hard of hearing, a vibrating pad under the pillow on her bed was advised, and this would alert her to smoke alarms going off when she is sleeping.
- Benefit check – the Service User's Son has been trying to get help to see if his Mum is entitled to any support, referral made to assist the Son.
- Carer's assessment information to be sent to the Son about help and support for his Mum.

Further referrals were made to Charnwood's Lifeline Service and to the Single Point of Access (Health Professionals) as it was evident that the Service User had a sore to the bottom of her back that needed urgent attention.

Following the closure of this task, a Package of Care has been offered to the Service User and this has started to help with her personal care. Assistive Technology have visited and provided equipment, smoke alarms have been fitted and all the other referrals and Adaptations are imminent.

### 6.3 Case Study 3

Service User was referred to Adult Social Care by her Daughter in June 2018.

Daughter was concerned that Mum was struggling since being discharged from hospital following breaking her elbow and shoulder.

Service User is a bright 97 year old lady of sound mind who lives alone in an annex attached to her Daughter's owner occupied house.

Service User was up and dressed and was sitting in her chair awaiting my visit.

The Service User's Daughter was present for the assessment. The Service User has a carer call every morning 7 days a week to assist with getting up, washed and dressed, making tea and toast, making the bed and checking meds and lifeline.

The Service User used to come through to the main house for her evening meal but since coming out of hospital she hasn't felt up to it. Since being discharged from Hospital the Service User has had to resort to strip washing which she wasn't happy about as she was able to use the shower before.

The Housing MOT document is our assessment tool; it is a holistic assessment of how a person is managing to remain independently living in their own home.

The Service User has Hypertension, Osteoarthritis, Gastro Oesophageal reflux disease, Macular Degeneration and Diverticulitis. She reports that since she broke her right elbow and shoulder she has experienced a general weakness in that arm. The Service User wears hearing aid in both ears.

The assessment highlighted the following;

- The Service User walks about the property using 2 walking sticks unless she is transporting items such as a cup of tea from the kitchen. Then she would use a kitchen trolley to get the tea from the kitchen to the sitting room. There was a threshold joining the carpet of the sitting room to the lino flooring of the kitchen that the Service User was having difficulty getting the trolley wheels to go over.

***Recommended a replacement (wider and flatter) threshold strip.***

Potential trip hazard eliminated and Service User can now go from room to room with ease.

- The Service User reported that she no longer felt safe using her shower as she struggles to step up the high 20cm step into the cubicle to get in. There is one grab rail in situ inside the cubicle but she could no longer make use of it due to it being on her weak side and because of her low blood pressure she would ideally feel safer if she could sit down in the shower. S

The Service User was clear that she wanted to be able to use the shower again to wash herself with assistance.

***Ordered the Service User a corner shower seat from NRS so she was able to sit down in the shower and a bath step to decrease the height of the step up to the cubicle.***

***Recommended 2 offset grab rails on the bathroom walls to assist her when using the bath step to step into the cubicle and another non slip grab rail in the shower cubicle to aid the Service User with getting on and***

**off the shower stool, being mindful that she is now experiencing left side weakness.**

The Service User is now able to use the shower again safely with assistance which she is very happy about. The Service User's Daughter is happy that her Mum's wishes have been met.

- When asked about her hearing, the Service User commented that she has to have the television turned right up and sometimes doesn't hear the door or phone.

**A referral was made to First Contact Plus for Assistive Technology who can offer a wide range of equipment, technology and gadgets such as alarms, sensors, adapted telephones, television loops to assist the Service User.**

Assistive Technology provided adapted smoke alarm, personal listener and flashing doorbell and fa radio link loop system.

After the closure of this task, the Service User thanked the Housing Support Coordinator for their help in enabling her to use the shower again and was grateful for the radio link which she says is the best she has been able to hear the TV in years!

## 7 Lightbulb Review

- 7.1 The Charnwood Locality review is currently being undertaken and following receipt of the Business Case from the Project Team a report will go to Cabinet in January 2019.

Background Papers: Cabinet Report – 11th May 2017 - Link:  
[https://www.charnwood.gov.uk/committees/cabinet?paper\\_q=&paper\\_classification=&paper\\_startDate=2017-05-11&go=Search](https://www.charnwood.gov.uk/committees/cabinet?paper_q=&paper_classification=&paper_startDate=2017-05-11&go=Search)

OSG Minutes – 8th May 2017 – Link:  
[https://www.charnwood.gov.uk/files/papers/osg\\_08\\_may\\_2017\\_minutes1/OSG%2008%20May%202017%20Minutes.pdf](https://www.charnwood.gov.uk/files/papers/osg_08_may_2017_minutes1/OSG%2008%20May%202017%20Minutes.pdf)

Appendices: none

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## PERFORMANCE SCRUTINY PANEL – 20TH NOVEMBER 2018

### Report of the Head of Strategic Support Lead Member: Not Applicable

#### ITEM 8      DIRECTORATE SICKNESS DATA

##### Purpose of report

To provide sickness data at Directorate level for the first 6 months of 2018/19, as requested by the Panel at their meeting on 21st August 2018.

##### Sickness by Directorate for April to September 2018

	<b>Full Time Equivalent Staff (FTE)</b>	<b>Total Sickness (days)</b>	<b>Avg Sickness per FTE (days)</b>
<b>Corporate Services</b> (including Chief Executive's team)	133.7	326.2	2.4
<b>Housing, Planning, Regeneration and Regulatory Services</b>	231.7	1,303.0	5.6
<b>Neighbourhoods and Community Wellbeing</b>	77.2	252.2	3.3
<b>TOTAL</b>	442.6	1,881.4	4.3

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## PERFORMANCE SCRUTINY PANEL – 20TH NOVEMBER 2018

### Report of the Head of Strategic Support Lead Member: Councillor Morgan

#### ITEM 9      SATISFACTION SURVEYS: WEBSITE

##### Purpose of report

At the meeting on 21st August 2018, the Panel requested a further report to consider the number of responses in relation to the number of hits on the website, why the number of customers surveyed was low, the kinds of complaints received and what could be done to improve the percentage of customers surveyed.

##### Update

Satisfaction levels from website user feedback in Quarter 2 were 43% which was a decrease from 48% in the previous quarter (the target is 52%). However, this was anticipated due to the launch of the new website on 1st August, and it was expected that the change was likely to generate some negativity in the short term.

In Quarter 2 the number of Govmetric website ratings (using the 'smiley faces') increased dramatically with 974 ratings received, compared with 248 in the previous quarter (a 292% increase); the monthly breakdown being 65 in July; 482 in August; and 427 in September.

The increase in responses is because as part of the launch of the new website we changed the position of the 'smiley faces' to make them more prominent, and amended them from being a "pop-up" (appearing at the side or corner of a screen) to a static box which is larger and appears under the content on every page.

A new set of website survey questions were finalised in Quarter 2 with the aim of keeping the customer more focussed on giving feedback on the website itself, rather than a range of other service related issues. The new survey questions went live in October 2018.

Users who give a rating using the 'smiley faces' are also asked for feedback comments to justify their ratings, and a summary of these will be circulated at the Panel meeting.

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## PERFORMANCE SCRUTINY PANEL – 20TH NOVEMBER 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.

##### Actions Requested

1. To note the response of the Scrutiny Management Board with respect to the Zero Waste Strategy item;
2. To note the decision of the Scrutiny Management Board to request the Policy Scrutiny Group scrutinises the Customer Services Strategy and the Housing Acquisition Strategy;
3. To note the decision 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;

*For the Panel's information the current housing supply figure is 5.93.*

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. To review the information provided by the Head of Landlord Services regarding the Customer Engagement Strategy and consider if the Panel wishes to ask the Scrutiny Management Board to schedule the strategy for scrutiny;
6. To note the current position with the Panel's Work Programme.

##### Reasons

1. Having considered the comments made by the Panel, the Board considered 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 Board considered that the issues raised fitted more closely with the remit of the Policy Scrutiny Group.

3. & 4. As recommended by the 5 Year Housing Supply Scrutiny Panel to Cabinet, the Board wished for the Panel to monitor key performance indicators and to scrutinise the Council's housing land supply if the figure fell below 5.5 years.
5. To enable the Panel to consider if scrutinising the Customer Engagement Strategy would add value.
6. To make the Panel aware of the current position with its Work Programme.

#### Performance Panel Work Programme

The Scrutiny Management Board agreed the Scrutiny Work Programme at its meeting held on 24th October 2018 and is attached as Appendix 1 for the consideration of the Panel. At this meeting the Board considered the Panel's recommendations and agreed matters as follows:

- A. *Minute 24.1. - that the comments made by the Performance Scrutiny Panel at its meeting on 21st August 2018 (Minute 16.1) in respect of the Zero Waste Strategy (set out on page 4 of the report of the Head of Strategic Support) be noted, and that scrutiny of the Zero Waste Strategy be added to the Work Programme of the Policy Scrutiny Group and scheduled for after the publication of the Government's Resources and Waste Strategy.*

*Reason: in the light of the issues identified by the Panel, to enable further scrutiny of the matter to take place to determine whether the Strategy remained fit for purpose after the Government's publication of its Resources and Waste Strategy to determine whether the [Council's Zero Waste] Strategy and its targets required revision.*

- B. *Minute 24.3 - that the Customer Services Strategy and the Housing Acquisition Strategy be added to the Work Programme of the Policy Scrutiny Group.*

*Reason: having considered the request made by the Performance Scrutiny Panel at its meeting on 9th October 2018 (Minute 27.1), the Board considered that the issues raised fitted more closely with the remit of the Policy Scrutiny Group. The Policy Scrutiny Group's scrutiny of the Housing Acquisition Strategy should include whether there were alternative options for acquiring properties other than on the open market as reported in the Housing Strategy Progress report and the Council's criteria for acquiring housing in detail. With respect to the Customer Service Strategy, scrutiny of the matter would be useful as the strategy was now approximately half-way through its period of operation*

#### Further information as requested

At its meeting on 9th October 2018 during its consideration of the Work Programme item, the Panel requested further information be provided at its meeting on 20th November 2018 regarding the Customer Engagement Strategy. The Panel wished to further understand the scope of the strategy and whether it pertained to Landlord Services only before scheduling its review. The Head of Landlord Services has provided the following information to aid the Panel in its deliberations:



*The Customer Engagement Strategy 2017-2020 sets out the model for engaging with tenants. It is a Landlord Services document and is specifically for Council tenants.*

*It is owned by tenants and there are groups in place to monitor progress of the Strategy and its action plan. The monitoring and scrutiny role is carried out by the Charnwood Housing Residents Forum (CHRF) and the Housing Management Advisory Board (HMAB).*

*The Charnwood Housing Residents' Forum (CHRF) is a forum attended by tenant representatives from tenant groups who are actively involved in customer engagement activities in the Borough. Meetings are held every 6 weeks.*

*CHRF provides a scrutiny and challenge role on a broad spectrum of housing matters affecting tenants and leaseholders. This includes considering policies/strategies and action plans.*

*Housing Management Advisory Board (HMAB) meets every two months to promote tenant and leaseholder engagement in matters relating to the Council's housing stock. The Board comprises the following Board Members: 4 tenants, 3 Borough Councillors, and one person who is independent of the Council.*

*The Board receives reports from Officers on matters affecting the landlord function including:*

- the HRA Budget, the Housing Investment Programme and the Housing Service Plan;*
- other matters relating to the delivery of the housing landlord function;*
- reviews of existing policies/strategies or the introduction of new policies/strategies relating to or affecting the Council's tenancies;*
- matters enabling tenant scrutiny and challenge as part of delivering co-regulation of the housing landlord service;*
- performance of the housing landlord function.*

*CHRF and HMAB determine when and at what frequency they wish to scrutinise any policies/strategies and action plans.*

Appendices: Appendix 1 - Work Programme

Background Papers: None

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APPENDIX 1

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Performance Scrutiny Panel	22 January 2019 (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	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.	Cllr Barkley / C. Hodgson	<p>Three reports to be considered through the year. Reports to be considered at the same time annually.</p> <p>Re-scheduled by PSP 14 February to its December meeting to correlate with Council's budget monitoring schedule, (see minute 49.4).</p> <p>Reporting changed from period 6 (December) to period 7 (January) to align with new 2018-19 committee dates and finance schedules.</p>

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.	Cllr Mercer / 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>
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.	Cllr Mercer / P. Oliver	<p>Recommended by PSG 29 September 2015. Agreed by SMB 28 October 2015.</p> <p>Scheduled by PSP 5 April 2016.</p> <p>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.</p>

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 (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.	Cllr Taylor / 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.	Cllr Barkley / 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.	Cllr Taylor / C. Traill	Agreed by SMB 28 March 2018 (Min 46.1) (following request from PSP 14 February 2018). Scheduled PSP 16 April 2018 (min 57.3)

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 (annual item)	Performance Information (Quarter 3 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / 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.	<p>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.</p> <p>Additional information requested to be included in Housing rent arrears regarding universal credit.</p>	Cllr Mercer / P. Oliver	<p>See SMB min 50.1, 23 March 2016 and PSP min 57.2, 5 April 2016.</p> <p>Regular six-monthly update reports agreed by PSP on 23 August 2016.</p> <p>Re-scheduled by PSP on 14 February 2017 (minute 49.3).</p> <p>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.</p> <p>Agreed to review housing rent arrears on an annual basis PSP 16 April 2019 (min 55.4)</p>
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 / 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.	Cllr Barkley / C. Hodgson	Quarterly Report considered at the same time annually.

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 (annual item)	Performance Information (Quarter 4 Report – Year End)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Quarterly Report considered at the same time annually.
Performance Scrutiny Panel	18 June 2019 (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.	Cllr Rollings / 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>

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Performance Scrutiny Panel	August 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.	Cllr Mercer / 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	August 2019  (annual item)	Performance Information (Quarter 1 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Quarterly Report considered at the same time annually.



Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Performance Scrutiny Panel	October 2019	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.	Cllr Mercer / 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. Rescheduled by the Panel on 23 July 2018.
Performance Scrutiny Panel	October 2019	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.	Cllr Mercer / A. Simmons	Added by SMB 25 October 2017, see min 26.1.  Scheduled by the Panel on 12 December 2017. Rescheduled by the Panel on 23 July 2018.
Performance Scrutiny Panel	October 2019 (annual item)	Climate Local Action Plan	Monitoring of the Climate Change Strategy Action Plan	Monitoring of progress on Action Plan.	Cllr Vardy / M. French / D. Pendle	Yearly update on Plan.

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Performance Scrutiny Panel	October 2019	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	Cllr Mercer / P. Oliver	<p>See SMB min 50.1, 23 March 2016 and PSP min 57.2, 5 April 2016.</p> <p>Regular six-monthly update reports agreed by PSP on 23 August 2016.</p> <p>Re-scheduled by PSP on 14 February 2017 (minute 49.3).</p> <p>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.</p> <p>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)</p>
Performance Scrutiny Panel	October 2019 (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.	Cllr Barkley / C. Hodgson	<p>Three reports to be considered through the year. Reports to be considered at the same time annually.</p> <p>Re-scheduled by PSP 14 February to its August meeting to correlate with Council's budget monitoring schedule, (see minute 49.4)</p> <p>Reporting changed from period 3 (August) to period 4 (October) to align with new 2018-19 committee dates and finance schedules.</p>

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Performance Scrutiny Panel	To be scheduled as required	Five Year Housing Land Supply	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.	To ensure that, when necessary, the figures are scrutinised by the Performance Scrutiny Panel on a regular basis and any actions can be identified if required	Cllr Vardy R. Bennett	Agreed by SMB on 24 October 2018 (min 25.3) in response to a recommendation by the Five Year Housing Land Supply Scrutiny Panel.