



PERFORMANCE SCRUTINY PANEL

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To: Councillors Fryer (Chair), Bebbington (Vice-Chair), Campsall, Forrest, 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, 19th February 2019 at 6.30 pm for the following business.

Chief Executive

Southfields
Loughborough

11th February 2019

AGENDA

1. APOLOGIES
2. MINUTES OF THE PREVIOUS MEETING 4 - 8

To confirm as a correct record the minutes of the meeting held on 22nd January 2019.
3. DISCLOSURES OF PECUNIARY AND PERSONAL INTEREST
4. DECLARATIONS - THE PARTY WHIP

5. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURE 11.6

No questions submitted.
6. SUPPORTING LEICESTERSHIRE FAMILIES 9 - 25

A report of the Head of Neighbourhood Services providing an update on the progress of the Supporting Leicestershire Families (SLF) programme in Charnwood.
7. 2018-2019 QUARTER 3 PERFORMANCE MONITORING REPORT 26 - 73

A report of the Head of Strategic Support providing performance information for the third quarter of 2018-2019 in respect of the Corporate Plan objectives and key performance indicators.
8. GENERAL FUND AND HRA REVENUE MONITORING REPORT 74 - 83

A report of the Head of Finance and Property Services providing the Revenue Outturn position of the General Fund and Housing Revenue Account (HRA).

Includes additional information concerning the age of cumulative debt for tenant arrears as requested by the Panel in its meeting on 22nd January 2019.
9. TENANCY SUPPORT 84 - 90

A report of the Head of Landlord Services providing performance information in relation to tenancy support.
10. HOUSING REPAIRS COMPLAINTS 91 - 95

A report of the Head of Landlord Services providing an update regarding housing repairs complaints.
11. WORK PROGRAMME 96 - 105

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

There are no further meetings of the Panel for 2018/19.

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 22ND JANUARY 2019

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

Head of Customer Experience
Head of Strategic and Private Sector Housing
Head of Strategic Support
Democratic Services Officer (NC)

APOLOGIES: Councillor Forrest and Gerrard

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

37. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting of the Panel held on 20th November 2018 were confirmed as a correct record and signed.

38. DISCLOSURES OF PECUNIARY AND PERSONAL INTEREST

No disclosures of pecuniary and personal interests were made.

39. DECLARATIONS - THE PARTY WHIP

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

40. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURE 11.6

No questions had been submitted.

41. HOMELESS STRATEGY 2018-2020 UPDATE

A report of the Head of Strategic and Private Sector Housing regarding an update on the delivery of the Homelessness Strategy 2018-2020 and the continued actions to deliver the priorities was submitted (agenda item 6, filed with the minutes).

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

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

- rough sleeping and begging which was a criminal offence, was not to be confused with homelessness.
- the following tasks within the Homelessness Strategy would be completed by early spring: the Eviction Prevention Protocol would be progressed on a county wide basis through the Leicestershire Homeless Delivery group meeting in February, the Social Lettings service options were being developed and 44 properties had been brought back into use by the Empty Homes Officer. The Housing Acquisitions policy would be reviewed in April, 7 properties had been purchased and 3 offers had been made on properties to meet the target and increase Council stock.
- work was progressing for new shared online referral form to streamline the referral process, reduce officer time and enable all local authorities to use one form for referral of individuals to supported accommodation schemes across Leicestershire.
- Homelessness Prevention Pathways, as required by the Homelessness Reduction Act, were being developed on a county wide basis. For individuals released from prison the pathway had been drafted and was being circulated to districts and boroughs for comments. The Pathway for 16 and 17 year olds was waiting for information from the Youth Offending Team and there was almost a final draft for Care Leavers to be circulated. It was hoped to launch the Pathways together in April 2019.
- Officers and councillors had completed a rough sleepers count in November. The count was undertaken on an annual basis for the last 3 years during the winter. People identified as homeless did not always engage with the process but the number of people who didn't accept help was minimal. Currently the Council were working to help 10 rough sleepers and 2-3 were not engaging.
- reporting rough sleepers by using the Street link website would pass details onto the Council and officers would then investigate. Support was available from the Bridge, the soup kitchen and drop in sessions provided by the Falcon Centre.

The Chair wished to pass on the Panel's appreciation of the work of the team and the other partners involved with respect to homelessness.

RESOLVED that the update of the Homelessness Strategy 2018-2020 and the future actions to deliver the priorities be noted.

Reason

The Panel considered that the Homelessness Strategy 2018-2020 provided a clear framework to deliver the Council's value of 'Creating a Strong and Lasting Community' and met its obligations in respect of the strategic housing needs of the Borough.

42. GENERAL FUND AND HRA REVENUE MONITORING REPORT

A report of the Head of Finance and Property Services detailing the General Fund and HRA to the end of October 2018 was submitted (agenda item 7 filed with these minutes).

The Cabinet Lead Member for Finance and Property Services gave his apologies for the meeting. In the absence of the Head of Finance and Property Services, the Chair asked members of the Panel to submit requests for further information through the clerk to be provided after the meeting.

RESOLVED

1. that the Head of Leisure and Culture be asked to clarify the markets income shortfall of £26K and what the outstanding traders debts of £8K were and whether they were recoverable;
2. that the Head of Landlord Services be asked to clarify if, the year-end underspend forecast for planned maintenance due to late mobilisation of the contract and the compliance underspend including fire risk assessments, Asbestos Removal and electrical work testing, will be carried forward and the outstanding work be completed;
3. that the General Fund and HRA Revenue monitoring report to be submitted to the Panel at its meeting to be held on 19th February 2019, includes additional information in 'Table C – Current Tenant Arrears - Dwellings only' to highlight the age of the cumulative debt;
4. that the Head of Landlord Services be asked to include additional information regarding whether payment plans are in place to recoup the rent arrears in the Tenancy Support report to be submitted to the Panel at its meeting to be held on 19th February 2019;
5. that the information contained in the report of the Head of Finance and Property Services detailing the General Fund and HRA to the end of October 2018 be noted.

Reasons

1. Members of the Panel wished to understand the reasons behind the outstanding traders debts.
2. Members of the Panel considered the amount of underspend was significant and wished to understand if the work would be completed and any underspend carried forward into the new financial year.
3. The Panel wished to understand the age of the debt shown in Table C regarding the current tenant arrears and whether the debt had cumulated over a long period of time, particularly for those over £2000.
4. The Panel wished to understand that options were in place to recover the tenant arrears stated in Table C.

5. The Panel was satisfied with the information provided.

43. PERFORMANCE UPDATE REPORT ON HOUSING BENEFITS

A report of the Head of Customer Experience providing detail in relation to KI7 – time taken to process Housing Benefit / Council Tax Benefit new claims and change events was submitted (agenda item 8 filed with these minutes).

The Head of Customer Experience attended the meeting to assist the Panel with its consideration of the item and noted that there was a typographical error on page 35 which should state that ‘joint meetings were held between *Capita* and Charnwood’.

In response to comments by the Panel the Head of Customer Experience stated that the number of notifications received as indicated in the table on page 34 was not a cumulative number but new notifications for each month. She explained that the Capita Manager had been unable to attend but that Capita had responded quickly to a pressurised situation, were using additional staff and were managing the workload. The roll out date for Universal Credit was uncertain and the Department of Work and Pensions had described this year as a ‘wait and see’ year as it had indicated that 10,000 test cases would be put through the process to assess the reality of the roll out plans for 2023.

RESOLVED that the information contained in the report of the Head of Customer Experience be noted.

Reason

The Panel was satisfied with the information provided.

44. 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 (agenda item 9 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 the Panel’s consideration of the Charnwood Lottery be rescheduled from the Panel’s meeting on 19th February 2019 to its meeting on 18th June 2019;
2. that the current position with the Panel’s Work Programme be noted.

Reasons

1. The Panel wished to review the performance of the Charnwood Lottery six clear months after its beginning and considered the review would be more meaningful in June after nine months have passed.
2. To make the Panel aware of the current position of its Work Programme.

NOTES:

1. No reference may be made to these minutes at the Council meeting on 25th February 2019 unless notice to that effect is given to the Democratic Services Manager by five members of the Council by noon on the fifth working day following publication of these minutes.
2. These minutes are subject to confirmation as a correct record at the next meeting of the Performance Scrutiny Panel.

PERFORMANCE SCRUTINY PANEL - 19TH FEBRUARY 2019

Report of the Head of Neighbourhood Services Cabinet Lead Member: Councillor Taylor

ITEM 6 SUPPORTING LEICESTERSHIRE FAMILIES

Purpose of Report

To provide an update on the progress of the Supporting Leicestershire Families (SLF) Programme in Charnwood.

Action Requested

The Committee is asked to note the content of the report.

Policy Context and Previous Decisions

Leicestershire County Council's Cabinet approved the development of a Community Budget programme to meet more effectively the needs of Troubled Families at its meeting on 5th April 2011, with provisions being made towards the cost of leading place based community budget programmes within its Medium Term Financial Strategy in 2011.

Leicestershire Together agreed in principle contributions from local partner agencies at a meeting of its Executive Group on 10th May 2012.

Leicestershire County Council's Cabinet agreed a report on "Implementing the new services for Troubled Families on 12th June 2012.

Charnwood Borough Council's Cabinet agreed to affirm support and contribute financial and 'in kind' resources including office accommodation and management support to the Programme over three financial years at its meeting on 30th August 2012. This was reaffirmed on 22nd October 2015, when Cabinet approved continued direct financial revenue contribution of £90,000 being £30,000 in each of the financial years 2016/17, 2017/18 and 2018/19 (at the same level as the previous three years) subject to the budget setting process. Cabinet also approved the continued 'in kind contribution', comprising of management support to the programme, office accommodation and car parking (at the same level as the previous three years).

Policy Scrutiny Group have had opportunity to consider the performance of the Programme during their meetings at initial commencement of the programme on 23rd April 2013 and during the initial incremental implementation phase on 19th November 2013. At this meeting it was considered that the report showed that effective policies and procedures for the programme were in place and that therefore there was no need to schedule further scrutiny of this matter at that time.

An update report on the progress of the SLF Programme was presented to Performance Panel on 14th February 2017 and 14th February 2018. Performance Panel subsequently requested a further update report on the SLF Programme be provided at its February 2019 meeting.

Background

The National Troubled Families Programme

1. In April 2012, the Troubled Families Unit (TFU) at the Department for Communities and Local Government (DCLG) launched the £448 million Phase One Troubled Families Programme, with the aim of 'turning around' the lives of 120,000 families with multiple and complex needs in England.
2. In June 2013, the Government announced plans to expand the Troubled Families Programme for a further 5 years from 2015/16 and to reach up to an additional 400,000 families across England. £200 million was committed to fund the first year of this proposed five year programme.
3. Leicestershire's response was the creation of a partnership approach across agencies to pool resources, including a pooled budget to deliver a programme of intensive family support to families with complex and multiple issues who placed demands on the resources of public sector services. From the outset of the programme Leicestershire chose to work with a much broader range of families beyond the prescribed Payment By Results (PBR) criteria set out by the DCLG in order to ensure that the new approach to working with complex families was targeted effectively across the County rather than solely focusing on the achievement of PBR.
4. In October 2014, as one of only 6 Local Authorities that had drawn down 100% of available PBR funding (£2.5 million), Leicestershire entered Phase Two of the Troubled Families Programme as an Early Starter. The Phase Two expanded programme set out a much broader focus and the inclusion of families into the programme was now based upon a cluster of six headline issues. To be eligible for the expanded programme, each family must have at least two of the following six problems :-
 - Parents or children involved in crime or anti-social behaviour
 - Children who have not been attending school regularly
 - Children who need help: children of all agencies who need help, are identified as in need or are subject to a Child Protection Plan
 - Adults out of work or at risk of financial exclusion and young people at risk of worklessness
 - Families affected by domestic violence and abuse
 - Parents or children with a range of health problems
5. This expanded criteria mirrored the approach to identifying families that Leicestershire had in fact decided to take at the outset of the programme. The TFU identified that Leicestershire's target for the expanded programme is 2770.

The Model in Leicestershire and Charnwood

6. The Troubled Families Programme is now in the penultimate year, with Phase 2 ending in March 2020. Delivery during 17-18 has remained consistent with dedicated Family Support Workers (FSW) and a wider team of Youth Workers to support the ambition of the programme. The FSW's maintain small complex caseloads of who they work intensively with small caseloads (6-10 families) to deliver direct support in the following ways:
 - Parenting skills, daily routines, life skills, self-confidence, resilience, motivation and goals
 - Practical help in managing the household as well as information, advice and emotional support for family members and support with debt management
 - Secure employment and improve the likelihood of returning to work
 - Co-ordinate the delivery of services working with the family
 - Lever in new support when appropriate
 - Accessing and using other public sector services including health
 - Improving relationships with neighbours and the wider community
7. Principles underpinning the model included the aim to move families closer to independence from public services, a move towards early/ earlier intervention and cultural change across the public and voluntary sector about the way services were delivered
8. At the inception of Phase 2, of the 3300 Leicestershire families identified as 'Troubled Families' or 'At Risk' approximately 1066 were identified in the Charnwood area, making up a third of the total number of families.
9. Cabinet, at its meeting on 30th August 2012, agreed to support the Supporting Leicestershire Families Programme through management support, financial and in kind contributions. The Council recognised at that time that the Programme was being promoted as a potential cost saving initiative but that it was the right approach to take with those families where problems are most entrenched, for individuals, communities and services. The 18 staff (1 Locality Manager, 3 Team Leaders and 14 Intensive Family Support Workers) that comprise the Charnwood Intensive SLF Team have been accommodated within the Council's Southfields Office and provided with 18 desks and car parking passes as part of the Council's 'in kind' support. The Programme is integrated within the Neighbourhoods and Community Wellbeing Directorate, within the Neighbourhood Services Team.
10. The Troubled Families Programme in its existing guise comes to an end on 31st March 2019 with the implementation of the Leicestershire County Council Early Help Review. Borough / District Council's will not be making a financial contribution towards the programme after this point and therefore, a financial contribution has not been included in Charnwood Borough Council's budget beyond 2018/19. The 'in kind' support of desks and car parking passes has been approved at Senior Management Team to continue as a contribution towards the continued partnership working.

11. As a contribution to the Troubled Families Programme, the Department of Works and Pension have provided a Troubled Families Employment Advisor (TFEA) and Manager to the SLF Team. The TFEA is based within the Charnwood Team and delivers advice, support and interventions with workers and families. This model has seen increased outcomes for employment across the SLF programme and has allowed for some of the barriers faced by families to be addressed more flexibly. This has been recognised as good practice by the Troubled Families Unit during a recent Spot Check. This arrangement is bolstered by an Education Worker who focuses on those not in education, employment and training to enable them to achieve better outcomes as they progress into adult life.
12. SLF referrals form part of the LCC Early Help Offer and integrated referral process. The referral is made to First Response Children's Duty (central team – combined with social care) that undertakes a triage of all referrals received. If the referral is below social care intervention threshold (Child Protection/Child in Need) it is then passed to the Early Help Information, Support and Assessment Service who will identify the most appropriate method of support for the family. There is no direct referral route to SLF. SLF is one option along with other LCC Services and early help services provided in localities.
13. Supporting Leicestershire Families manage the Listening Support Service and provide the majority of the return interviews for Leicestershire young people who have been reported missing, in conjunction with the Multi-Agency Child Sexual Abuse Team. This enables young people to be referred to appropriate services, including remaining with SLF, where they consent to further intervention.
14. Table 1 below shows data concerning the number of recorded missing episodes across Charnwood during 2017/18. 'Missing' is defined as 'a child reported as missing to the police by their family or carers' (Department of Education, 2014). Return interviews are voluntary and young people can choose to decline the offer of this intervention. The most common reason young people provide for going missing concerns arguments at home and issues with education.

Table 1:

Assessment domain	April 2017 – March 2018
Number of Missing Episodes	225
Number of Individuals	198
Number of Individuals who went missing on more than one occasion	24
Looked after young people	51
Young people missing from home	174
Number of missing episodes where return interview was not completed due to none engagement	62

Outcome - no further action required	58
Outcomes - actions followed up by existing worker	56
Outcomes - referrals made to other services	49

15. In relation to Payment by Results (PbR), Leicestershire has consistently met the National Payment by Results targets through effective targeting of families alongside the delivery of intensive, focused, assertive whole-family support delivered by the 52 Family Support Workers funded through the pooled budget. Underspend is returned to the budget to assist in maintaining the service as long as possible.
16. Leicestershire remains within the top Local Authorities in the country with only for achieving PbR outcomes. In Leicestershire, we are particularly proud of being the second highest Local Authority who are directing families progress through to continuous employment. Of the 1596 families claimed to date, 642 of those families have entered and sustained employment for either 13 or 26 weeks, dependant on the type of benefit that they were initially claiming, whether this be for medical reasons or unemployment etc. The highest performing Local Authority is Liverpool. Charnwood families account for 144 families of the 642 families, approximately 22%.
17. In the Improving Lives: Helping Worklessness Families Paper (2016), the Government linked worklessness with poor outcomes for children. Research contained within the paper identified the following headlines:
- Workless parents are more likely to experience relationship distress;
 - Children in worklessness families are most likely to fail at all stages of their education;
 - One in four children lives with at least one parent reporting symptoms of anxiety and/or depression;
 - 660,000 children live in households in persistent problem debt.
18. Within SLF, the approach in the support offered to families is around realising their potential to progress to work and to take active steps to achieve this.

Leicestershire and Charnwood Outcomes

19. Data for 2017/18 shows that SLF had 4640 service users with 59% of those receiving the longer-term Intensive Family Support for approximately a year (2751 individuals), 21% receiving a youth work intervention (951 individuals), and 20% receiving a shorter period of family work (938 individuals).
20. In relating this to Charnwood for 2017/18 is in Table 2 below. This table identifies the number of involvements, cases that opened and those that closed. The data shows an overall figure for the year and breaks this down into quarters in each of the graphs. The activity marked as 'intensive' relates to the families engaged in the Troubled Families programme and the 'brief' offer pertains to short term family

work and youth work. When a family is worked with on an intensive basis they can be open to SLF for up to a year.

Table 2:



Benefits for Charnwood

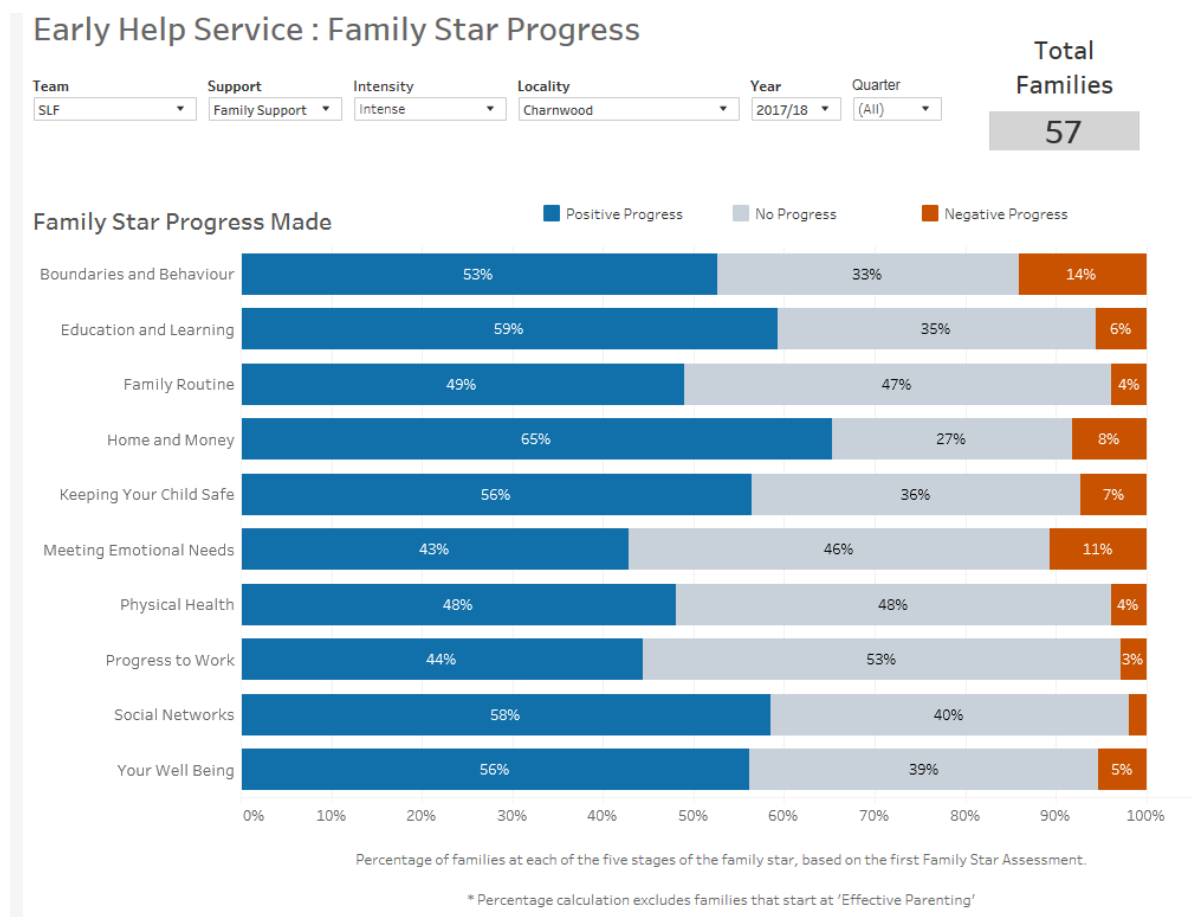
21. During 2017/2018, Supporting Leicestershire Families has impacted upon the lives of the children, young people and families that it has work with and has assisted in families achieving behavioural change in the following area:

- Improving outcomes for children by working towards employment, training and education with parents, including money management. Promoting education and learning. (During 2016/2017 this had been a challenge for the team in Charnwood).
- Improving the confidence wellbeing of children and families and meeting emotional needs including better management of lower level mental health issues;
- Increased social networks, which complements the above factor, and supports a reduction in social care intervention following a period of SLF support;
- Increased engagement in education for children allowing them to achieve better outcomes as they progress through their childhood.

22. Areas that are more challenging for families within SLF to address are:

- Sustaining work around boundaries and behaviour.
- Managing emotional needs.

Table 3:



23. The table above highlights progress made with families who are worked intensively in Charnwood. The 'no progress' cohort of families will include families who are making good progress and have remained stable because work was identified on more concerning issues. Given the nature of the issues of the families receiving support from SLF, it is likely that a number will struggle making/maintaining progress. In these circumstances, some families will have been referred for a safeguarding assessment.

24. Referrals to the programme continue to come from a variety of sources such as the Joint Action Groups (JAGs), District and Borough Councils, Police, Schools and Social Care. Families are able to self refer if they wish.

25. Families have been supported to lead healthier lifestyles and engage in positive local activities. SLF families have continued to access the council's leisure centres having aligned the programme more effectively with their engagement and

work with families. The programme continues to have a positive impact on those families who are identified to access the leisure centre offer. During 1st April 2017 - March 31st 2018 worked with 14 SLF families with a total of 612 attendances across a range of activities including swimming and gym based activity. In the current year 1st April to 31st December 2018 a total of 7 families are engaging regularly with activities at all three council owned leisure centres which include; swimming, gym, group exercise, badminton and soft play. A total of 462 attendances have been recorded to date. Comments from participants;

- SS *"The reduced price means that I can afford for me and my five children to enjoy a range of activities and keep active."* This family say they are accessing the Gym and soft play.
- SJ *"My son's confidence in the water has improved a lot since starting swimming lessons which I can now afford through the SLF Passes".* This family currently access swimming lessons.
- SC/JP *"access to reduced price swimming lessons that allows for family time".* This family are accessing the gym (dad) soft play and swimming lessons.

26. In addition, over the last 12 months the Sport & Active Recreation team have worked closely with SLF to identify families that would benefit from accessing a community sport/physical activity offer this has included;

- Working with a local Loughborough based ladies only BME group that have been identified by SLF as being socially isolated, suffering from mental health issues, possible domestic abuse and struggling financially. The ladies have had the opportunity to take part in monthly yoga sessions, in addition to accessing Loughborough Leisure Centre every other week to play badminton, table tennis and squash. Ten ladies have attended these sessions over a period of 12 months. Feedback has indicated that all the ladies have improved their mental health, increased their self-esteem and now feel confident to interact in the community where they live.
- Through the council's Hit the Street project the Active Charnwood Team have worked closely with SLF families who have young children with learning difficulties to deliver a 24-week inclusive multisport Club at Mountfields Lodge youth centre in Loughborough. The programme has engaged 12 young people on a weekly basis. All participants and support staff have now been referred into a larger inclusive sports club which takes place every Wednesday 11am at Loughborough Leisure Centre.
- In partnership with the Council's Leisure Centre contractor Fusion, SLF and the Sport & Active Recreation team have been identifying young people (14 years plus) to access use of the gym and exercise classes at Loughborough and Soar Valley Leisure Centres. Individuals are issued with a Free Youth Card which entitles them to access the gym (following an induction)/classes

free of charge. Participants must utilise the card a minimum of three times a month to continue to validate their card. In total there are ten life passes.

27. SLF has maintained a group work programme to support the work that it does as part of the Troubled Families programme. This is developed in conjunction with families. The purpose of the programme is to support families to develop their skills and confidence and develop social skills and networks.

28. The programme in Charnwood currently offers:

- Creating Confidence – sessions around supporting parents with low level mental health difficulties through arts and crafts in collaboration with adult services.
- Confidence building – young people and adult (separate groups) based around team challenges.
- Freedom Programme - The Programme was primarily designed for women as victims of domestic violence. The Freedom Programme examines the roles played by attitudes and beliefs on the actions of abusive men and the responses of victims and survivors. The aim is to help them to make sense of and understand what has happened to them. The Freedom Programme also describes in detail how children are affected by being exposed to this kind of abuse and very importantly how their lives are improved when the abuse is removed. This group is run in partnership with Living Without Abuse
- Feeling Safe – A group for Children and Young People aged 8+ to support and help them identify experience of witnessing Domestic Abuse. Two groups run consecutively in Charnwood, one in Loughborough and one in Syston. The ages are split 8-13 years and 13+, one running in each location to ensure there is termly access for all ages. This group has a high referral rate and we have had very positive engagement from the young people attending.
- Young Carers Group – offering respite and informed learning to those young people with caring responsibilities.
- Inspire SEND Group – offering informed learning for young people with special educational needs and disabilities.
- Practical Parenting – sessions focused on practical tips to parents
- Solihull Parenting Programme – in conjunction with the Children's centre
- Bespoke offer dependant on presenting needs. Examples of this are:
 - Back to Basics Cookery Course
 - Workshops with parents such as understanding CSE, dealing with anger, preparing healthy packed lunches on a budget, bedtime routines.

29. Within Charnwood the SLF Programme contributes to the following priorities within the Councils current Corporate Plan including;

- Keep our residents safe through implementing a new community safety plan, combatting anti-social behaviour and investing in emergency planning, food safety and safeguarding
- Encourage healthy lifestyles for all our residents through physical activity programmes and the provision of sports facilities and green spaces
- Put customers at the heart of everything we do and provide strong community leadership
- Continuously look for ways to deliver services more efficiently
- Listen to and communicate with our residents and act on their concerns

30. District Councils have taken a key leadership role across the programme working to ensure that services at a locality level are dealing with families holistically and taking a preventative approach to issues. Charnwood Borough Council has identified a number of benefits arising from the SLF Teams being co-located within our office accommodation. Joined up work between SLF and Housing Needs, Landlord Services, Private Sector Housing, Children and Young People's Team, Community Safety, Neighbourhoods and Communities, Revenues and Benefits, Street Management and Sport and Active Recreation has been facilitated. This has led to swift action in relation to rent arrears, enforcement action around evictions, ASB and environmental health issues. Joint initiatives such as training and information sharing have been undertaken which has increased awareness of Council services regarding additional support for their most time consuming and in need customers.

31. SLF are proactive in seeking the views and opinions of family members. Family voice is used to plan, review and evaluate support. Voice also informs the shaping of the overall service, as well as being used in training for staff. A case study explaining the practical work that is undertaken with families is included as Appendix A.

32. A heat map, included at Appendix B, shows the spread of Charnwood SLF intensively worked at Ward level for 2017-2018.

33. A heat map, included at Appendix C, shows the spread of Charnwood SLF intensively worked with during Phase 2 of the Troubled Families Programme (2015 – current).

Governance of the Supporting Leicestershire Families Programme and Local Evaluation

34. The governance of the SLF Programme has evolved over time, reflecting national and local developments outlined above. In Leicestershire, governance for the programme lies with the Early Help Partnership Group. Members include

representatives of all Districts and Boroughs across Leicestershire and representation from Police, Health and other services relevant to SLF Service Users. This group is overseen by the Children and Families Service Departmental Management Team.

35. Local governance has continued to be provided by the multi-agency Think Family Partnership, (formally the Charnwood Partnership for Children and Families), the Locality Partnership Group that steers strategy and action for 0-19 year olds and their families that sits under Charnwood Together.
36. Since the Supporting Leicestershire Families Executive was established, an analysis of the key programmes and partnerships supporting delivery of the Joint Health and Wellbeing Strategy 2017 – 2022 has been undertaken. This analysis has identified that there is no appropriate body which can oversee delivery of all the priorities for children, young people and families.

2020 – What Next?

37. All partner contributions cease after the 2018-2019 financial year under current agreements with SLF. The Ministry of Housing, Communities and Local Government (MHCLG) have not released any plans to suggest that the Troubled Families programme will continue after this 2020. LCC have been actively engaged with the MHCLG.
38. Previous reports have identified that Leicestershire County Council's Medium Term Financial Strategy identified a required saving of £1.5m in 2019/2020 through a service review of Early Help Services (SLF, Youth Offending Service, Children's Centre and the Early Help Information, Support and Assessment Service). The likely withdrawal of funding by the DCLG, Troubled Families Programme at the end of 2019/2020 raises this figure to £3.8m savings representing 31% of the current County Early Help budget of £12.4m per annum.
39. In January 2018, the plans for the Early Help Review were subject to public consultation and over 800 responses were received. In July 2018 it was announced that an extra £2m gathered through Council Tax will be injected into the new Service, meaning that the £1.5m savings required could be met through managing vacancies, reducing the number of buildings and through reducing the number of management posts. Part of the investment of this money saw 6 further buildings remaining open. As of January 2019, the review is on track to meet savings required.
40. In April 2019, the new Children and Family Wellbeing Service (CFWS) will become operational. This Service will see the joining of the Youth Offending Service, Children's Centre, Supporting Leicestershire Families and the Information, Support and Assessment Service. Referral routes will continue through the usual route and will be triaged, in a locality model, to achieve the best outcomes for the family. The CFWS will have a core offer for both families and young people which is currently under development.
41. The key impacts of the proposed changes in Charnwood :-

- The impact on frontline delivery to staff has been minimised through a reduction in management posts within the Locality. There will be one Team and Partnership Manager dedicated to ensuring the delivery of LCC services to Charnwood in collaboration with partners.
- The outcome of the Public Consultation confirms that Loughborough West/Contact centre, Mountfields Lodge, Shelthorpe and Thurmaston are the buildings will remain open. Shepshed was previously proposed to remain open, however, the consultation informed that the location is not for local families. Anstey, Cobden and Mountsorrel will continue to be re-designated. The majority of focused work will continue to be delivered within families homes, this currently accounts for approximately 60% of the work that is undertaken.
- Services that have been previously located at County Hall will now become locality-based and encouraged to engage in collaborative working. This includes Youth Offending Officers, SEND Family Workers and trained Psychological Wellbeing Practitioners.
- The CFWS are committed to retaining staff within Charnwood Borough Council Offices to support work on the whole family approach and information sharing. This is currently being negotiated as the contribution of space formed part of the goodwill gesture in the Troubled Families agreement which end in March 2019.

42. It is proposed the Early Help Partnership Meetings will be used to develop the revised service delivery model.

43. The public consultation element of the Early Help Review can be accessed here: <https://www.leicestershire.gov.uk/sites/default/files/field/pdf/2018/6/28/Early%20Help%20Review%20-%20Family%20Wellbeing%20Service%200-19..pdf>

44. The proposed model will deliver a whole family service aimed at supporting families with significant needs and their family networks around them. It is based on extensive consultation, the findings of the individual centre profiles and views of partners, and having regard to the needs of the most vulnerable families. Criteria for receipt of Early Help services is currently being refined further to target those families which are unlikely to achieve good outcomes without support. Evidence shows that domestic violence and adult and child mental health problems in particular are key features in families needing support.

Appendices:

Appendix A: Charnwood SLF Case Study

Appendix B: Ward Heat Map – Charnwood Borough intensively worked with families 2017-2018

Appendix C: Ward Heat Map - spread of Charnwood SLF Families 2015 to current

Background Papers:

Cabinet Report 30th August 2012 – Troubled Families: A Model for Charnwood Min 39

Policy Scrutiny Group 23rd April 2013 - Supporting Leicestershire Families Programme: A Model for Charnwood Min 44

Policy Scrutiny Group 19th November 2013 - Supporting Leicestershire Families Programme Update Min 33

Cabinet Report 22nd October 2015 – Supporting Leicestershire Families Min 58

Performance Scrutiny Group 16th February 2016 - Supporting Leicestershire Families Min 44

Performance Scrutiny Group 14th February 2017 – Supporting Leicestershire Families Min 44

Performance Scrutiny Group 14th February 2018 – Supporting Leicestershire Families Min 45

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Appendix A – Case Study

Who is in the family- including ages of children?

Parent and 5 children aged between 6 and 14.

Concerns within the family upon referral:

Education – A number of the children have more than 10% absence recorded. The older child had been ‘bunking off’ school on a couple of occasions.

Worklessness – Mum was receiving work related benefits. Family is solely reliant on benefits; Family has financial difficulties, family is in rent arrears and has other debts.

Health – Adult within family has a mental health difficulty due to historic domestic abuse and the impact of this upon the children in terms of trauma. All of the children were not registered with a dentist at the time of referral.

Children in Need – Previous Social Care involvement. One child is reported to be displaying aggressive behaviour and also a young carer. Another child not meeting developmental milestones. Worries around children’s behaviour, lack of parenting, unstable and disruptive relationships in household. Oldest child struggling with impact of translating communications with family from professionals (dealing with parents’ divorce via solicitor).

Domestic violence/abuse - Victim of Domestic Abuse- historic. Children witnessed the historic domestic abuse.

Summary of reasons for referral and issues present in the family?

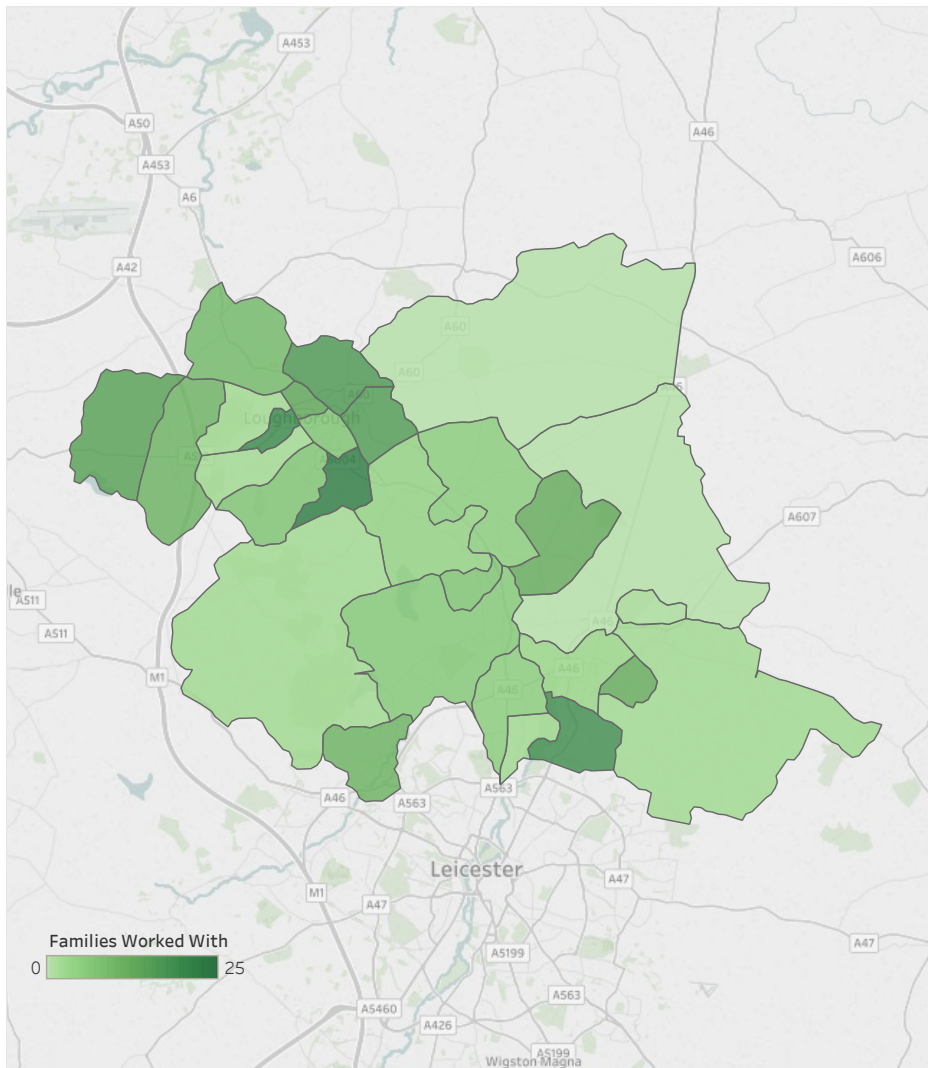
- Family is experiencing severe financial difficulties.
- Parent’s limited English - creating a barrier to accessing services and support.
- Parent's separation and how this is impacting on the children. Started with SLF group work but transferred to intensive due to financial difficulties and information disclosed at a BME group.

What outcomes were achieved?

- Parent in full-time employment – no longer claiming JSA for a period of at least 26 weeks.
- Debt management –payment schedules set up
- Improved parental and child mental and emotional health
- Positive whole family activities in place
- Health activities in place to promote physical fitness and general health for whole family
- Increased social networks for whole family and significant reduction in their isolation
- Better access to universal services partly due to removal of language barriers
- Improved parenting in terms of logical consequences, rewards, realistic expectations and improved family functioning and relationships
- Better routines in the home. Family are eating meals together now
- Children are no longer young carers
- Child no longer being bullied in school
- All children enjoying and achieving at school. Eldest has stopped absconding from school

- Increased online safety and awareness
- Increased parental confidence, resilience and emotional wellbeing
- Financially better off by £156 per week due to employment.
- No further repots of domestic abuse reported by family.

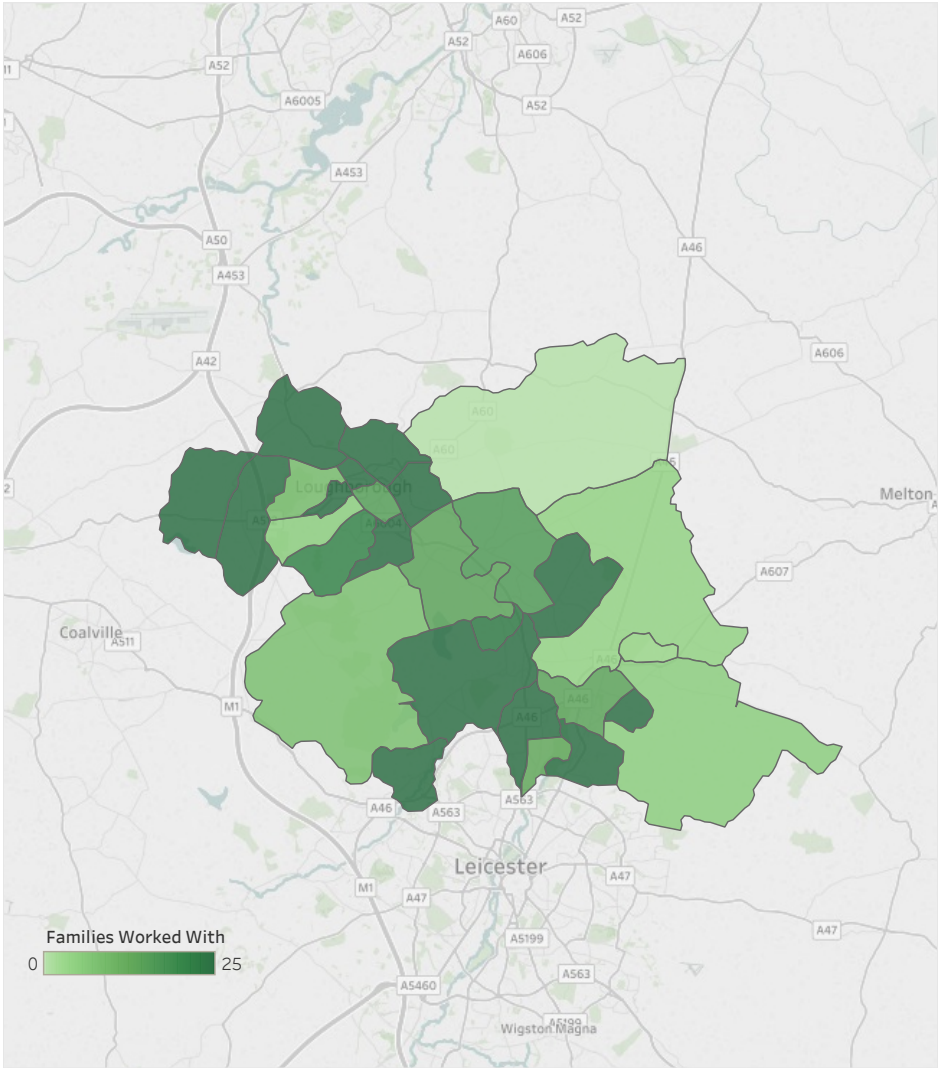
Charnwood District Intensely Worked With Families by Financial Year and Ward



Financial Year
2017-18

Ward Name	Number of Families
Loughborough Shelthorpe	22
Loughborough Ashby	19
Thurmaston	18
Loughborough Lemington	16
Loughborough Hastings	15
Shepshed West	14
Loughborough Storer	13
Syston East	12
Sileby	12
Shepshed East	10
Anstey	10
Loughborough Dishley and Hathern	9
Loughborough Outwoods	7
Mountsorrel	7
Loughborough Southfields	7
Rothley and Thurmaston	6
Birstall Wanlip	5
Barrow and Sileby West	5
Quorn and Mountsorrel Castle	4
Syston West	3
Loughborough Garendon	2
Loughborough Nanpantan	2
Queniborough	2
Forest Bradgate	2
Birstall Watermead	2
East Goscote	1
Wreake Villages	0
The Wolds	0

Charnwood District Intensely Worked With Families by Financial Year and Ward



Financial Year
Multiple values

Ward Name	Number of Families
Loughborough Shelthorpe	82
Loughborough Ashby	64
Loughborough Hastings	61
Shepshed West	61
Thurmaston	56
Loughborough Storer	55
Loughborough Lemington	54
Syston East	45
Loughborough Dishley and Hathern	43
Sileby	40
Shepshed East	38
Birstall Wanlip	33
Anstey	29
Rothley and Thurmaston	26
Mountsorrel	23
Loughborough Outwoods	21
Barrow and Sileby West	16
Loughborough Southfields	15
Syston West	14
Quorn and Mountsorrel Castle	14
Birstall Watermead	13
Loughborough Garendon	9
Forest Bradgate	8
Loughborough Nanpantan	5
Queniborough	5
Wreake Villages	4
East Goscote	3
The Wolds	0

PERFORMANCE SCRUTINY PANEL – 19TH FEBRUARY 2019

Report of the Head of Strategic Support Cabinet Lead Member: Various

ITEM 7 2018-19 QUARTER 3 PERFORMANCE MONITORING REPORT

Purpose of Report

To provide performance monitoring information and results for the third 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 three.

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 third 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 three 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.

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
Failure to maintain a rigorous and embedded performance management framework could adversely impact on the achievement of the outcomes and objectives set out in the Council's Corporate Plan.	Unlikely (2)	Serious (4)	Moderate (8)	Quarterly performance monitoring, including reporting to the Senior Management Team, and to this Panel.

Background Papers: None

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Page 28



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 3 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.

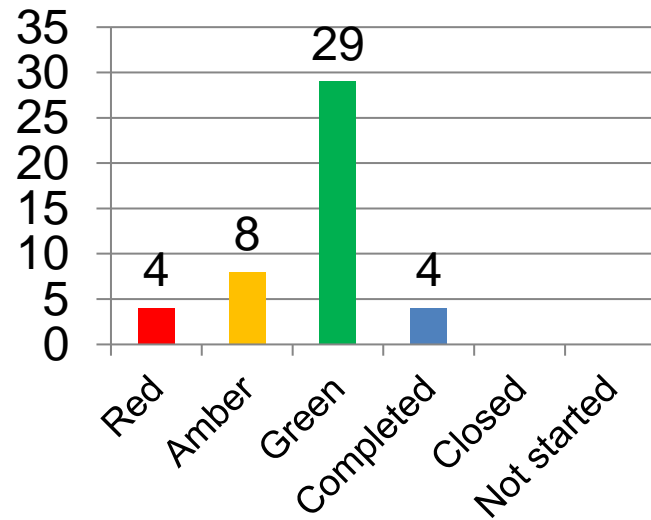
Performance Objectives

At Quarter 3 there are **45** activities in the Annual Business Plan (2018-2019) which address the objectives outlined in the Corporate Plan. There are **4** objectives are reported as red, **8** objectives graded as amber in status this quarter and **29** are assessed as green. In addition, **4** objectives have been completed this quarter.

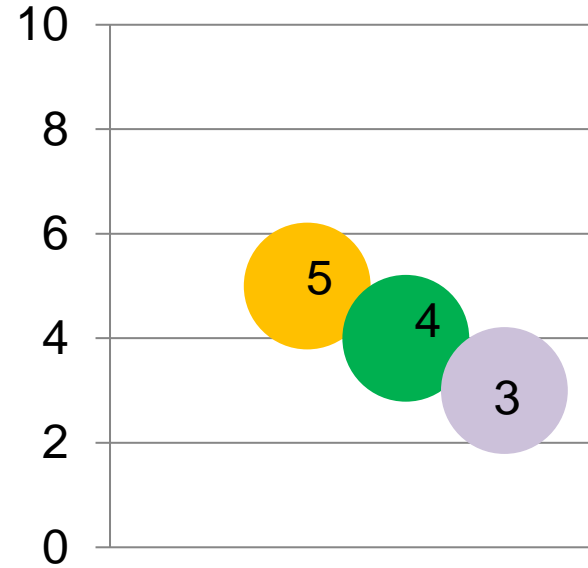
Performance Dashboard

Quarter 3: 2018-2019

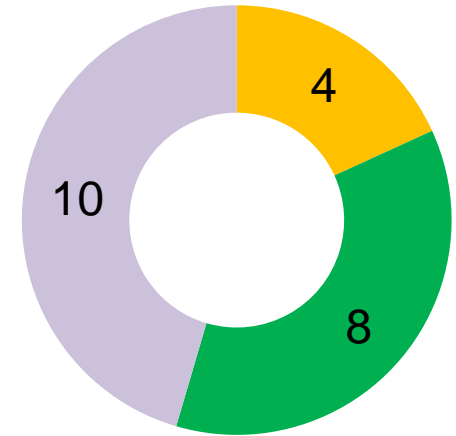
Business Plan Objectives



Key Performance Indicators



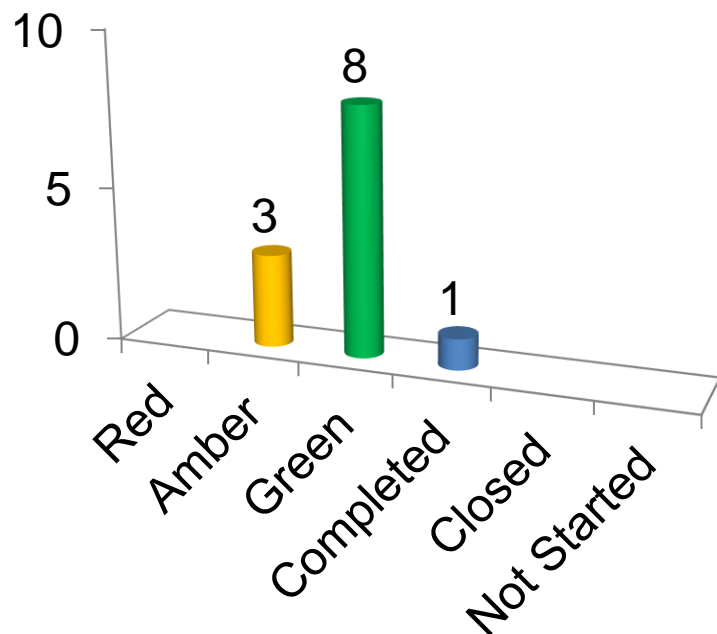
Business Plan Indicators





Creating a Strong and Lasting Economy

Performance Objectives



Within this theme
there are **12**

activities. This quarter **8** of these activities are assessed as green and **3** 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 Development Framework Project Board has reviewed the programme for preparing the Local Plan and re-programmed dates identified for the preparation of the draft plan. A revised Local Development Scheme will be considered by Cabinet in March 2019 setting out a consultation date of July 2019.

The second amber activity is **SLE4 – (RS) Complete phase 1 of the Beehive Lane car park improvements and refurbishment scheme**. A detailed Tender document was prepared and advertised in December 2018 for potential contractors. The work is scheduled to commence March 2019,

subject to successful Tenders being received and any possible unforeseen delays.

The third activity graded as amber is **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 3 was 4076. This is below the anticipated target of 4500 because of the cancellation of 5 markets due to high winds and a further market was cancelled at the trader's request between Christmas and New Year.

Additionally, 1 activity is graded as completed this quarter. This is:

- **SLE3 – RS(1) Review the Bradgate Park Dog Control Public Spaces Protection Order 2016 with a view to extend the current Order to apply all year around.** The Bradgate Park Dog Control Public Space Protection Order was amended and came into force on the 1st November 2018.

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>A) 100% of industrial units are fit for purpose.</p> <p>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>A) All Business and Industrial units are maintained at an operational level and ready for new tenants.</p> <p>B) Current occupancy rate has risen to 96% (from 88.2% in Quarter 2). The uptake of tenants leaving the business units has fluctuated, but overall there has been a slight increase in occupancy this quarter at The Oak Business Centre. The main increase of occupancy is due to the inclusion of Messenger Close Compound achieving full occupancy from November 2018.</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	The Local Development Framework Project Board has reviewed the programme for preparing the Local Plan and re-programmed dates identified for the preparation of the draft plan, taking account of staff absence and impacts arising from evidence collection (including traffic modelling). A revised Local Development Scheme will be considered by Cabinet in March 2019 setting out a consultation date of July 2019.		
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 3, 42 Empty Homes have been returned to use as a direct result of advice and assistance from the Council's Empty Homes Officer. The current forecast at the end of Quarter 4 is to meet the target of 50 Homes.	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.	C	The Bradgate Park Dog Control Public Space Protection Order was amended and came into force on the 1st November 2018.		
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>A) A joint multi-media campaign with all Leicestershire District Councils, Leicester City Council and Leicestershire County Council.</p> <p>B) Investigate all reported fly-tipping incidents and take action where sufficient evidence is obtained.</p>	<p>A) 40% increase in awareness of fly-tipping offences amongst those residents who were surveyed at the start and end of the campaign. Completed.</p> <p>B) 80% of fly-tipping cases referred for legal action result in a Fixed Penalty Notice or Prosecution.</p>	G	<p>A) Completed in Quarter 2.</p> <p>B) During Quarter 3, 207 (100%) of fly-tipping reports were investigated within 24 hours. 13 Fixed Penalty Notices were issued for litter and waste offences, with 8 of these fines paid in Quarter 3 totalling £600. 2 cases have been referred for legal action.</p>	BP4	NS
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 for this indicator at the close of Quarter 3 is 1%.	BP5	G

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
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.	A	A detailed Tender document was prepared and advertised in December 2018 for potential contractors. The work is scheduled to commence March 2019, subject to successful Tenders being received and any possible unforeseen delays.	
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.	Complete the upgrade, refurbishment and modernisation of public toilets at Charnwood Museum to encourage increased tourism and visitors.	Delivery of the refurbished public toilets at Charnwood Museum by February 2019.	G	The specification for the upgrade of the Charnwood Museum toilets has now been confirmed and the toilets are scheduled to be installed by February 2019. All works will be complete within the £16,000 Capital Budget.	

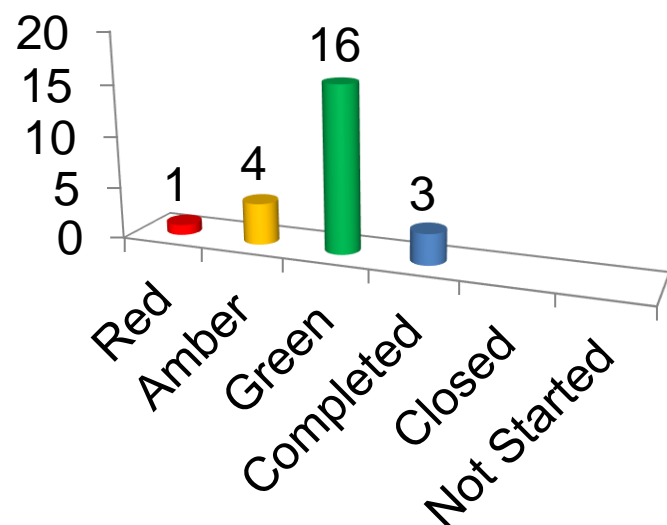
Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator	
SLE4 - LC(2) - Promote the Borough to increase tourism and support initiatives to help our towns and villages to thrive. Develop new and revitalised Town Centre Masterplans for Loughborough and Shepshed.	Complete the 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.	Delivery of the refurbished Carillon Tower by October 2018.	G	<p>The Carillon Tower refurbishment was successfully completed to enable the 2018 Remembrance Day to take place, as required. The Carillon Tower was also the focal point of the Borough's WW1 centenary commemoration event. There is a small amount of snagging remaining e.g. replacement of some of the bell strikes along with some stone work repointing.</p> <p>The project has been delivered within available budget and will be fully complete by the close of Quarter 4.</p>		
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.	Deliver a Vision for Loughborough Market by improving the layout, infrastructure and marketing to increase footfall and encourage a wider diversity of traders.	<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>	A	<p>A) The number of stall lets in Quarter 3 was 4,076 and below the anticipated target of 4,500 as due to high winds 5 markets were cancelled and a further market was cancelled at the trader's request between Christmas and New Year.</p> <p>The number of stall units let to date is 12,529 (3,471 off the annual target of 16,000). The target is expected to be met in the final quarter.</p> <p>B) There are currently 96 traders on the market (against a target of 91) and the variation of traders continues to stand at 9.</p>	BP8	A

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator	
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.	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.	Develop and implement a Blue Print for Tourism in Charnwood.	G	Charnwood tourism businesses attended a Tourism Forum Workshop in November 2018 to feed into the Blue Print. Progress has been made in the delivery of the current Blue Print and the new Blue Print is on schedule to be completed in Quarter 4. Additionally, Charnwood businesses were successful in securing the highest number of awards, when compared with any other District across Leicestershire, at the recent Tourism Awards.		
SLE4 - COS - Promote the Borough to increase tourism and support initiatives to help our towns and villages to thrive. Develop new and revitalised Town Centre Masterplans for Loughborough and Shepshed.	Maintain the number of Green Flags parks held to create quality open space for residents to enjoy.	6 Green Flag (or equivalent) awards as a result of action by the Council.	G	In Quarter 3, the management plan for Booth Wood was finalised. Moving forward a consultation exercise will take place on the Plan and then it will be sent to Natural England for commenting and based on the feedback apply for the accreditation. It is expected the 6 th Green Flag will be awarded by the close of Quarter 4.	BP9	NS



Every Resident Matters

Performance Objectives



There are **24** activities to deliver within this theme and of these **16** are assessed as green. **4** activities are graded as amber and **1** rated as red.

The red activity relates to **ERM2 –LS(1) Invest in our housing stock to provide high quality homes for Council tenants**. The central heating installation scheme is expected to be completed in Quarter 4. However, it is likely that the kitchen and bathroom schemes will not be completed within the 2018/19 Business Plan year. Performance issues have been identified and the contractor has submitted an improvement plan.

The four amber activities relate to:

- ERM1 - RS(1) - As part of the Food Hygiene Rating Scheme complete a minimum of 95% of High Risk (Risk Ratings A-C's) Food Safety Inspections.** 32 high risk inspections were undertaken in Quarter 3, which equates to 80% (32 out of 40). The cumulative total for completion between Quarter 1 and Quarter 3 is at 52%, against the annual target of 95%. Mitigating action has included allocating some of the outstanding inspections to external Food Safety Consultants. The end of year target is predicted to be achieved.

2. **ERM2 – NS(2)- Facilitate the development of a Community Hub in Thorpe Acre.** The amber indicator reflects the external influences which have impacted upon the timescales of this objective. Throughout Quarter 3, the Thorpe Acre Action Group and Scouts group have continued to negotiate the final sublease with a view to signing in Quarter 4. With officer support TARA continue to work toward ensuring their organisation is ready to take on the running of the HUB.

3. **ERM5 - SS- Undertake regular satisfaction surveys with members of the public to ensure improvement in the web service they receive.** Whilst slightly below anticipated target this shows an upward trend. The survey questions on Govmetric were reviewed and upgraded in October and since then satisfaction ratings have improved. In Quarter 3, there were 131,166 website users (excluding internal traffic) and we received 1,282 satisfaction ratings. Therefore, less than 1% of users gave a Govmetric rating and less than 0.5% gave a negative or average rating. Further work with Govmetric is being undertaken to improve feedback.

4. **ERM5 - CIS(2) - Review the Corporate Complaint Policy to ensure an effective and efficient process for our Customers from which the Council can learn and improve.** This is amber as the target of 90% was not met in Quarter 3. There has been a rise in complaints proceeding past Stage 0, resulting in this drop against the quarterly target. 41 complaints were received in Quarter 3 and of these 4 progressed to stage 1. However, annual performance overall (to date) is currently 89.9% and therefore remains on track to achieve the annual target.

Additionally, 3 activities are graded as complete this quarter. These are:

- **ERM3 - NS(2) - Deliver an inclusive physical activity programme (for under- represented groups), aimed at increasing participation amongst a wide range of residents.** The number of attendances across the programmes for under-represented groups totalled 2,143, with the total number of participants, to date, at 261.

- **ERM3 - NS(2) Deliver Year 3 Plan of Community Sports Activation Fund (specifically targeting 14-25 year olds living in priority neighbourhoods), in order to increase participation.** The number of attendances for the 'Hit the Street' Year 3 Programme totalled 5,568, with the total number of participants, to date, at 453.
- **ERM4 LC(2) As part of the Town Hall and Museum programme of events undertake actions targeted at increasing access to cultural activity for 'hard to reach' groups.** Both the relaxed performance of the Panto and the Local History Cafés have taken place and exceeded anticipated target.

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator	
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.	<p>As part of the Food Hygiene Rating Scheme, undertake the following actions:</p> <p>A) Introduce a new procedure to allow food businesses to request a chargeable re-scoring visit prior to the next scheduled inspection. Completed.</p> <p>B) Complete a minimum of 95% of High Risk (Risk Ratings A-C's) Food Safety Inspections.</p>	92% of food establishments meeting level 3 (broadly compliant) within the Charnwood Food Hygiene Rating System.	A	<p>A) Completed in Quarter 1.</p> <p>B) 32 high risk inspections were undertaken in Quarter 3, which equates to 80% (32 out of 40). The cumulative total for completion between Quarter 1 and Quarter 3 is at 52% (93 out of 180), against the annual target of 95%. Mitigating action has included allocating some of the outstanding inspections to external Food Safety Consultants. The end of year target is predicted to be achieved.</p> <p>97.5% (1444 out of 1481) of food businesses are Level 3 or above on the National Food Hygiene Rating Scheme. One business operator was prosecuted and found guilty in December for 5 food safety offences, resulting in £850 fine and costs, along with a prohibition order to prevent him operating another food business.</p>	KI3	G

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
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.	Review, update and obtain Council approval for the Charnwood Borough Council Gambling Act 2005 'Statement of Principles' in order to protect our children & vulnerable residents by ensuring responsible Gambling Premises operate across the Borough.	<p>A) The Statement of Principles approved by Full Council by January 2019. Complete.</p> <p>B) 90% of premises holding a Gambling Act Licence (of those inspected) comply with the legal standards.</p>	G	<p>A) The Gambling Act 'Statement of Principles' was approved by Full Council on 5th November 2018, advertised on 7th December 2018 and will come into effect as of 31st January 2019. 1 gambling inspection undertaken during Q3, which was compliant.</p> <p>B) 1 gambling inspection was undertaken during Quarter 3, which was compliant. On track to meet the 90% target at the close of Quarter 4.</p>	
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.	<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>A) Undertake a minimum of 3 Litter & Waste Ward Walks, in areas with the highest number of reports. Complete.</p> <p>B) Undertake a minimum of 12 targeted Litter and Waste Patrols in locations with the highest number of reports.</p>	Completion of planned campaigns to achieve 20% reduction in bin side waste and bins on streets offences (baseline set at start of campaign).	G	<p>A) In Quarter 3, 3 Ward Walks with resident groups have taken place to identify problem streets. This is a total of 7 Ward Walks to date.</p> <p>B) During Quarter 3, 5 targeted patrols were undertaken following education visits to occupiers. 56 leaflets were posted through doors and 48 letters advising people about correct procedure for waste and bins on streets have been issued. A promotional video has been developed to raise awareness of the need to replace bins and highlighted through social media, including Twitter and Snapchat.</p> <p>Total patrols completed, to date, is 11.</p> <p>Currently on track for achieving the annual target of 20% reduction in bin side waste and bins on street offences, by Quarter 4.</p>	BP18 NS

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator	
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.	Work with partners to deliver 4 initiatives aimed at proactively tackling and reducing incidents of ASB.	5% increase in ASB interventions, from a baseline as at 31st March 2018.	G	<p>With our partners, the 'Celebrate Safely' campaign, which took place in Quarter 3, focused on reducing alcohol related violence and anti-social behaviour. Partners shared 20 social media messages, covering a range of different themes to help prevent alcohol related violence and anti-social behaviour.</p> <p>Three initiatives delivered to date. Currently on track for achieving the annual target of 5% (1113 of 1533 at Quarter 3) increase in ASB interventions by Quarter 4.</p>	BP17	NS
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 Quarter 3, the Partnership ran an awareness campaign event in the town Centre, with the Police and Crime Commissioner, offering free crime prevention items and providing crime prevention advice. 156 individuals were advised at this event.</p> <p>Additionally, with the rise in 'Theft from Motor Vehicle', the Partnership delivered a crime prevention leaflet in hotspot locations identified by Leicestershire Police.</p> <p>Seven campaigns delivered to date.</p>	KI12	G

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator	
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	<p>24 blocks on the programme (an additional block was added 17/10/2018) with 22 blocks installed, 18 blocks completed and handed over. 4 blocks left to complete with snags to sign off.</p> <p>1 block to start 7th January 2019 and last block to start on 14th February 2019.</p>	BP16	NS
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.	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.	G	<p>Sales have been completed on 7 properties with a further 3 being progressed (a 1 bed bungalow, a 3-bed house and a 5-bed house).</p> <p>To date £1,653,000 has been spent or committed of the allocated budget leaving a balance of £300,000.</p>		

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
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.	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.	G	<p>A new online referral form has been created to all enable partners (including those who are under a Duty to Refer from October 2018) to refer individuals who are homeless or at risk of becoming homeless to Charnwood Borough Council's Housing Options Team.</p> <p>The Council is currently coordinating a bid to the MHCLG for the Rapid Rehousing Fund to enable the extension and enhancement of Countywide accommodation and support services for Rough Sleepers, to be delivered in partnership with Falcon Support Services. In addition, bids to the MHCLG are also currently being coordinated for the Move-On Fund and the Private Sector Access Fund.</p>	
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.	A	<p>The Thorpe Acre Action Group and Scouts group have continued to negotiate the final sublease with a view to signing in Quarter 4.</p> <p>With officer support TARA continue to work toward ensuring their organisation is ready to take on the running of the HUB.</p>	

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
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>A) Increase auditorium income to £678,300 from last year's target of £645,400.</p> <p>B) Increase levels of satisfaction from a base line of 93%.</p>	G	<p>A) Capital works are fully completed. An additional survey regarding work on the roof will be carried out to ascertain if further investment is required. Wi-Fi was successfully installed in December 2018. Auditorium income at £724,751 at Quarter 3 (£45k over annual target).</p> <p>B) The latest levels of satisfaction (from a baseline of 93%) are:</p> <ul style="list-style-type: none"> - Ease of booking 98% - Value for Money 93% - Customer Service 98% 	
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	The new lighting scheme was successfully delivered in November 2018 ready for installation over the Christmas period in December 2018. The remaining budget of £28,000 will be spent on the street dressing project in line with the Project Initiation Document (PID).	

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator	
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	Work started in November 2018 and is well underway. 1 block has been completed and handed in December 2018, and the remaining work is due to be completed at the start of February 2019.	BP20	NS
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 3 was 6,397 hours.</p> <p>The Rangers interacted with various groups and continue to facilitate and oversee many projects and activities on Open Spaces including some of the Borough's key sites such as the Outwoods, Springfield Lake and the 'Wet Meadow' at Stonebow Washlands.</p> <p>The Rangers also supported CBC's event, to improve the 5k Park Run route with LCFC Community Trust; cutting back overhanging branches from the route and collecting bags of litter left along the route, previously collected by volunteers.</p>	BP6	NS
ERM2 - LS(1) - Make Charnwood an attractive place for all through investment in our housing stock, funding community groups, and providing a	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.	R	<p>At the close of Quarter 3:</p> <p><u>Heating systems</u>- 291 units required for 2018-2019: 220 have been opened, 114</p>	BP19	NS

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator	
range of diverse opportunities and events.				<p>handed over and paid valuations received. 71 left to complete.</p> <p><u>Kitchens</u>- 91 units are required for 2018-19: 33 have been opened, 19 handed over and paid valuations received. 58 left to complete.</p> <p><u>Bathrooms</u>- 166 units required for 2018-19: 43 have been opened, 18 handed over and paid valuations received. 123 left to complete.</p> <p>The central heating installation scheme is expected to be completed in Quarter 4. It is highly likely that the kitchen and bathroom schemes will be not be completed.</p> <p>Performance issues have been identified and the contractor has submitted an improvement plan.</p>	KI5	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.	C	<p>'Hit The Street' Year 3 total number of participants at the end of Quarter 3 was 453 (within the 14 - 25 age groups). The greater breakdown includes: Gender: Male (285) / Female (168)</p> <p>Total Number of Attendances in Year 3, to date, is 5568.</p> <p>External Sport England funding for the 'Hit the Street' 3-year programme ended in December 2018.</p>		

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
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.	C	In Quarter 3, the total number of attendances across the programmes for under-represented groups is 2,143. 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. Total number of participants to date is 261.	
ERM3 - LC - Encourage healthy lifestyles for all our residents through physical activity programmes and the provision of sports facilities and green spaces.	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.	G	5 families currently have leisure cards for Loughborough/Soar Valley/South Charnwood leisure centres through the Supporting Leicestershire Families Scheme, with one family commenting "we really enjoy going swimming as a whole family. Having the freedom to be able to do these activities without worrying about finances is great". SLF individual participation totalled 90 in the quarter.	LS10 A

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>A) 70,000 total attendances at the Town Hall.</p> <p>B) 47,000 total attendances at the Museum.</p> <p>C) Hold 3 major events that attract attendance of above 10,000 people for each event. Complete.</p>	G	<p>A) In Quarter 3 45,183 attendances were registered at the Town Hall with the split as follows:</p> <ul style="list-style-type: none"> - Local theatre groups (4,650) - Hires, Loogabarooga and Sock Gallery Workshop/Fair: (3,876) - Programming (36,657) <p>B) The Museum have had a cumulative total of 37,460 visitors in Quarter 3.</p> <p>C) Completed in Quarter 2.</p>	BP7	G
ERM4 - LC(2) - Celebrate the rich culture of the Borough.	<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>A) Increased attendance to 100 attendees at this event. Complete.</p> <p>B) Deliver a scheme of 6 cafes. Evaluation completed by De Montfort University to determine success with recommended outcomes reviewed and considered as appropriate. Complete.</p>	C	<p>A) Relaxed performance of the Panto was an overwhelming success. Attendance increased to 109 (from 80 the previous year) and the impact of the shows led to more SEN schools booking for the school shows. A review of the relaxed performance in the Leicester Mercury was extremely positive.</p> <p>B) January is the last set of this round of Local History Cafes which have had 10 attendees (per café). Funding of £1000 successfully secured from the Tesco Bags of Help scheme which will fund the next round of cafes (from February to June 2019: 5 in total)</p>		
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	No consultations have taken place in Quarter 3. A total of 1 consultation (of a total target of 2 opportunities) has taken place to date.		

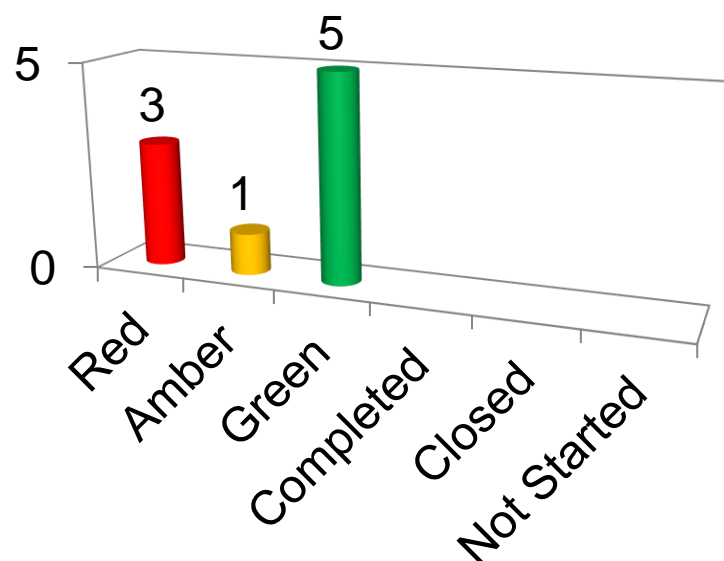
Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator	
ERM5- SS – Listen to and Communicate with our residents and act on their concerns.	Undertake regular satisfaction surveys with members of the public to ensure improvement in the web service they receive.	Increased levels of customer satisfaction with the web related service they receive, from a baseline of 52%.	A	Whilst still slightly below target this shows an upward trend. The survey questions were updated on Govmetric in October 2018 (the first time in six years) and since then satisfaction ratings have improved. Even with 1,282 ratings in Quarter 3, there were 131,166 website users (excluding internal traffic) in that period, therefore less than 1% of users gave a Govmetric rating and less than 0.5% gave a negative or average rating. Further work with Govmetric is being undertaken to improve feedback.	BP14	A
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>A) Updated Corporate Complaint Policy.</p> <p>B) 90% of complaints not proceeding past stage 1 of the process.</p>	A	<p>A) Draft Corporate Complaint Policy is now complete, and we remain on target to deliver this by the close of Quarter 4.</p> <p>B) 86.60% of complaints did not proceed past stage 1 of the process. 44 complaints were received and of these 4 progressed to stage 1.</p>	BP11	A
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.	<p>A) 87% of customers satisfied with the face to face service.</p> <p>B) 87% of customers satisfied with the telephone service they received for calls taken in the contact centre.</p>	G	<p>A) 87% of customers surveyed (507 of 581) rated their face-to-face service as 'Good' in Quarter 3.</p> <p>B) 94% of customers surveyed (307 of 328) rated their telephone service from the Contact Centre as 'Good' in Quarter 3.</p>	BP12	G
					BP13	G

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator	
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 94.4% of residents expressing satisfaction with the household waste collection service in Quarter 3.	BP15	G



Delivering Excellent Services

Performance Objectives



Within this theme there are **9** activities this quarter. **5** of these

are assessed as green and therefore meeting target, **1** activity is amber, and **3** activities are rated as red.

The first red activity relates to: **DES2 – CIS: Explore and evaluate opportunities to offer webchat and call recording to improve customer access and customer satisfaction when contacting the Council**. It is predicted as unlikely that this will be delivered within the 2018-19 Business Plan. In terms of web chat, there continues to be outstanding work with the telephony system. However, the Team will continue to work to develop this new access channel which will be expected to be delivered in the following financial year. With regards to call recording this is dependent on the introduction of a way to de scope payments from the contact centre to ensure PCI compliance. The PCI project is due to be completed towards the end of this Quarter 4 after which the implementation of a recording solution will follow.

The second red activity related to **DES3 – PROG: Deliver the Customer Service Programme, in line with the project milestones. In Quarter 3**. No further meetings have taken place however, in light of the recommendations from the Peer Challenge a review of the programme is being undertaken. To date, 5 out of 7 projects in the Programme have been completed.

The final red objective relates to **Development of an Investment Strategy setting out the Council's approach to investment decisions and detailing the evaluation criteria to be used.** Development of the Investment Strategy has continued throughout Quarter 3, however the timescales of this Strategy have now been revised. Consultation with Elected Members is to be undertaken in January 2019 with a view to agreement from Cabinet in Quarter 2 of 2019/20.

The amber activity is **DE3- CIS(2): Evaluate new opportunities to move the ICT infrastructure to a 'cloud' based environment to improve resilience and future technical opportunities.** The business case of the technical set up, hosting options and costs for the virtual desktop infrastructure is currently in production but slightly behind anticipated timescales. A New Windows 10 and 0365 VDI environment is planned to be developed from January 2019 onwards and the Service are currently in the process of investigating the setup process and obtaining competitive quotes for the new VDI environment. The Business Case is expected to be completed by the close of Quarter 4.

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
DES2 - PROG(1) - Improve the ways in which customers can access our services.	Develop a Corporate Booking System by procuring a cloud-based booking system in order to enable customers to effectively book activities online.	Cloud based booking system fully implemented and fully operational by July 2018 with 100 transactions taking place by March 2019.	G	<p>Cloud based booking system fully implemented and fully operational and being used by Lifeline. The system is being adapted for the Sports & Active Recreation Service to utilise as of Quarter 4.</p> <p>To date, there have been 91 bookings for lifeline via the booking live system.</p>	
DES2 - CIS - Improve the ways in which customers can access our services.	Explore and evaluate opportunities to offer webchat and call recording to improve customer access and customer satisfaction when contacting the Council.	<p>A) Pilot of webchat completed.</p> <p>B) Call recording solution and quality monitoring implemented.</p>	R	<p>A) Having discussed this further with our telephony provider and based on other outstanding work with the telephony system, it is unlikely that this will now be delivered within the 2018-19 Business Plan. The Team will continue to work to develop this new access channel which will is expected to be delivered throughout 2019-20.</p> <p>B) The implementation of a call recording solution is dependent upon the introduction of a way to de-scope payments from the contact centre to ensure PCI compliance. The PCI project is due to be completed towards the end of Quarter 4, after which the implementation of a recording solution will follow.</p>	

<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"> 820 missed bins transactions 870 garden waste application transactions 600 bulky waste collection transactions 	<p>G</p>	<p>At the close of Quarter 3, the number of annual online transactions is as follows:</p> <ul style="list-style-type: none"> 571 missed bins transactions 2618 garden waste application transactions 6,254 bulky waste collection transactions <p>Additionally, the following activity has taken place in Quarter 3:</p> <p>1. The Customer Experience Team have been working with the Environmental Services Team and have compiling a report outlining timescales for the delivery of the remaining forms including the Bulky Waste form. The report has been forward to the Head of Service for approval.</p> <p>2. Further development work has been undertaken with Charnwood Museum regarding a booking system and activities for this venue will be implemented in Quarter 4. Additionally, requirements for the Sports and Active Recreation Service booking form have been signed off by the Head of Service and it is envisaged that the Easter holiday programme will be uploaded to Booking Live.</p> <p>3. The portal is being developed and was demonstrated prior to Christmas - further functionality was suggested and the work is taking place. It is envisaged that the portal will be demonstrated to the OCE Project Team at their February meeting.</p>	<p>BP10</p>	<p>NS</p>
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Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
DES3 - SS(2) - Continuously look for ways to deliver services more efficiently.	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.	Following consultation with staff and managers, implement revised working policies and practices, meeting the milestones in the People Strategy Action Plan for 2018-19.	G	<p>The following activity has taken place in Quarter 3:</p> <ol style="list-style-type: none"> 1. Smart Working- a report with proposals was taken to SMT and CMT. It was agreed that we will look to run pilots across the organisation from January 2019. Currently sourcing training for managers. 2. Charny Awards - following a review, the Awards went ahead with a slightly modified format in December 2018. Changes included new categories and vouchers sponsored by some of our partners as rewards. 3. Succession planning- two new development courses have been introduced to develop aspiring Heads of Service including a Senior Leader Masters programme at De Montfort University. 4. Apprenticeships - the number and variety of new apprenticeship opportunities continues to grow at Charnwood. 	

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.	G	<p>Devices now provided to 51 out of 52 Councillors. 25 Cllrs have gone completely paperless at meetings and some are using both paper agendas and the devices at the same time. Further IT training is scheduled for Quarter 4 to support Elected Members to use the devices.</p> <p>The additional features of ModernGov are currently being explored e.g. opportunities for a Members Library and an e-Petitions Scheme.</p>	
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.	R	Development of the Investment Strategy has continued throughout Quarter 3 but the timescales of this Strategy have now been revised. Consultation with Elected Members is to be undertaken in January 2019 with a view to agreement from Cabinet in Quarter 2 of 2019/20.	
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.	R	<p>No further meetings have taken place in Quarter 3. However, in light of the recommendations from the Peer Challenge a review of the programme is being undertaken.</p> <p>To date, 5 out of 7 projects in the Programme have been completed.</p>	

Objective	Business Plan Actions	Measure / Success Criteria		Progress	Linked Indicator
DES3 - CIS(1) - Continuously look for ways to deliver services more efficiently.	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.	G	In Q3 the Customer Improvement Team continued to ensure the Acorn segmentation software is fit for purpose. A programme has also been developed to attend service/ team meetings across the organisation to raise awareness of the Acorn segmentation software, and its capabilities, to inform services how this tool can be utilised to inform service delivery and future development.	
DES3 - CIS(2) - Continuously look for ways to deliver services more efficiently.	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.	A	Migration of Councillors to O365 was undertaken in October 2018. Heads of Service identified pilot users for O365 which we began migrating from mid-October 2018. A New Windows 10 and O365 VDI environment is planned to be developed from January 2019 onwards. We are currently in the process of investigating the setup process and obtaining competitive quotes for the new VDI environment.	



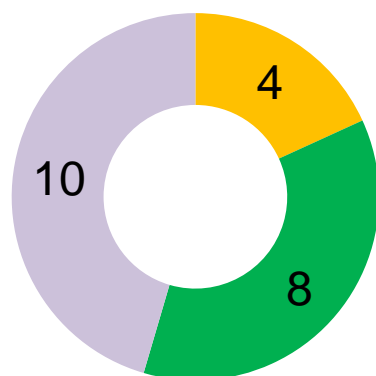
Performance Indicators

Performance Indicators

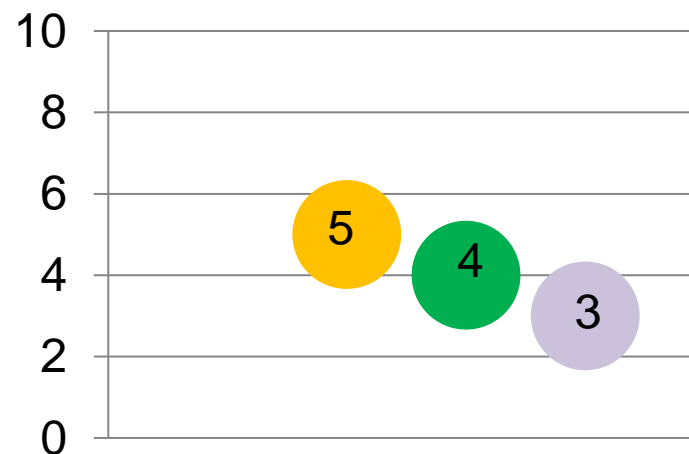
The tables below provide the details of how services have performed against both the Business Plan indicators and the Key Corporate Indicators. Performance against the Business Plan indicators at Quarter 3 includes **8** indicators assessed as green, **4** as amber, and **10** are annual indicators which have not yet started.

Performance against the Key Indicators associated with the Corporate Plan at Quarter 3 includes **4** as green, **5** indicators are rated at amber and **3** 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		Quarter 3		Target	Commentary
BP1- Percentage of industrial units that are fit for purpose	100%	G	100%	G	100%	G	100%	100% of the Business and Industrial units are maintained and fit for purpose.
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	42 Homes	G	30 Homes	42 empty homes have been returned to use as a direct result of advice and assistance from the Council's Empty Homes Officer.
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	1.0%	G	<1.5%	Monthly cleansing inspections are carried out across the Charnwood. Any areas that are not up to standard are referred to our Contractor Serco to rectify.
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	45,183 Attendees	G	35,000 Attendees	Split as follows:- <ul style="list-style-type: none"> - Programming: 36,657 Attendees - Local Theatre Groups: 4,650 Attendees - Hires, Loogabarooga and Sock Galley Workshop/Fair: 3876 Attendees
BP8 - Number of stall/ unit lets across Loughborough Market	4,251 Stalls	G	4,202 Stalls	A	4,076 Stalls	A	4,500 Stalls	The number of stall lets was below the anticipated target as due to high winds 5 markets were cancelled and a further market was cancelled at the trader's request.
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	86.60%	A	90.00%	We have seen a rise in complaints proceeding past Stage 0, resulting in a drop against the quarterly target. Our annual performance overall (to date) is currently 89.9% and therefore we remain on track to achieve target.
BP12 - Percentage of customers satisfied with the face to face service they receive	89.00%	G	85.00%	A	87.00%	G	87.00%	507 out of 581 customers surveyed rated their face-to-face service as 'Good' in Quarter 3.
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	94.00%	G	87.00%	307 out of 328 customers surveyed rated their telephone service from the Contact Centre as 'Good', in Quarter 3.
BP14 - Percentage of customers satisfied with the web related service they receive	48.00%	A	43.00%	R	50.00%	A	52.00%	There were 131,166 website users (excluding internal traffic) in the period with 1,282 providing satisfaction feedback. Therefore, less than 1% of users gave a Govmetric rating and less than 0.5% gave a negative or average rating.
BP15 - Percentage of residents expressing satisfaction with the household waste collection service	95.50%	G	95.50%	G	94.40%	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								At Quarter 3: 749 interventions took place. (Currently 10.4% increase in interventions compared to Q3 2017/18).
BP18 - Percentage reduction in bin side waste and bins on streets offences								Annual Target. To be reported in Quarter 4.
BP19 - Number of kitchens, bathrooms and heating streams delivered								Annual Target. To be reported in Quarter 4.
BP20 - Number of communal areas refurbished on Bell Foundry Estate								Annual Target. To be reported in Quarter 4.

LS 10 - Leisure Centres - Total number of visits	267,673 Visits	G	255,115 Visits	G	240,446 Visits	A	250,000 Visits	The attendances in Q3 were within the target range and were 4,708 up on the same period of 2017, overall year to date participation is 6,907 greater than target at 768,907 Visits.
NI 191 - Residual household waste per household	439 Kg/ Household	G	432 Kg/ Household	G	438 Kg/ Household	G	440 Kg/ Household	The data given is predicted, as we are still waiting for more data to come in.

Key Corporate Indicators

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

Indicator	Quarter 1	Quarter 2	Quarter 3	Target	Commentary
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 KI3 - Percentage of food establishments that achieve level 3 	97.00%	G	97.00%	G	97.50%	G	92.00%	1444 out of a total of 1481 registered food businesses have been rated at level 3 and above.
 KI4 - Percentage of household waste sent for reuse, recycling and composting 			46.01%	R				Annual Target. To be reported in Quarter 4.
 KI5 – Percentage of non-decent council general needs homes 								Annual Target. To be reported in Quarter 4.
 KI6 - % rent collected (including arrears brought forward) 	91.54%	G	94.95%	G	96.17%	G	94.00%	Performance is currently 2.17% above the profiled target.
 KI7 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events 	18.50 Days	A	25.04 Days	R	17.11 Days	A	16.30 Days	Capita brought 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. This quarters position is a significant improvement on performance in the previous quarter and shows the efforts are working to bring performance back in line.
 KI8 - Percentage of Council Tax Collected 	29.40%	G	57.29%	A	85.22%	A	85.48%	Performance is on par with Quarter 3 in 2017/18 and is being closely monitored.
 KI9 - Percentage of non-domestic rates collected 	30.12%	A	57.25%	G	82.50%	A	89.19%	Performance is slightly below target which is due to technical accounting adjustments. Performance is expected to be back on track in Quarter 4.
 KI10 - The number of working days / shifts lost to the local authority due to sickness absence 	2.36 Days	R	4.71 Days	R	6.71 Days	A	5.30 Days	October had the highest record of sickness in the year to date with 454.53 days lost which equates to 1.02 days per FTE. The most common reason for sickness across the period was cold, influenza and viral infection - this accounted for 30% of the sickness in October 41% in November and 34% in December. Stomach ailments and stress and depression were also high factors in this quarter.
 KI11 - Percentage rent loss from void properties 	2.14%	G	2.10%	G	2.14%	G	2.20%	Performance at end of Quarter 3 is 2.14%, rent loss of £358,251 against available rent of £16,759,984. The rent loss breakdown equates to £169,275 for General Needs and £187,712 for Sheltered Housing accommodation. Void turnaround times have been impacted by 18 properties which were having major works completed for a combined total of 1,436 days. There were 7 General Needs properties with a combined total of 23 refusals during the period giving a total of 471 void days.

							The Sheltered Housing Review is underway to consider the options to reduce long term voids within the Sheltered Schemes being considered.
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The key indicators below are those which Charnwood Borough Council indirectly impacts:

KI1 - Net additional homes provided	208 Homes	G	429 Homes	G	700 Homes	G	615 Homes	End of year target expected to be reached in Quarter 4.
KI2 - Number of affordable homes delivered (gross)	59 Homes	G	79 Homes	R	126 Homes	A	132 Homes	Slightly below target but end of year target expected to be reached in Quarter 4.
KI2 - Significant reduction in all crime								At Quarter 3 total to date is 10,006 crimes (+14.6% increase). The Partnership has seen a reduction in Commercial burglaries and Theft from Motor Vehicle but has seen a small rise in Shoplifting which is being monitored by Charnwood JAG. This quarter there has been a rise in Residential Burglary, which has led to 150 cocooning packs being delivered to victims of Residential Burglary in partnership with Leicestershire Police.



Complaints

Below is a breakdown of the volume of complaints and the reasons why complaints have been made in Quarter 3 2018/19. **The table below outlines the volume of complaints:**

Stages	Oct	%	Nov	%	Dec	%	Q3 Total	%
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Stage 0	37	79	57	93	35	85	129	86
Stage 1	8	17	4	7	4	10	16	11
Stage 2	2	4	0	0	2	5	4	3
TOTAL	47	100	61	100	41	100	149	100

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

	Oct	%	Nov	%	Dec	%	Q3 Total	%
Upheld (U)	1	10	1	25	0	0	2	10
Partly Upheld (PU)	2	20	1	25	2	33	5	25
Not Upheld (N)	7	70	1	25	3	50	11	55
Not known	0	0	0	0	0	0	0	0
No Response (Out of time)	0	0	1	25	0	0	1	5
No Response (In Time)	0	0	0	0	1	17	1	5
TOTAL	10	100	4	100	6	100	20	100

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.

		October	November	December	Q3 Total
Service Failure	Upheld (U)	1	1	0	2
	Partly Upheld (PU)	0	0	1	1
	Not Upheld (N)	1	1	3	5
	Not Known (NK)	0	1	0	1
Service Delay	Upheld (U)	0	0	0	0
	Partly Upheld (PU)	0	0	0	0
	Not Upheld (N)	2	0	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	0	0	0
	Not Known (NK)	0	0	0	0
Disagrees with policy	Upheld (U)	0	0	0	0
	Partly Upheld (PU)	0	0	1	1
	Not Upheld (N)	0	0	0	0
	Not Known (NK)	0	0	0	0
Incorrect / insufficient information	Upheld (U)	0	0	0	0
	Partly Upheld (PU)	0	0	0	0
	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)	1	0	0	1

	Not Upheld (N)	1	0	0	1
	Not Known (NK)	0	0	0	0
Staff attitude/behaviour	Upheld (U)	0	0	0	0
	Partly Upheld (PU)	1	1	0	2
	Not Upheld (N)	2	0	0	2
	Not Known (NK)	0	0	0	0
Miscellaneous	Upheld (U)	0	0	0	0
	Partly Upheld (PU)	0	0	0	0
	Not Upheld (N)	1	0	0	1
	Not Known (NK)	0	0	1	1
TOTAL		10	4	6	20



Sickness Absence

The tables below include the reasons for both long term* and short-term sickness absence taken in Quarter 3 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
Cold, influenza, viral infections	0	67	67 (37%)
Miscellaneous/Other	6	17	23 (13%)
Stomach ailments	0	22	22 (12%)
Stress/Depression	6	6	12 (7%)
Neurological	0	11	11 (6%)
Other Muscular-Skeletal disorder	4	7	11 (6%)
Operations and recovery	5	4	9 (5%)
Back and spinal disorders	0	7	7 (4%)
Ear, Eye, Nose and Mouth	0	7	7 (4%)
Chest/Respiratory	1	5	6 (3%)
Genito-urinary conditions	0	3	3 (1.5%)
Heart Conditions	0	1	1 (0.5%)
Disability related	0	1	1 (0.5%)
Cancer Related	0	1	1 (0.5%)
Grand Total	22	159	181 (100%)

Count of absence/ number of days taken per absence reason

Absence Reason	Count of absence/ no. of days taken		
	Long Term	Short Term	Total
Stress/Depression	179	42.5	221.5 (20.5%)
Miscellaneous/Other	158	60	218 (20%)
Cold, influenza, viral infections	17	195	212 (19%)
Operations and recovery	137	32	169 (15.5%)
Other Muscular-Skeletal disorder	86	23.5	109.5 (10%)
Stomach ailments	0	41	41 (4%)
Back and spinal disorders	0	23	23 (2.5%)
Ear, Eye, Nose and Mouth	0	20.5	20.5 (2%)
Neurological	0	21	21 (2%)
Chest/Respiratory	0	19	19 (2%)
Genito-urinary conditions	0	8.5	8.5 (1%)
Cancer Related	0	8	8 (0.5%)
Disability Related	0	5	5 (0.5%)
Heart Conditions	0	1	1 (0.5%)
Grand Total	577	519	1096 (100%)

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

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
	Q3 18/19	5	4	Q3 18/19	137	32
Other Muscular-Skeletal disorder	Q1 18/19	4	5	Q1 18/19	96	72
	Q2 18/19	6	5	Q2 18/19	15	35
	Q3 18/19	4	7	Q3 18/19	86	23.5
Stress/Depression	Q1 18/19	5	4	Q1 18/19	134	20
	Q2 18/19	2	9	Q2 18/19	106.5	41
	Q3 18/19	6	6	Q3 18/19	179	42
Miscellaneous/Other	Q1 18/19	1	11	Q1 18/19	54	30
	Q2 18/19	1	10	Q2 18/19	20	47
	Q3 18/19	6	17	Q3 18/19	158	60
Cold, influenza, viral infections	Q1 18/19	2	31	Q1 18/19	7	76
	Q2 18/19	0	25	Q2 18/19	0	53
	Q3 18/19	0	67	Q3 18/19	17	195
Back and spinal disorders	Q1 18/19	1	8	Q1 18/19	65	18

	Q2 18/19	0	11	Q2 18/19	0	65
	Q3 18/19	0	7	Q3 18/19	0	23
Chest/Respiratory	Q1 18/19	1	6	Q1 18/19	13	32
	Q2 18/19	1	7	Q2 18/19	16	31
	Q3 18/19	1	5	Q3 18/19	0	19
Stomach ailments	Q1 18/19	0	26	Q1 18/19	0	41
	Q2 18/19	1	27	Q2 18/19	42	55
	Q3 18/19	0	22	Q3 18/19	0	41
Disability Related	Q1 18/19	1	0	Q1 18/19	30	0
	Q2 18/19	0	1	Q2 18/19	0	1
	Q3 18/19	0	1	Q3 18/19	0	5
Cancer Related	Q1 18/19	0	2	Q1 18/19	0	14
	Q2 18/19	0	0	Q2 18/19	0	0
	Q3 18/19	0	1	Q3 18/19	0	8
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
	Q3 18/19	0	7	Q3 18/19	0	21
Neurological	Q1 18/19	0	6	Q1 18/19	0	12
	Q2 18/19	0	16	Q2 18/19	0	22

	Q3 18/19	0	11	Q3 18/19	0	21
Genito-urinary conditions	Q1 18/19	0	2	Q1 18/19	0	6
	Q2 18/19	0	4	Q2 18/19	0	13
	Q3 18/19	0	3	Q3 18/19	0	8
Pregnancy Related	Q1 18/19	0	1	Q1 18/19	0	5
	Q2 18/19	0	4	Q2 18/19	0	8
	Q3 18/19	0	2	Q3 18/19	0	11
Heart Conditions	Q1 18/19	0	1	Q1 18/19	0	1
	Q2 18/19	0	1	Q2 18/19	0	1
	Q3 18/19	0	1	Q3 18/19	0	1
Grand Total	Q1 18/19	21	121	Q1 18/19	529	393
	Q2 18/19	14	135	Q2 18/19	492.5	427.5
	Q3 18/19	22	161	Q3 18/19	577	519

PERFORMANCE SCRUTINY PANEL – 19TH FEBRUARY 2019

General Fund & HRA Revenue Year End Forecast Position for the Year 2018/19

Report of the Head of Finance & Property Services

This report provides an update to the General Fund and HRA year-end forecast outturn position for the financial year 2018/2019. The forecast outturn position has been based on the position at the end of Period 9 (December 2018). This is an update and in many cases the narrative is the same as that reported in the Period 7 report. The variances reported are the differences between the full year budgets and the forecast outturn positions provided by Service Heads. There are also comments provided by the Service Heads to explain any major variances included in the report below.

General Fund Year End Forecast Outturn – Appendix 1

Appendix 1 provides a list of the major variances expected at the year-end based on comparing the forecast outturn position against the controllable service budgets. A summary of the overall position is given in the table below:

	£'000
Total General Fund controllable year-end underspend	52
Add contribution from Planning Reserves to cover staffing overspend included in the total controllable expenditure (if request approved)	140
Adjusted total General Fund controllable year-end underspend	192
Less carry forward of two budget (if request approved)	(228)
General Fund net overspend for 2018/19	(36)

Service Pressure Reserve (X158) balance £214.5k

This reserve includes 3 Service Pressure budgets that were approved as part of 2018-19 budget process. These are allocated to the specific areas detailed below:

1. A budget of £18k is available to cover the one-off costs associated with setting up and implementing the new trade waste scheme implementation costs. If this is not fully spent in 2018-19 then it will be required in 2019-20 to cover the residual costs falling in the new financial year.
2. There is a budget of £43.5k for the Town Hall essential building works. This was a one-off service pressure approved for 2018-19. If it is not fully spent it will be required in 2019-20 to complete outstanding works
3. A budget to cover Digital Democracy, software, support, dongles on going costs was included in 2018/19. This is an ongoing budget and has been budgeted for in 2019-20. The unspent budget balance of £22k for 2018-19 may not be required as some of the costs may have been paid for upfront in 2017/18.

In addition to the above the Service Pressure Reserve also holds a balance for previously approved service pressure budgets that are no longer required in 2018/19. These will be kept in the Service Pressure Reserve as unallocated and available for new service pressures. The total unallocated amount is £131k. In addition to this if the service pressure budget to cover Digital Democracy, software, support and dongles (at point 3 in the paragraph above) is confirmed as not being required then the £22k allocated will be transferred into unallocated amount to give a total of £153k available to support future years' pressures.

Planning Delivery Grant Reserve (X449)

This is not a ring fenced reserve and therefore can be used to fund any Council expenditure. However the balance is split between revenue use and capital use. The current balance available for revenue expenditure is £310k and the current balance available for capital expenditure is £45k. Approval to use £102k of the revenue part of the reserve is being sought at Cabinet at its meeting on 14th March 2019. This is to fund planning agency costs. This would leave a balance of £208k available to fund revenue and £45k available to fund capital in this reserve.

Planning Growth Support Reserve (X157)

This is ring fenced reserve and is only available to fund specific planning projects. Approval to use £36k of the reserve is being sought at Cabinet at its meeting on 14th March 2019. This is to fund planning agency costs. If approved this would leave the balance of the reserve at £79k.

Approval to use a total £140k of reserves is being sought at Cabinet at its meeting on 14th March 2019 to fund the planning agency costs for 2018/19.

Loughborough Special Expenses Year End Forecast

Period 7 budget monitoring position reported an overspend of £14k. This was to cover survey costs on the new cemetery site. These costs are now being capitalised and will be covered by the capital budget for this scheme. The revised net overspend is now £2k being a combination of additional costs for the Carillion Tower Conservation project (£10k), and the Loughborough Fair health and safety costs (£6k) offset by additional income for Street Trading (£6k) and utility underspends (£8k).

Managed Vacancy Savings

The full year 2% managed vacancy savings (MVS) budget is £257k, of which £86k, (33%) has offered up and transferred to MVS. There is still a balance outstanding £171k for the year. In reviewing the budgets and spend for salary related expenditure and agency costs there is an actual net salary and agency costs underspend at Period 9 of £170.5k after adjusting for the use of Planning Reserves (assuming this is approved) to fund Planning agency costs (see above) and then also allowing for externally funded posts.

It is proposed that the Head of Finance and Property Services will review the position as at the end of Period 10 and will transfer the whole amount of £170.5k to the MVS so that the target is achieved for the year. It should be noted that this will still leave any ongoing vacancy savings in salary related budgets in February and March to fund any ongoing or new requirements to fund staff cover for those 2 months. It should also be noted that the full year's target has been achieved in ten months.

The table below summarises the position on the MVS,

Directorate	2% MVS Budget Full Year Target £	Amounts transferred to MVS Period 9 December £	MVS to be recovered for the Year £	Actual Salary & Agency underspend Period 9 £	Comments
Corporate Services	108,500	52,300	56,200	123,663	Period 9 salary underspends: Legal Services £48k, of which £20k will be required for external legal costs. Customer Experience £38k, Finance & Property £36k.
Housing, Planning & Regeneration	85,500	29,100	56,400	30,424	Period 9 underspends: Head of Regulatory Services £21k, Building Control £4k, Head of Housing £5k
Neighbourhood & Community Wellbeing	63,300	4,600	58,700	16,441	Period 9 underspend: CCTV and Crime Prevention £16k.
Total General Fund	257,300	86,000	171,300	170,528	

Major Variances on Fee Income to 31st December 2018

Service	Income Variance P9 Shortfall/ (Surplus) to Dec 2018 £'000	% of Profiled Budget Shortfall/ (Surplus) to Dec 2018
Planning Fees & Pre Application Advice	382	33%
Building Control Fees	62	30%
Loughborough Markets	9	4%
Car Park Income	(18)	(3)%
Garden Bin Income	(95)	(10)%
Town Hall Concerts & Shows part offset by Artist	(130)	(22)%
Town Hall Bars offset by cost of Provisions/Stock	(53)	(54)%
Private Lifeline Income	(12)	(10)%

Housing Revenue Account

The forecast outturn position is an estimated underspend on controllable service budgets of £494k. These are listed in Appendix 2.

The targets for both Strategy and Private Sector Housing and Landlord Services Managed Vacancy savings have been made for 2019/20 totaling £111k.

Collection Fund Statistics

Cumulative Collection rates 1st April to 31st December 2018 are as follows:

Full Year Council Tax, including Loughborough Special – Collectable £7.7m

April to December 2018 - 85.22%

April to December 2017 - 85.68%

Full Year NDR – Collectable £48.2m

April to December 2018 - 82.50%

April to December 2017 - 84.18%

The 2018/19 statistics are materially affected by 2 payments totaling £460k, which were due in Period 9 but were not received until just after the end of the period i.e. in early January 2019. If these had been received on time the percentage collected would have been 83.45%. This is still slightly below the collection percentage for the same period in 2017/18. It equates to approximately £350k.

Appendix 1 – General Fund Estimated Year End Forecast 31st March 2019

Appendix 2 – HRA Estimated Year End Forecast 31st March 2019

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General Fund Year End Forecast to 31st March 2019

Appendix 1

Service	Comments	Year-end Forecast (Over)/Under £'000
Housing, Planning & Regeneration Director	Full Year Managed Vacancy Saving shortfall £56.4k to be cleared by (Period 10) January 2019.	0
	Total Variance Under/(Overspend)	0
Head of Strategic & Private Sector Housing	Underspends being: - Empty Homes Legal Fees £57k, Flexible Homelessness Grant £89k and Supported Accommodation Homelessness budget £41k. The £187k underspend has been requested as a carry forward into 2019/20.	187
	Total Variance Under/(Overspend)	187
Head of Landlord Services	Private Sector Alarms additional Income, the 2019-20 budgets were adjusted as part of the budget setting process to reflect this ongoing increase in Income.	14
	Total Variance Under/(Overspend)	14
Head of Planning & Regeneration	Net Salary/Agency overspends to be funded from two Planning Reserves. A Cabinet report is scheduled for 14th March 2019 to cover Agency staffing costs, following on from the Cabinet Report 12 th April 2019.	(140)
	Planning Application - Income shortfall. There are some substantial schemes underway for which the fees (£217k) are expected in February and March; the year end forecast has been adjusted on the assumption that the £217k will be received before year end. Head of Finance & Property comment - without the £217k the shortfall will be c500k at the year end.	(300)
	Building Control Fees - Income shortfall, A review of the provision of a Building Control Service will be subject to a separate report to Cabinet in April 2019. The cost of provision will be one of the aspects covered in the report.	(80)
	Small saving on Building Control salaries, it is proposed that any underspends within Planning and Regeneration at the year-end, will offset in part the overspends above.	4
	Total Variance Under/(Overspend)	(516)
Head of Regulatory Services	Environmental Protection/Occupational Health/Food small underspends	13
	Street Management LCC Reimbursement	8
	Net additional Car park Income	6
	Total Variance Under/(Overspend)	27
Neighbourhood & Community Wellbeing Director	Full Year Managed Vacancy Saving shortfall £58.7k to be cleared by (Period 10) January 2019.	0
	Total Variance Under/(Overspend)	0
Head of Waste, Engineering & Open Spaces	Open Spaces overspend £14k contribution towards fencing bell foundry offset by underspends in utilities £7k	(7)
	Additional Income being:- Garden Waste Bin Income £100k, additional Recycling credits £60k, KPI Income £30k and Garden Waste Bin sticker cost savings £5k offset by additional Serco costs & Gate fees £42k	153
	Loughborough Cemetery Burial Audit costs £3k offset by additional Outwoods Car park Income £7k	4
	Total Variance Under/(Overspend)	150
Head of Leisure & Culture	Markets Income shortfall £14k, overspent salaries costs £23k and electrical work £2k	(39)
	Additional Street Trading Income and small underspends	7
	Additional Leisure Centre Utility Contract Income	7

Service	Comments	Year-end Forecast (Over)/Under £'000
Head of Leisure & Culture (continued)	Additional Town Hall Concerts Income £130k at Period 9, offset by Artist fees additional costs £85k, a surplus of £45k on Show Income, and the budget should be on target for Jan-March 2019.	45
	Minor overspends across this service	(4)
	Box Office increased fee per ticket sale £5k and increased Bar & catering Income £5k	10
	Total Variance Under/(Overspend)	26
Head of Neighbourhood Services	Underspends on Community Grants £84k, these will be spent in full by year end and Members Grants £5k which is to be transferred back to Reinvestment Reserve. There is a shortfall of Lottery Income £14k due to starting the new scheme 5 months later than planned.	(14)
	CCTV & Crime Prevention salaries underspend £18k at Period 9; this will be transferred to MVS budget if not required. Thorpe Acre Hut underspends £7k as this is not yet operational and £7k of other small underspends in this service area.	14
	Total Variance Under/(Overspend)	0
Corporate Services Director	Full Year Managed Vacancy Saving shortfall £56.2k to be cleared by (Period 10) January 2019.	0
	Total Variance Under/(Overspend)	0
Chief Executives Team	Total Variance Under/(Overspend)	0
Head of Finance & Property Services	External Audit fees savings, the budget has been reduced in 2019-20.	10
	Oak/Ark/Messenger Close Industrial Units additional Income, the income budgets have been increased in 2019-20.	20
	Total Variance Under/(Overspend)	30
Head of Customer Experience	Capita Contract Increases offset by quarterly Capita Pension contract adjustment	(24)
	DD187 £27k Salary Temp Staff in 2019 Contact Centre and DD200 ICS Apprentice £14k, total £41k Carry Forward 2019	41
	Capita One Off charge for Pension Contract and Penalty Charge	140
	Total Variance Under/(Overspend)	157
Head of Strategic Support	Civic Expenses overspend overtime	(4)
	HR various small underspends	10
	Improvement & Organisational Development Website Redesign	(6)
	Insurance Excess costs/Employee Premium Costs	(5)
	Audit & Risk H&S Contract costs with LCC	(2)
	Legal services Salaries to be used for External Legal costs	5
	Election costs not budgeted for	(15)
	Register of Electors Service Unit	(5)
	Land Charges one off DCLG Grant Income for Property Searches	5
	Members Allowance/Emergency Planning	(7)
	Total Variance Under/(Overspend)	(23)
Total General Fund Controllable Year End Underspend.		52
Use of Planning Reserves to Fund Planning Salary/Agency costs		140
Adjusted General Fund Controllable Year End Underspend		192

Service	Comments	Year-end Forecast (Over)/Under £'000
<u>Carry Forward Budget required for 2019/20</u>		
Head of Customer Experience	Approved Delegated Decisions in 2018/19 for Temporary Contracts 2019-20 Contact Centre advisor and ICS Apprentice from one off Grant monies received in 2018-20.	41
Head of Strategic & Private Sector Housing	Empty Homes legal costs are required due to Compulsory Purchase Orders as well as the prevention of Homelessness (Grant funded).	187
Total Carry Forward Requests		228
Net (Overspend) after carry forward requests		(36)

Service	Comments	Year-end Forecast Under/ (Overspend) £'000
Head of Landlord Services		
	Rechargeable Repairs	46
	Health and Safety	2
	Responsive Repairs	85
	Void Capitalisations	(148)
	Fortem Electrical testing - expecting to spend approx. £100k	228
	Planned Maintenance - EWI £73k underspend, £400k painting less £248k contractor payments.	175
	Other variances – including £11k Tenant Participation and consultation, £5k IT hardware in Business Support, £4k community projects. There were also underspends of £4k setting up Direct Debits, £10k vacant Business Support Assistant and £4k legal fees both relating to Housing Income.	81
	Total Variance Under/(Overspend)	469
Head of Strategic & Private Sector Housing	Budgets are currently on target	0
	Total Variance Under/(Overspend)	0
Head of Finance & Property Services	Dwelling rents - includes £11k favourable variance on voids and £48k on the timing of right to buy sales along with additional properties purchased. (0.5%)	25
	Total Variance Under/(Overspend)	25
Total HRA Underspend	Total Variance Under/(Overspend)	494

PERFORMANCE SCRUTINY PANEL – 19TH FEBRUARY 2019

Item 08 Additional information provided by the Head of Landlord Services

A) Scrutiny Resolution - Minute 42.3 (PSP 22nd January 2019)

RESOLVED that the General Fund and HRA Revenue monitoring report to be submitted to the Panel at its meeting to be held on 19th February 2019, includes additional information in 'Table C – Current Tenant Arrears - Dwellings only' to highlight the age of the cumulative debt;

Reason: The Panel wished to understand the age of the debt shown in Table C regarding the current tenant arrears and whether the debt had cumulated over a long period of time, particularly for those over £2000.

B) Information - Age of Debt

Table 1 - Categories of Debt (below) shows the average age of debt (all tenants in arrears) by arrears band (position at 05/02/2019).

Rent Arrears Band	Number of Tenancies	Amount Owed £	Average Age of Debt (years)
Less than £150	860	£ 55,597	0.29
£150 - £300	252	£ 54,588	0.96
£300 - £450	163	£ 60,251	1.39
£450 - £600	131	£ 68,634	1.45
£600 - £750	72	£ 48,473	1.44
£750 - £900	66	£ 54,754	1.62
£900 - £1200	78	£ 79,928	1.80
£1200 - £2000	59	£ 89,296	1.89
£2000 +	24	£ 57,273	2.61
Total	1705	£ 568,793	1.49

Table 1 - Categories of Debt

Cases over £2000

There are 25 cases (position at 04/02/2019) with a rent debt of over £2,000.

The average age of the debt (i.e. since the rent account was last clear) is three years. The average debt is £2492.89.

The age of the oldest debt is 13.9 years. The tenant owes £2158.46. A court order is in place.

The age of the youngest debt is 0.7 years. The tenant owes £2456.3. The Council is awaiting an eviction date from the courts.

The age of the highest debt is 1.3 years. The tenant owes £3566.65. The Council has served a notice to quit.

All cases have been subject to a legal notice or court order. *Table 2 - Legal Action Summary* (below) provides a summary of the action taken on each account.

Legal Status	Count
Court order	16
Awaiting eviction date	3
Notice of Seeking Possession served	1
ASB possession action	1
Court hearing 14/03/2019	1
Court of Protection Issue	1
Notice to Quit Served	1
Outright possession order obtained	1
Grand Total	25

Table 2 - Legal Action Summary

Notes

- a) Where a tenant is on a low income, and a suspended possession order is obtained by the Council, the courts typically make an order for the current rent plus a small amount to be paid weekly off the arrears. That latter amount is currently set by the courts at £3.70 per week. Debts subject to an order of this nature may take years to reduce to a 0 balance.
- b) The courts can adjourn hearings and suspend warrants of eviction on similar terms to those outlined at note a (above). So whilst a suspended possession order may be broken by the tenant, and their arrears increase, an eviction may not follow despite the Council requesting a warrant of eviction from the courts.

PERFORMANCE SCRUTINY PANEL – 19TH FEBRUARY 2019

Report of the Head of Landlord Services Cabinet Lead Member: Councillor Paul Mercer

ITEM 9 TENANCY SUPPORT

Purpose of Report

To consider the performance data in relation to tenancy support and tenancy sustainment, and the reasons for tenancy failure.

To provide information to Scrutiny around payment plans to reduce rent arrears as resolved at the Panel's meeting on 22nd January 2019.

Action requested

The Panel is asked to note the content of the report.

Trends in Performance

1. Tenancy Support Team Caseload

The Tenancy Support Team dealt with 206 cases for the period 1st April 2018 to 31st December 2018, around 13% less than the 238 cases dealt with at the same period the previous year. Whilst fewer cases were dealt with, the support provided has been more intensive.

The Team are focusing on the provision of support to tenants claiming universal credit (UC). The Landlord Services Financial Inclusion Team also support tenants in this respect, along with the recently appointed (November 2018) Landlord Services Universal Credit Officer¹.

Over the last two years there has been around a 43% increase in new non-secure tenancies (where tenants are housed in the Council's stock pending a decision in relation to their eligibility for housing). These tenants typically have higher levels of need.

2. Tenancy Support Case Closure Reasons

When the Tenancy Support Team close a case, the case closure reason is recorded. A summary of case closure reasons can be found at Table 1. For the period 1st April 2018 to 31st December 2018 the team closed 152 cases. This is a decrease on the same period the previous year where 254 cases were closed. Due to the higher level of need cases are remaining open for a longer period.

140 cases were closed with positive or neutral closure reasons. Figures in this respect are consistent year on year with around 92% of cases closed with a positive or neutral closure reason in 2018/19 compared to 91% for the same period in 2017/18.

¹ The work of the Financial Inclusion Officer / UC Officer is not reflected in this report.

There were 12 negative case closure reasons. The Tenancy Support Team works with the most hard to reach tenants who often have highly chaotic lifestyles and can struggle with substance addiction and mental health issues. These issues can make it difficult for some tenants to keep appointments and engage with support. Therefore despite the best efforts of the team it is not always possible to work successfully with all tenants referred to the service. 10 tenants failed to engage with support and 2 were evicted for rent arrears.

Table 1 Tenancy Support Case Closure Reason

Case Closure Reason	Cases Closed between 1/4/18 – 31/12/18	Cases Closed between 1/4/17 – 31/12/17
One off support intervention	66	91
Support successfully completed	42	68
Advice given	8	41
Failure to engage	10	22
New tenant support ended	12	12
Cancelled / Support not required	4	7
Move to other floating support	4	6
Eviction prevented	0	4
Evicted Anti-Social Behaviour	0	1
Evicted - Rent arrears	2	1
Tenant moved	1	1
Gone to prison	2	0
Deceased	1	0
Total	152	254

3. Tenancy Support Actions and Outcomes

Successful actions and outcomes delivered by the Tenancy Support Team are recorded. These are detailed at Table 2.

Maximising rental income is a priority for the team, and this is reflected by the high number of successful actions around housing benefit and Universal Credit. Other actions, including charity and grant applications serve to maximise tenants' income and increase their ability to pay the rent. The work carried out by the Tenancy Support Team has resulted in £47,397² being paid directly to tenants rent accounts. For the same period in the previous year the figure was £38,000. This is an increase of 24.73%.

² This figure reflects the initial payment of Housing Benefit/housing element of Universal Credit. If the benefit secured by the Tenancy Support Team remains in payment throughout the financial year the figure is significantly higher.

Between 1st April 2018 and 31st December 2018, Tenancy Support Officers have dealt with 35 cases where there was a safeguarding concern about children or a vulnerable adult/s. There has been no significant change in terms of case numbers, with 36 cases being dealt with at same period the previous year.

This work involves close liaison with Children's Services and Adult Social Care and on occasion with the Police. As a result of these referrals officers also attend Safeguarding meetings and Vulnerable Adults Risk Management (VARM) meetings to work with partner agencies to share information and where possible reduce risk.

Table 2 Tenancy Support Outcome/Actions

Outcomes/Actions	1/4/18 – 31/12/18	1/4/17 – 31/12/17
Charity Application	79	84
New Housing Benefit Application	39	66
Housing Benefit Backdate	42	40
Rent payment improvement	21	26
Utilities	32	23
Utility Grant	9	23
Assistance with Welfare Benefits	39	22
Transfer Application	23	19
DHP Award	23	15
Community Care Assessment	5	14
Social Fund Community Care Grant	4	11
CBL bid	30	10
First Contact Referral	2	8
Assistance with Council Tax Arrears	23	7
Debt Advice – inc ref to Money Wise	8	7
Eviction / Legal Action prevented	10	7
Domestic Abuse Referral	1	5
Housing Benefit Overpayment Reduction	5	5
Mental Health Support	7	3
Setting up clockwise accounts	2	3
Refer to Local Area Co-ordinator	0	2
Condition of property/garden improvement	7	1
ASB improvement	1	1
Drug / Alcohol problem Support	3	1
Universal Credit (see Table 4 for a full breakdown)	65	n/a
Early help referral	2	1
Total	482	404

There has been a decrease in the number of new Housing Benefit applications, and an increase in UC claims following the introduction of UC full service.

4. Vacation Reason

When a tenancy is ended the vacation reason is recorded, these are detailed at Table 3. Table 3 shows that transfer within the Council's own stock and Tenant Deceased are the most common reasons a tenancy ends.

Table 3 - Vacation Reason (all tenancy types)

Vacation Reason	1/4/17 - 31/3/18	1/4/16 - 31/3/17
Transfer - Charnwood	96	124
Tenant Deceased	96	115
Residential Care/Nursing Home	56	48
Transfer - Housing Association	73	62
Right To Buy - Freehold	32	52
Mutual Exchange	38	31
Moving Out of Area	18	32
Moving in with Friends	19	15
Tenant Evicted - Other (including intentionally homeless decision)	5	16
Moving to Private Rental Accommodation	15	14
Tenant Evicted - Arrears	10	11
Abandoned	16	9
No Information Received	8	9
Financial Reasons	8	2
Right To Buy - Leasehold	4	8
Harassment/safety	5	2
Do not like Area	2	2
Notice to Quit	3	2
Tenant sent to Prison	4	4
Illegal Occupier	4	8
Buying Other Property NOT RTB	2	4
Health / Medical	7	4
Neighbourhood Dispute/Nuisance	3	1
Temporary to Permanent	54	12
Do not like Property	0	1
Moving in with Partner	3	2
Transfer - Removal of Spare Room Subsidy	1	1
Entered in Error	0	2
Possession - Other	5	7
Evicted ASB	3	10
Evicted ASB and arrears	1	3
Total	591	613

5. Tenancy Sustainment

The number of tenancies sustained for longer than 12 months from the date of tenancy commencement is monitored. Where a tenancy ends within the twelve month period the vacation reason is reviewed. If the vacation reason is classed as negative e.g. *Tenant Evicted, Abandonment, Neighbourhood Dispute, Evicted, Harassment / Safety* this is recorded as a tenancy failure.

340 tenancies³ were started in the period 1st April 2017 - 31st December 2017. Of these tenancies, at the corresponding period 12 months on from the tenancy commencement 2 tenancies were considered to have failed.

The in-year Tenancy Sustainment rate is therefore 99.4%. The sustainment rate was also 99.4% for the previous year. This is in excess of the target set of 95%.

6. Universal Credit (UC)

The table below shows the work carried out by the Tenancy Support Team to assist tenants to make and sustain a claim for UC.

Table 4 - Universal Credit

Action	1/4/18 - 31/12/18
UC – claim (including setting up emails and arranging for I.D. to be verified as part of the claim process)	26
UC - Income generated (cases where money has come in to the rent account as a direct result of the intervention of Tenancy Support Officers)	8
UC – claims sustained (helping tenants maintain their claim)	23
UC – advance payments (helping tenants to apply for an advance on their first UC payment to help them pay for essential items pending payment)	3
UC – managed payments (requests for payments direct to Charnwood)	2
UC – sanctions (helping people appeal against sanctions)	3

The Tenancy Support Team commenced recording the work carried out in relation to UC from 1st April 2018.

Part of the borough went over to UC full service in June 2018 with the remainder transferring in July 2018.

It is anticipated that the number of tenants on UC will increase as more tenants make a claim for UC following a change of circumstances, and as tenants migrate over to UC from their current benefit.

7. Customer Feedback

In the period 1st April 2018 – 31st December 2018, the Tenancy Support Team has received three compliments. One of the compliments is shown below, and serves to illustrate the positive impact the team has on the lives of vulnerable tenants:

“My father moved to Charnwood around 5 weeks ago and this has been an extremely stressful and anxious time for him. However, from the start of the process and

³ This figure includes introductory and secure tenancies. Non-secure tenancies are excluded.

throughout Paul has been absolutely excellent. The support that he has provided to my father has been first rate and without such support my father would have undoubtedly found the system almost impossible to navigate. Paul has gone above and beyond in terms of signposting my father to relevant agencies and supporting him with his universal credit claim. My father has severe dyslexia and has difficulties in processing information. However, Paul was able to effectively communicate with him and help him to resolve issues. Paul has also liaised with me with my father's consent and kept me updated accordingly.

In summary I just want to say that Paul should be commended for his work. He is truly an asset to your service and without his support my father would not have coped with this process"

8. Payment Plans to Reduce Rent Arrears

At the meeting of the Performance Scrutiny Panel on 22nd January 2019 the Panel resolved that:

The Head of Landlord Services be asked to include additional information regarding whether payment plans are in place to recoup [the] rent arrears in the Tenancy Support report to be submitted to the Panel at its meeting to be held on 19th February 2019.

The Panel wished to understand that options were in place to recover [the] tenant arrears.

Officers in the Tenancy and Income Management Team seek to make payment plans with tenants to reduce rent arrears.

The court's *Pre-Action Protocol for Possession Claims* sets out that...

'The landlord and tenant should try to agree affordable sums for the tenant to pay towards arrears, based upon the tenant's income and expenditure (where such information has been supplied in response to the landlord's enquiries). and that...

If the tenant meets the appropriate criteria, the landlord should arrange for arrears to be paid by the Department for Work and Pensions from the tenant's benefit.'

A payment plan is in place for around 68% of the 1705 arrears cases.

A summary of repayment plan types (position at 05/02/2019) can be found in the below table.

Table 5 - Payment Plan Summary

Type of Payment Plan	Number of Tenancies
Court order	262
Repayment agreement	467
DD payers in arrears	238
Alternative payment arrangement confirmed - DWP	180
Arrears direct payments - DWP	12
Total	1159

Background papers: None

Officer to contact: Peter Oliver
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Claire Westrup
Principal Officer - Tenancy and Income Management
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PERFORMANCE SCRUTINY PANEL – 19TH FEBRUARY 2019

Report of the Lead Member for Housing Lead Member: Councillor Paul Mercer

ITEM 10 HOUSING REPAIRS COMPLAINTS

1. Purpose of the Report

To consider the complaint trends for housing repairs and asset management. A summary of complaints received in 2017/18 and complaints received to the end of Q3 2018/19 can be found at Appendix 1.

2. Trends

2.1 Comparison with previous years:

Full Year	Total number of Repairs and Asset Management complaints (All stages) ¹
2012/13*	340
2013/14*	317
2014/15*	193
2015/16	420
2016/17	427
2017/18	390

April-December (Q1-3)	
2017/18	321
2018/19	190

**Information is not directly comparable due to the change in the Corporate Complaints procedure with the introduction of the informal stage (Stage 0). Data provided for information purposes only.*

In 2017/18 321 complaints were received to the end of Q3. In 2018/19 190 were received. This is around a 41% reduction comparing like for like periods year on year.

In 2017/18 43 compliments were received to the end of Q3. In 2018/19, 32 compliments were received. This is a 26% reduction comparing like for like periods year on year.

In 2017/18 performance against response times was around 97%. In 2018/19 performance against response times fell to around 86% for stage zero and stage one complaints. A new process has been put in place to support faster response times.

¹ The number of complaints detailed reflects stage 0, 1 and 2 complaints. One complaint may pass through each stage therefore it will be counted three times.

2.2 Repairs

In 2017/18, 185 complaints were received to the end of Q3. In 2018/19 96 complaints were received. This is a decrease of around 48% when comparing like for like periods year on year.

The in-house repairs team completed 8144 repairs to the end of Q3. The overall complaint rate remains proportionately low at around 1%.

2.3 Asset Management

In 2017/18 98 asset management complaints were received to the end of Q3. In 2018/19 57 asset management complaints were received. This is a 41.8% reduction in the number of asset management complaints when comparing like for like periods year on year.

2.4 Compliance

In 2018/19 twelve compliance complaints were received to the end of Q3. In previous reports this section has been part of the overall repairs performance data. It is now distinct.

2.5 Complaint Reasons

Five stage one complaints concerning failure of service were received in 2018/2019 to the end of Q3, compared with twenty in 2017/18, a reduction of around 58% comparing like for like periods year on year.

Five stage one complaints concerning disagreements with policy were received in 2018/2019 to the end of Q3, compared with seventeen in 2017/18 a reduction of 70.6 % comparing like for like periods year on year.

A review of complaints received in 2018/19 Q1-3 showed that 23% were due to service delay and 17% to service failure. The section has suffered with a number of long term staff absences. Recruitment is in progress and it is expected that performance will improve.

Customer satisfaction remains high for in-house repairs delivery. The 2018/19 Q1-3 figures are as follows:

Tenants satisfied with responsive repair overall - 97.22%

Tenants satisfied with the time taken to complete the repair - 97.2%

Tenants satisfied tha the operative arrived on time - 98.10%.

Appendix 1:	Repairs and Asset Management Complaints Summary
Background Papers:	None
Officer(s) to Contact:	Peter Oliver Head of Landlord Services Tel: 01509 634952 Email: peter.oliver@charnwood.gov.uk

Appendix 1 - Repairs and Asset Management Complaints Summary

Stage 0

	2018/19 (Apr-Dec 18)	2017/18 (Apr-Dec 17)	2017/18 (Full year)
Asset Management	57	98	123
Repairs	96	185	217
Compliance	12	-	-

Stage 1

Team	Total number received (Apr-Dec)		Upheld/partially upheld		Upheld/partially upheld %	
	2018/ 2019	2017/ 2018	2018/ 2019	2017/ 2018	2018/ 2019	2017/ 2018
Asset Mant.	8	18	7	10	88%	56%
Repairs	11	20	8	11	73%	55%
Compliance	2	-	1	-	50%	-

Stage 2 (Investigated independently and responded to by the Corporate Development Officer)

Team	Total number received (Apr-Dec)		Upheld/partially upheld		Upheld/partially upheld %	
	2018/ 2019	2017/ 2018	2018/ 2019	2017/ 2018	2018/ 2019	2017/ 2018
Asset Mant.	4	1	2 (1 decision not due until 25/1/19)	0	67%	0.00%
Repairs	0	3	0	2	0%	67%
Compliance	0	0	0	0	0	0

Complaint Reasons (upheld or partially upheld stage 1 & 2 complaints)

Complaint reason	Total number (Q1-3)		% of total complaints	
	2018/ 2019	2017/ 2018	2018/ 2019 (Q1-3)	2017/ 2018
Service Failure	5	8	27.5%	35%
Service Delay	3	4	17.5%	17%
Communication	1	5	5.5%	22%
Procedure not followed	-	-	-	-
Disagrees with policy	5	5	27.5%	22%
Incorrect/insufficient	1	1	5.5%	4%

information				
Incorrect action taken	-	-	-	-
Issue with work completed	2		11%	
Issue with work in progress	1	-	5.5%	
Staff attitude/behaviour	-	-	-	-
Miscellaneous	-	-	-	-
Total	18	23	100%	100%

PERFORMANCE SCRUTINY PANEL – 19TH FEBRUARY 2019

Report of the Head of Strategic Support

ITEM 11 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.

Action Requested

To note the current position with the Panel's Work Programme.

Reason

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 23rd January 2019 and is attached as Appendix 1 for the consideration of the Panel.

Appendix: Appendix 1 - Work Programme

Background Papers: None

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

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	19 February 2019 (standing item at every meeting)	Work Programme	To consider items for future meetings	To allow the Panel to identify items for which scrutiny is required and make recommendations, as appropriate, to Scrutiny Management Board.	N. Conway/ A. Ward	
Performance Scrutiny Panel	19 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>

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)	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	Recommended by PSG 29 September 2015. Agreed by SMB 28 October 2015. Scheduled by PSP 5 April 2016. Agreed by PSP 14 February 2017 that an update report be received in 12 months, (minute 46.2) and to include information regarding recorded amount of rental income generated.
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 / T. Stankley	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)

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>
Performance Scrutiny Panel	18 June 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	<p>Agreed by SMB 28 March 2018 (Min 46.1) (following request from PSP 14 February 2018). Scheduled PSP 16 April 2018 (min 57.3) Rescheduled PSP 22 Jan 2019 (min 44.1)</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 2018 (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 / T. Stankley	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 / T. Stankley	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	Recommended by PSG 29 September 2015. Agreed by SMB 28 October 2015. Scheduled by PSP 15 December 2015. Agreed by PSP on 16 February 2016 that an update be received in 6 months and that a Project Board member should attend. Agreed by PSP on 23 August 2016 that an update be received. Agreed by PSP 04 July 2017 and at 12 December 2017 that a six-monthly update be received.

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Performance Scrutiny Panel	20 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	<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	20 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.

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Performance Scrutiny Panel	08 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	08 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	08 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.

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Performance Scrutiny Panel	08 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 / T. Stankley	Three reports to be considered through the year. Reports to be considered at the same time annually. Re-scheduled by PSP 14 February to its August meeting to correlate with Council's budget monitoring schedule, (see minute 49.4) Reporting changed from period 3 (August) to period 4 (October) to align with new 2018-19 committee dates and finance schedules.
Performance Scrutiny Panel	19 November 2019 (annual item)	Performance Information (Quarter 2 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / 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	22 January 2020 (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 / T. Stankley	<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>
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.