



POLICY SCRUTINY GROUP

This meeting will be recorded and the sound recording subsequently made available via the Council's website: charnwood.gov.uk/pages/committees

Please also note that under the Openness of Local Government Bodies Regulations 2014 that other people may film, record, tweet or blog from this meeting. The use of any images or sound recordings is not under the Council's control.

To: Councillors Seaton (Chair), K. Harris (Vice-Chair), Brookes, Hamilton, Hunt, Murphy, Paling, Parton, Shepherd and Smith (For attention)

All other members of the Council
(For information)

You are requested to attend the meeting of the Policy Scrutiny Group to be held in Committee Room 2 - Council Offices on Tuesday, 5th February 2019 at 6.30 pm for the following business.

Chief Executive

Southfields
Loughborough

28th January 2019

AGENDA

1. APOLOGIES
2. MINUTES OF THE PREVIOUS MEETING 4 - 10

The Group is asked to confirm as a correct record the minutes of the meeting held on 13th November 2018.

3. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS
4. DECLARATION OF THE PARTY WHIP

5. QUESTIONS UNDER SCRUTINY PROCEDURE 11.17

No questions were submitted.

6. PERFORMANCE SCRUTINY PANEL UPDATE

The Chair of the Performance Scrutiny Panel and the Head of Strategic Support will provide a verbal update on the current position regarding the work of the Performance Scrutiny Panel.

7. BUSINESS PLAN AND CORPORATE BUSINESS PLANNING PROCESS 11 - 45

A report of the Chief Executive, providing the Group with an overview of the corporate business planning process and informing the Group of the progress to date towards the development of the draft Corporate Business Plan 2019/20.

8. STRATEGIC AND PRIVATE SECTOR HOUSING SERVICES FEES AND CHARGES POLICY

A report of the Strategic and Private Sector Housing, enabling the Group to consider the fees and charges that the Strategic and Private Sector Housing Services can request for both statutory and non-statutory services, is to follow.

This report is being submitted to the Cabinet meeting on 14th February 2019, the agenda for which is due to be published on 1st February 2019.

9. REVIEW OF ZERO WASTE STRATEGY

A briefing will be provided by the Head of Cleansing and Open Spaces on the Government's Resources and Waste Strategy and the effect that this will have on the Council's Zero Waste Strategy.

10. PROGRESS WITH PANEL WORK 46

A report of the Head of Strategic Support, providing an update on the establishment and progress of scrutiny panels.

11. WORK PROGRAMME 47 - 62

A report of the Head of Strategic Support, enabling the Group to consider its work programme and propose to the Scrutiny Management Board any additions, deletions and amendments as appropriate.

For the Group's assistance, meeting dates for the remainder of the 2018/19 Council year have been set as follows:

9th April 2019.

SCRUTINY QUESTIONS

What topics to choose?

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

Pre-decision scrutiny

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

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

Basic Questions

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

POLICY SCRUTINY GROUP 13TH NOVEMBER 2018

PRESENT: The Chair (Councillor Seaton)
The Vice-chair (Councillor K. Harris)
Councillors Brookes, Gerrard, Hamilton, Hunt,
Murphy, Paling, Parton, Shepherd and Smith

Councillors Taylor (Cabinet Lead Member for
Communities, Safety and Wellbeing) and Mercer
(Cabinet Lead Member for Housing)

Strategic Director of Housing, Planning &
Regeneration and Regulatory Services
Head of Landlord Services
Head of Neighbourhood Services
Children, Families and Partnerships Manager
Principal Officer Tenancy and Income
Management
Democratic Services Manager
Democratic Services Officer (MH)

APOLOGIES: Councillor Vardy (Cabinet Lead Member for
Planning, Inward Investment and Tourism
Strategy) for item 8 on the agenda

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.

20. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 25th September 2018 were confirmed as a correct record and signed.

21. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS

The following disclosures of interests were made:

- (i) by Councillor Parton – personal interests in item 6 on the agenda, Draft Children and Young People's Strategy 2019-2024, and item 7 on the agenda, Tenancy Support Policy 2019-2022, as a member of Leicestershire County Council including its Child Protection Panel;
- (ii) by Councillor Seaton – personal interests in item 6 on the agenda, Draft Children and Young People's Strategy 2019-2024, item 7 on the agenda, Tenancy Support Policy 2019-2022, and item 8 on the agenda, Housing Development Company, as a member of Leicestershire County Council;

- (iii) by Councillor Shepherd – personal interests in item 6 on the agenda, Draft Children and Young People’s Strategy 2019-2024, item 7 on the agenda, Tenancy Support Policy 2019-2022, and item 10 on the agenda, Work Programme which included reference to the Leicester and Leicestershire Strategic Growth Plan, as a member of Leicestershire County Council.

22. DECLARATION OF THE PARTY WHIP

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

23. QUESTIONS UNDER SCRUTINY PROCEDURE 11.17

No questions had been submitted.

24. DRAFT CHILDREN AND YOUNG PEOPLE'S STRATEGY 2019-2024

A report of the Head of Neighbourhood Services, providing the Group with an opportunity to consider the draft Children and Young People’s Strategy 2019-2024, was submitted (item 6 on the agenda filed with these minutes).

The Cabinet Lead Member for Communities, Safety and Wellbeing, the Head of Neighbourhood Services and the Children, Families and Partnerships Manager assisted with consideration of the item and provided the following responses to issues raised:

- (i) There was specific guidance regarding which roles required a DBS check. Ensuring that the guidance was followed was usually an HR function as part of the recruitment process. That was different to the Council’s ongoing safeguarding responsibilities. It was not the Council’s responsibility to ensure that external organisations had undertaken appropriate DBS checks.
- (ii) The introduction of the General Data Protection Regulation had not caused difficulties regarding information sharing because there were overriding duties regarding reporting safeguarding concerns relating to children.
- (iii) The Council had commented on the recent review of Early Help services conducted by Leicestershire County Council. Any impact of those changes would relate to preventative work rather than social care services and would not affect how the Borough Council performed its safeguarding functions.
- (iv) Consultation on the draft strategy had been through discussions at meetings of the various forums and groups on which the Council was represented. The main areas for discussion were whether the structure and objectives of the strategy were correct and identifying the needs to be addressed. Details of those meetings and the partners with which the Council worked on those forums and groups could be provided as part of the report submitting the strategy to the Cabinet for approval.
- (v) The target for reducing the number of children and young people not in education, employment or training (NEET) was set by Leicestershire County Council. The level in Charnwood was consistently below the target and the number of Charnwood wards that were among those in the county

with the highest level had reduced. There was good co-operation in this area of work by academies and Loughborough College.

- (vi) Information was provided regarding the support that was provided by the Council to voluntary and community sector groups.
- (vii) Information was provided regarding the arrangements for meetings of the Joint Action Group.

The following comments were made by members of the Group:

- (i) The strategy document could be made shorter and less repetitive. That would also make it more accessible for children.
- (ii) The progress that had been made in relation to reducing the number of young parents was welcomed. There had also been some progress in reducing levels of obesity but they were still very high.

RESOLVED

1. that the report be noted;
2. that it be noted that officers would look at the length and format of the strategy document and including information about the consultation process and responses to it, including details of the meetings at which the strategy had been discussed with partners and the partners with which the Council worked, when preparing the final version of the strategy and report for submission to the Cabinet.

Reasons

1. To acknowledge the information received.
2. To acknowledge the issues raised by the Group and how they would be dealt with.

25. TENANCY SUPPORT POLICY 2019-2022

A report of the Head of Landlord Services, enabling the Group to review the draft Tenancy Support Policy 2019-2022, was submitted (item 7 on the agenda filed with these minutes).

The Cabinet Lead Member for Housing, the Head of Landlord Services and the Principal Officer Tenancy and Income Management assisted with consideration of the item and provided the following responses to issues raised:

- (i) The Council made use of an incremental approach when dealing with tenants' rent areas. When an account went into arrears it would trigger contact to be made with the tenant, initially to determine whether the tenant had unmet support needs or was not making all the claims for benefits that he or she was entitled to.
- (ii) The Council benchmarked its performance against other housing providers but it could learn from the approaches that were adopted in other sectors.

However the sanction of disconnecting a utility was different to taking away a person's home.

- (iii) If the actions of tenants were causing problems for neighbours then they would be contacted by a Housing Officer as that was a potential breach of their tenancy agreement. Action by the Tenancy Support Team to help address the issue could take place alongside any further enforcement action that was necessary.
- (iv) While certain individuals might benefit from accommodation designated for people aged 55 or over at a younger age, the Council would have to follow its policies when making allocations.
- (v) The Council's Tenancy Support Team and Universal Credit Officer were funded through the Housing Revenue Account and could only provide support to the Council's tenants. The Council had undertaken a modelling exercise and had concluded that employing an officer to assist tenants who received Universal Credit would be financially beneficial. Some tenants who received Universal Credit would have their rent paid directly to the Council, for example if they lacked capacity or were more than eight weeks in arrears.
- (vi) To date those tenants receiving Universal Credit who were in arrears had also been in arrears prior to switching to Universal Credit. The introduction of Universal Credit had had an impact on the Council. The overall level of arrears and the workload for officers had increased. However the Council had put in place extra resources to cope with that.
- (vii) It was noted that Loughborough Library would be closed for a number of months. The Council provided computers in its reception area for customers to use to complete online forms. Officers visiting tenants had tablet devices so they could offer similar assistance in tenants' own homes.

The following comments were made by members of the Group:

- (i) A change could be made to section 3.2 of the policy to make it clear that safeguarding procedures were already in place and did not need to be newly developed.
- (ii) It would be helpful if further examples of the organisations with which the Council worked were included in section 10.2 of the policy.
- (iii) It was important that customers using the computers in the Council's reception area felt that their privacy was being protected. That could be achieved by looking at the layout of the area to prevent overlooking, providing separate rooms for people to use or attaching privacy filters to computer screens. Reference was also made to privacy filters for councillors' mobile computing devices.

RESOLVED

1. that the report be noted;
2. that it be noted that officers would look at making it clear that safeguarding procedures were already in place and did not need to be newly developed and including further examples of the organisations with which the Council worked when preparing the final version of the policy;

3. that it be noted that the Head of Landlord Services would raise the issue of the privacy of customers using the computers in the Council's reception area with the Head of Customer Experience and report the outcome of those discussions to the Chair of the Group.

Reasons

1. To acknowledge the information received.
2. To acknowledge the issues raised by the Group and how they would be dealt with.
3. To acknowledge the issues raised by the Group and how they would be dealt with.

26. HOUSING DEVELOPMENT COMPANY

A report of the Strategic Director of Housing, Planning & Regeneration, and Regulatory Services, providing the Group with information regarding the potential for establishing a Leicestershire Collaborative Housing Company or developing a Local Housing Company for Charnwood, was submitted (item 8 on the agenda filed with these minutes).

The Strategic Director of Housing, Planning & Regeneration, and Regulatory Services assisted with consideration of the item and provided the following responses to issues raised:

- (i) If established, the Borough Council would be the sole shareholder of the company and would set the company's objectives. The company would have its own directors and would operate at arm's length from the Council using its own business plans and policies to deliver those objectives. The Council would be able to scrutinise the actions of the company. The Council could loan the company money and receive interest or other returns on that investment.
- (ii) There was a range of options for what the company's objectives could be. Properties could be built to be sold or for market rent and the proceeds from that could be used to subsidise the development of affordable housing, which could take a number of forms. Properties that were developed by the company would be outside the Housing Revenue Account and would therefore not be subject to the right to buy. Some councils that had established companies had used them to build properties outside their local area.
- (iii) Providing land was available the company could be used to deliver housing anywhere in the Borough in response to identified needs. The Council did not own significant areas of land that could be developed and one option could be to work with the developers of the sustainable urban extensions identified in the Core Strategy.

- (iv) Consultants would be used to assist the Council with setting up the company. It was estimated that the cost of that would be less than £10,000.
- (v) In the long term it was uncertain whether the use of a company would result in additional houses being provided but the use of one could speed up the delivery of housing.
- (vi) The establishment of companies by councils was a recent development and the majority of those that had been set up had yet to be used to develop housing. However, the Council could learn from the experiences of Councils that had set up companies.

The following comments were made by members of the Group:

- (i) The establishment of a company was an exciting initiative that could provide an opportunity for the Council to act more flexibly in responding to housing needs in the Borough.

RESOLVED

1. that the report be noted;
2. that it be noted that reference to the Group's enthusiasm for the establishment of a Housing Development Company, in that the establishment of a company was an exciting initiative that could provide an opportunity for the Council to act more flexibly in responding to housing needs in the Borough, would be included in the report to the Cabinet on the matter.

Reasons

1. To acknowledge the information received.
2. To record the views of the Group and how they would be dealt with.

27. PROGRESS WITH PANEL WORK

A report of the Head of Strategic Support, providing an update on the current position with scrutiny panels, was submitted (item 9 on the agenda filed with these minutes).

The Democratic Services Manager assisted with consideration of the item.

RESOLVED that the current position with scrutiny panels be noted.

Reason

To ensure that the Group was aware of the current position with scrutiny panels.

28. WORK PROGRAMME

A report of the Head of Strategic Support, enabling the Group to consider its work programme and propose to the Scrutiny Management Board any additions, deletions

and amendments as appropriate, was submitted (item 10 on the agenda filed with these minutes).

The Democratic Services Manager assisted with consideration of the item.

RESOLVED

1. that the changes made by the Scrutiny Management Board to the Group's work programme be noted;
2. that the following items be deleted from the Group's work programme:
 - Tenancy Strategy and Policy
 - Houses in Multiple Occupation Accreditation Scheme
 - Houses in Multiple Occupation Licensing Policy;
3. that the current position with the Group's work programme and the Notice of Key Decisions and Decisions to be Taken in Private be noted.

Reasons

1. To acknowledge the decisions made by the Board.
2. The items, or items that had superseded them, could not be scrutinised within the timetable provided by the schedule of the Group's meetings and meetings of the Cabinet, but could be considered by the Overview Scrutiny Group instead.
3. To make the Group aware of the current position with its work programme and matters due to be considered by the Cabinet.

NOTES:

1. No reference may be made to these minutes at the Council meeting on 21st January 2019 unless notice to that effect is given to the Democratic Services Manager by five members of the Council by noon on the fifth working day following publication of these minutes.
2. These minutes are subject to confirmation as a correct record at the next meeting of the Policy Scrutiny Group.

POLICY SCRUTINY GROUP – 5TH FEBRUARY 2019

Report of the Chief Executive Lead Member: Councillor Jonathan Morgan

ITEM 7 BUSINESS PLAN AND CORPORATE BUSINESS PLANNING PROCESS

Purpose of Report

To provide an overview of the corporate business planning process and inform the Group of the progress to date towards the development of the Draft Corporate Business Plan 2019/20.

Action Requested

1. To consider the Council's business planning approach (set out in Appendix A), the linkages to other corporate documents and its effectiveness in supporting the delivery of the Corporate Plan 2016-2020.
2. To consider the progress made to date in relation to the development of the draft Corporate Business Plan for 2019/20 (set out in Appendix B).

Reasons

- 1.&2. To scrutinise the effectiveness of the business planning process in supporting delivery of the Corporate Plan 2016-2020 and the draft Corporate Business Plan for 2019/20 in accordance with the Group's work programme.

Background

In August 2011 the Cabinet agreed its vision for Charnwood to guide and influence the development of future corporate strategies and plans, and wider partnership working where appropriate.

The vision was revisited for the development of the Corporate Plan for 2016- 2020 and the Cabinet confirmed that it still represents the direction for the Council. The current Corporate Plan was approved by full Council on 29th February 2016.

The Corporate Plan was influenced by the priorities gathered from residents during consultation in summer 2015. Further feedback was sought from residents in autumn 2017, as a mid-point review, to ensure that the priorities featured within the Corporate Plan 2016-2020 continued to be reflective of those of residents.

The Business Plan is a one-year plan which supports the delivery of the Corporate Plan by setting out both the key activities that services will undertake to deliver the objectives and the key corporate indicators that will be used to monitor progress.

Corporate Business Planning Process

The draft Corporate Business Plan for 2019/20 (Appendix B) is currently in development and Heads of Service are working with Lead Members, the Senior Management Team, individual teams and the central performance team to ensure development of a Corporate Business Plan which:

- Includes both quantitative and qualitative measurements
- Creates a greater spread of directorate responsibilities across each of the three Corporate Plan themes
- Incorporates SMART and focussed corporate actions
- Includes linkages to the Capital Plan 2018-2021 and the Cabinet's Forward Plan.

The 2019/20 Corporate Business Plan, is the fourth and final Corporate Business Plan of the current Corporate Plan.

The Corporate Business Plan is structured in two parts: firstly, it outlines the activities and tasks which will support the objectives set out in the Council's Corporate Plan; secondly it identifies key indicators which will monitor the Council's corporate performance.

Heads of Service have begun completing the 2019/20 Corporate Business Plan by reviewing their existing activities and outlining the activities that they will be undertaking in the forthcoming year, to support the objectives within the Corporate Plan.

The Corporate Business Plan also specifically outlines activities which the Council is currently undertaking as part of the Corporate Customer Service Programme and approved as part of the Capital Plan 2018-2021.

As this Business Plan only measures corporate initiatives, activities and indicators, each service area produces individual team plans and team indicators. Team plans will be primarily for the use of services to manage their team on an ongoing basis. Activities which feature in the Business Plan will be outlined in greater detail in the team plans.

This Business Plan will be used by Directors and Elected Members to monitor progress and achievement against the activities, ensuring that activities are delivered, and targets are on track.

The final version of the Corporate Business Plan for 2019/20 will be submitted to the Cabinet on 14th March 2019 for approval.

All activity which has been completed during the previous year (2018/19) will be captured in an Annual Report. A further report will also be produced, outlining the key activity undertaken over the past four years and outlining progress made

towards the delivery of the Corporate Plan 2016-2020. Both reports will be published in summer 2019.

Specific Questions asked by Policy Scrutiny Group

Question	Response
<p>What is the mechanism by which the objectives in the Corporate Plan are translated into the actions and indicators in the Business Plan? In particular how is the difference between activities, outputs and outcomes considered? It appeared that there could be a stronger link between the Corporate Plan objective, the Business Plan actions and the measure/success criteria.</p>	<p>In addition to the information provided in the paragraph above, the Group should note that activities, outcomes and outputs are discussed and challenged throughout the development process, including opportunity for Scrutiny to change these as part of the process, if required.</p>
<p>Does this process change in the later years of the Corporate Plan?</p>	<p>Generally no, the process does not change in later years as over the lifespan of the 2016-2020 Corporate Plan the process has remained consistent.</p> <p>However, the central performance team have generally adapted the process, year upon year, in a bid to strive for greater outcome focussed actions with measurable success criteria, that in turn aim to meet the Corporate Plan objectives.</p>
<p>It was observed that the actions for the Corporate Plan objective to Promote the Borough to increase tourism and support initiatives to help our towns and villages to thrive and Develop new and revitalised Town Centre Masterplans for Loughborough and Shepshed seemed Loughborough focussed.</p>	<p>It is acknowledged that the actions are heavily Loughborough based (although there are also wider actions with regards to Charnwood as a whole) and this could be addressed in future business plans.</p> <p>To note, these actions are included as ones the service felt were important in meeting this Corporate Plan objective and were approved by Cabinet. Scrutiny were given an opportunity to change these as part of the process.</p>
<p>How are issues that are red or amber at the end of one year followed up in the next?</p>	<p>At the close of each Business Planning year (at Quarter 4), all remaining actions must be graded as either completed or red in status (ie it has either been</p>

Question	Response
	<p>achieved, or it hasn't). The process does not allow for amber indicators at this stage.</p> <p>Those red at the close of the quarter, which are significantly underperforming, are carried forward and included within the subsequent business plan. Those which have narrowly missed completion and are scheduled to be completed imminently are included within the relevant service/team plans.</p> <p>The annual report states whether an action has been taken forward to either business plan or team plan for transparency purposes.</p>
<p>It was observed that the action to Deliver the Customer Service Programme, in line with the project milestones was amber and yet no further meetings have been held or arranged.</p>	<p>The majority of the Customer Service Programme has been completed (five of seven projects), and the final two are progressing.</p> <p>The next stage of the programme is being considered alongside the recommendations and feedback from the LGA Peer Challenge.</p>
<p>How are indicators that the Council is directly responsible for treated differently to those it cannot directly control (eg crime levels)?</p>	<p>There is no differentiation with regards to monitoring and managing direct and indirect indicators. They are separated within the reporting process for clarity and transparency purposes. Monitoring concentrates on the elements the Council can impact and control and for which it has its own management controls.</p>
<p>How are targets for indicators set? There are some indicators (eg Percentage of household waste sent for reuse, recycling and composting) that persistently miss their target. Is this because of consistent underperformance or because the target has been set at an unrealistically high level.</p>	<p>Some are national targets (eg waste), some targets are set by our local partners (eg crime) and others are set internally and determined by the service itself.</p> <p>Heads of service are encouraged to set stretching but realistic targets and to strive for excellent customer service – services and the central team work to</p>

Question	Response
	provide a balance, with the central team challenging where appropriate.
How is performance managed during the year for indicators that are only measured at the end of the year?	<p>There are 10 Business Plan Indicators and one Key Corporate Indicator which are measured annually, rather than quarterly.</p> <p>However, each of these 11 indicators is linked to an action featured within one of the three themes of the Business Plan 2018-19. Therefore, qualitative updates are provided on a quarterly basis for scrutiny, with the final metric produced at the end of the year.</p>

Background Papers:

[Cabinet, 4th August 2011, Item 6, A Vision For Charnwood](#)
[Cabinet, 18th February 2016, Item 9, Corporate Plan 2016-2020](#)
[Council, 29th February 2016, Item 8.1, Corporate Plan 2016-2020](#)
[Cabinet, 15th March 2018, Item 8, Business Plan 2018-2019](#)
[Council, 26th February 2018, Item 6.1, Special Expenses General Fund and HRA Revenue Budgets](#)
[Council, 26th February 2018, Item 6.2, New Capital Plan 2018-19 to 2020-21](#)

Officers to contact:

Geoff Parker
Chief Executive
01509 634600
geoff.parker@charnwood.gov.uk

Adrian Ward
Head of Strategic Support
01509 634573
adrian.ward@charnwood.gov.uk

Suzanne Kinder
Corporate Improvement & Policy Officer
01509 634504
suzanne.kinder@charnwood.gov.uk

Appendices

Appendix A - Elected Member Performance Management Guide

Appendix B - Draft Corporate Business Plan 2019/20

Charnwood Borough Council

Elected Member Performance Management Guide

February 2018

v0.1

Introduction

The purpose of this document is to provide Elected Members with a guide to the performance management system in place at Charnwood Borough Council, including outlining why we monitor and measure corporate performance and the process to follow when using the corporate performance tool.

Background

■ Why do we manage corporate performance at Charnwood Borough Council?

We manage corporate performance for a number of reasons. These include:

1. Managing performance is important as it enables us and others to assess:
 - whether, and to what extent, we are achieving what we have said we will do;
 - whether we are delivering value for money; and
 - whether we are providing better opportunities for our residents and service users.

2. It also enables us to ensure that:
 - we are focussed on our key priorities;
 - areas of poor performance are questioned;
 - others can scrutinise the Council in order to check that we are achieving what we say that we are going to do; and
 - we can compare, or benchmark, our progress against that of other organisations.

■ **How does it link to the Council's strategic priorities and plans?**

At Charnwood Borough Council there are strong links between good business planning and effective performance management. The Council's strategic priorities and plans identify the objectives that we aim to achieve. Performance management within the organisation provides the mechanism for how the council achieves these objectives and for monitoring progress with delivery.

A key aim of linking performance management to the Council's Corporate Plan and other strategic plans is to provide staff, elected members, service users and residents with two key elements:

1. A better understanding of how monitoring and measuring performance supports decision making processes and achieving the overall vision of the Council.
2. A mechanism/ process to monitor service delivery and improvement in order to ensure that the council is achieving what it sets out to.

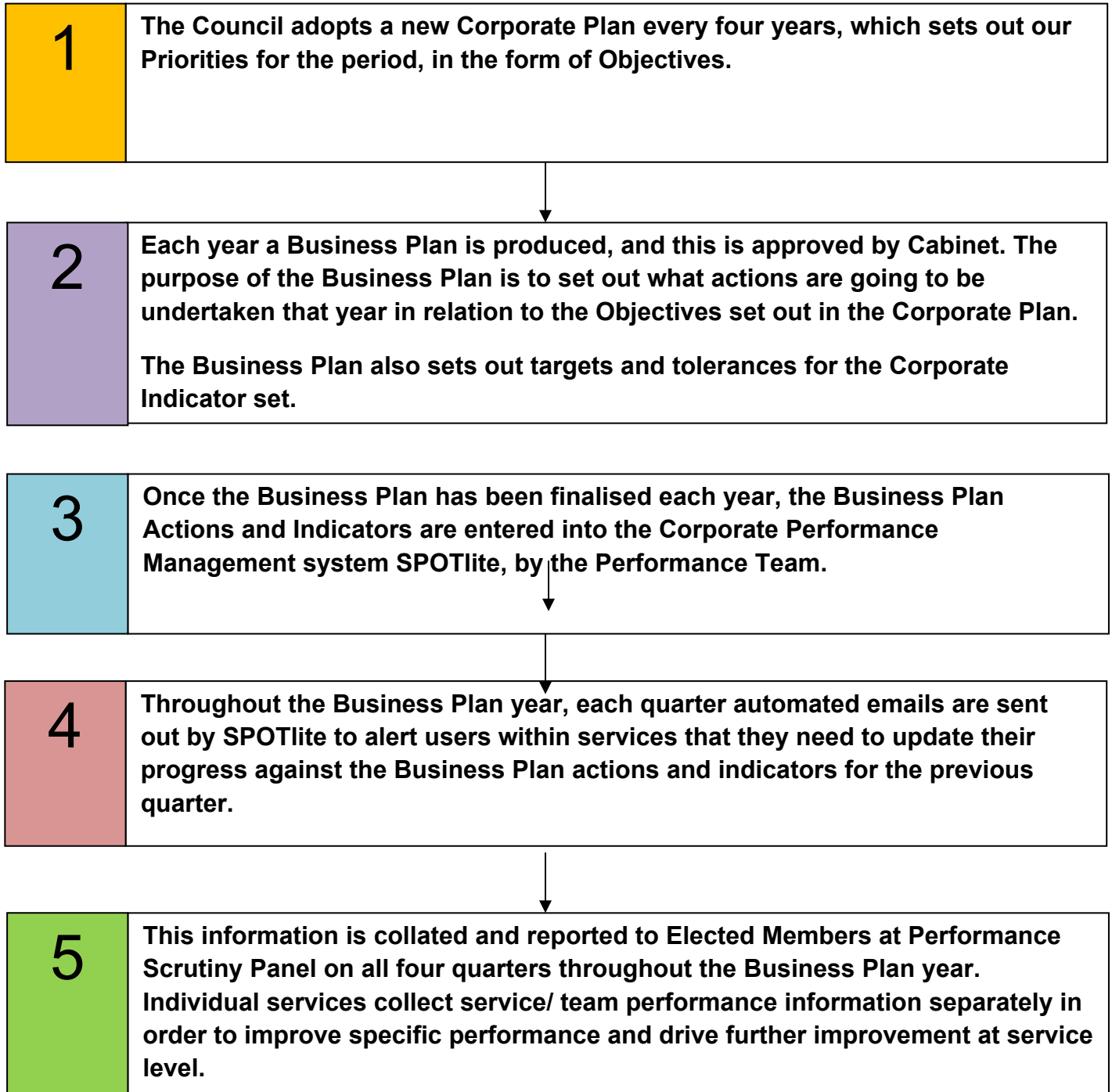
■ **The benefits of undertaking performance management**

Some of the many benefits of monitoring and measuring performance are:

- Greater focus on the needs of customers making services more appropriate and accessible
- Potential areas of poor performance are identified and addressed early in the process of development
- Links with all stakeholders are improved and awareness of the Councils' vision and aspirations, are better identified
- Greater accountability to the public is promoted
- Increased transparency thereby improving customer confidence in the Authority

- Improved effectiveness of managers and Members in planning and developing services

Charnwood Borough Council's Corporate Performance Framework



Strategic Performance Online Tool (SPOTlite)

The SPOTlite Corporate Performance system provides an area for Officers to log and record performance against the Council's Objectives and Indicators. **All Officers and Councillors with access to the Council's IT network can view SPOTlite at any point in time.**

Following Cabinets approval of the annual Business Plan, the objectives, actions and indicators identified are logged on SPOTlite, and Heads of Service are asked to nominate staff members who will be responsible for updating their specific actions and indicators. At the start of the each quarter, the system sends out automated emails to all users to alert them to update their entries for the preceding quarter.

The email schedule is:-

- 1st day of new quarter – initial email
- 10th day of new quarter – follow up email to those who have not completed their entries
- 14th day of the new quarter – escalation email to Head of Service, where the information for their area has not been completed.

The system produces reports which form the basis of the quarterly report which is issued to the Performance Scrutiny Panel. **The SPOTlite reports, and the quantitative and qualitative information provided within them, can be downloaded by an officer or Elected Member at any point in time.**

Corporate performance objectives and indicators

■ What is a performance objective?

Charnwood Borough Council's corporate performance objectives are specific projects and/or goals that:

- Align with the Council's Corporate Plan and support the Council's vision
- Will be accomplished within the annual timescales of the Business Planning year
- Will provide service improvements for residents and service users
- Are in addition to day-to-day accountabilities

■ What is a performance indicator?

Charnwood Borough Council has a basket of twelve Key Performance Indicators and two additional performance indicators which not only support the objectives set within the corporate plan and business plan but also provide all staff, members, service users and residents with a clear picture of the overall performance of the Council. Additionally, on an annual basis a number of Business Plan indicators are set to reflect the measurable outcomes agreed within the performance objectives section of the report.

On a quarterly basis all indicators will be given a status of red; amber or green dependent upon performance levels. Measuring these performance indicators is a useful tool in identifying poor performance, so that appropriate action can be taken to improve performance in any particular area, when relevant.

Defining the status of objectives & indicators

Red	<p>Red means that there are significant issues in meeting the Business Plan Actions which will mean the action cannot be met, or it requires lots of corrective action to meet overall objective. Usually it means that one or more aspects of an objective, in terms of time, cost and scope, have exceeded agreed tolerances. For example:</p> <ul style="list-style-type: none"> ▪ It may no longer viable to complete actions within the Business Plan; ▪ It will no longer be completed within the Business Plan year timescales as originally anticipated. ▪ The cost of meeting the objective is exceeded the original anticipated budget.
Amber	<p>Amber means that a problem is having a negative effect on Business Plan actions but can be addressed / turned around OR a potential problem has been identified and no action may be taken at this time but it is being carefully monitored. Usually it means that one or more aspects of an objective, in terms of time, cost and scope, is at risk but has not exceeded agreed tolerances.</p>
Green	<p>Green means that the project is performing well and going to plan. All aspects of project viability are within tolerance.</p>
Completed	<p>Completed should be used as a status once the target of the Objective has been met. Once an Objective is completed, it should no longer be updated during the Quarterly reporting period</p>
<p>Not Started</p> <div style="border: 1px solid black; background-color: #d3d3d3; padding: 2px; display: inline-block; margin-top: 5px;">NS</div>	<p>The Not Started status can be used in the Quarterly Performance Report, when timescales are known and work is anticipated to begin in future quarters throughout the business plan year. Only the Performance Management Team will be able to allocate this status to an Objective, upon the request of the owner of the Objective.</p>

Note: Please take note of any linked indicators to the Objectives; if an indicator is Red and the Objective Green, this should be challenged. Indicators will be given a rating of red,

amber or green dependent upon performance levels. Closed and Not Started do not apply to indicators.

The table below outlines the different statuses and defines the circumstances in which they should be used to describe/ classify the current state of performance in meeting actions set in the Business Plan

How performance information is collated each quarter

- At the end of the reporting period (15 days) the Performance Team compile the first draft report. The team add comments challenging the updates where needed and highlight any missing information. This draft is then circulated to Corporate Management Team (CMT).
- Any updates and amendments to the draft report are sent back to the Performance Team who update SPOTlite and run a second report. The second report forms the basis of the Senior Management Team (SMT) report, which is then presented at the scheduled SMT meeting.
- Any updates and amendments following SMT are made to the report, and the final Performance report is then compiled for presentation to Members at the scheduled Performance Scrutiny Panel meeting.
- The Performance Scrutiny Panel is then asked to consider the report. Heads of Service who are not achieving their targets will be asked to attend the Performance Scrutiny Panel meeting to discuss what corrective measures are being taken to ensure performance improves.
- **It is important to note that quarterly reporting is always issued to Performance Scrutiny Panel a quarter behind (for example: the reporting of Quarter 3 will always take place within Quarter 4) and therefore does not feature 'real time' information.**

- At the end of each year, following the quarter 4 report, the Performance Team issue an annual report. This public facing document presents what has been achieved against the Corporate Plan in the preceding year and sets out some of the work that the council will be doing in the following year.

What are the key roles and responsibilities of Elected Members

It is everyone's responsibility to ensure that that the services we provide continue to improve. Utilising the corporate performance management system can help all Elected Members to challenge and question how this can be achieved. Therefore, all Elected Members have an important role to play within the performance management process, including:

- Making sure that the needs of customers and residents are taken into account when policies, strategies, and plans are developed.
- Helping to identify priority areas, where you believe performance should be targeted and improved.
- Monitoring progress on priorities and plans using the performance information that the Council produces.
- Regularly reviewing key performance indicators and asking pertinent questions about reasons why performance is at the level suggested.
- Challenging all examples of over and under-performance and constantly questioning whether value for money is being achieved in the areas concerned.

- Acting as the link between the Council and local people who wish to get involved in planning and assessing services.

What are the key elements to scrutinise in the quarterly performance reports?

	Quarter 1	Quarter 2		Target	Commentary	
KI3 - Percentage of food establishments that achieve level 3	96.00%	96.80%	96.00%	G	92.00%	Exceeding profiled target. 1441 out of a total of 1495 registered food businesses have been rated at Level 3 and above at the end of Quarter 3.
KI4 - Percentage of household waste sent for reuse, recycling and composting	51.23 %	50.63%	47.09%	R	50.00%	The figure provided is a predicted figure as we are awaiting further data from our partner organisations.
KI5 - Percentage of non-decent council general needs homes						N/A - Q4 reporting only.
KI6 - % rent collected (including arrears brought forward)	92.05%	95.35%	96.71%	A	96.21%	Performance is currently 0.50% (£84k) above the profiled target of 96.21%. In 2016/17, this figure was 96.55%. When compared to 2016/17, this represents a 0.16% increase in performance in the current year.
KI7 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	14.80 Days	14.05 Days	12.85 Days	G	14.00 Days	Processing times have now improved and are well within the current target levels.
KI8 - Percentage of Council Tax Collected	29.41%	57.42%	85.68%	G	85.48%	Target achieved for this quarter, figure is slightly up compared to Quarter 2 2016/17.
KI9 - Percentage of non-domestic rates collected	30.61%	56.68%	84.19%	G	84.19%	Quarter 3 performance is in line with the target.
KI10 - The number of working days / shifts lost to the local authority due to sickness absence	2.13 Days	4.04 Days	5.29 Days	G	5.30 Days	The outturn figure for Quarter 3 is a significant improvement than in 2016/17, representing a one day decrease. By far the main cause of short term sickness in this period was cold, influenza and viral infections which is typical for this time of year. The main cause of long term absence was stress/ depression. Approx. 110 free flu jab vouchers were issued in October.

Comment [KS7]: This column provides Members with a list of indicators which feature within the annual Business Plan, as approved by Cabinet.

Comment [KS8]: Each quarter (where appropriate) a quantitative value to provide to members to note the achieved performance levels. Members will always be provided with data from previous quarters within the same Business Planning year.

Comment [KS9]: This column provides Members with an understanding as to the progress of the indicators each quarter. Members are welcomed to scrutinise the progress of each indicator within the quarterly reports and challenge performance, where appropriate.

Comment [KS10]: This column is the quarterly target set within the annual Business Plan which is approved by Cabinet each year.

Members are welcomed to scrutinise the performance achieved against this target and challenge performance where appropriate.

TO NOTE: Not all indicators are graded on high figures. In some cases the lower the figure the better, i.e. sickness data.

Comment [KS11]: Members will always be provided with an explanation as to the progress of the indicator and mitigating action will be outlined if an indicator is graded as amber or red.

Members are welcomed to scrutinise the performance achieved against this target and challenge performance where appropriate.

* Note: The table above is for example purposes to highlight the key criteria to be assessed by Elected Members.

Additional information & support

For further information about corporate performance or for support inputting information into SPOTlite, please contact the Improvement and Organisational Development Team at improvement@charnwood.gov.uk. For service specific performance, please contact Head of Services for more detailed information.



Charnwood Borough Council
DRAFT Business Plan 2019- 2020

Introduction

This Business Plan is a key document for recording how service areas and corporate related activity will work to deliver the objectives of the Council's Corporate Plan 2016-2020. This plan will also be used by Directorates and Elected Members to monitor progress and achievements against the activities in the plan, ensuring targets are on track and delivered.

All services across the Council contribute to the overall delivery of the Corporate Plan in a variety of ways. As this Business Plan only measures corporate activities and indicators, each service area will be required to produce an individual team plan and team indicators. Additionally, performance against the objectives in the Corporate Plan may also be measured by other reporting mechanisms, for example by Scrutiny and the Audit Committee.

Creating a Strong and Lasting Economy

Corporate Plan Outcome	Business Plan Action	Measurable success criteria	Lead Service	Start Date/ End Date	
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 new businesses into Charnwood.	A) 100% of industrial units are fit for purpose. B) Target return of [X%] across individual unit portfolio	Finance and Property	Qtr. 1	Qtr. 4
	Promote the INCharnwood brand in order to XX.	A) Business event promoting the INCharnwood brand is held. B) Promotional video promoting Charnwood to investors is released.	Planning and Regeneration	Qtr. 1	Qtr. 3
Ensure that a growth in homes and infrastructure benefits residents through improved community facilities, affordable housing and superfast broadband.	Improve the visitor offering at the Outwoods by providing a Visitor Centre/Café.	Visitor Centre/Café at the Outwoods fully established by April 2020.	Cleansing and Open Spaces	Qtr. 1	Qtr. 4
	Complete the Draft local plan, for consultation, to guide the provision of homes and jobs.	Draft local plan published for consultation by December 2019.	Planning and Regeneration	Qtr. 2	Qtr. 3
	Establish a Housing Delivery Company in order to XX.	Housing Delivery Company fully established by September 2019.	Planning and Regeneration	Qtr. 1	Qtr. 2
	Bring Empty Homes back into use through housing advice/ assistance and partnership grants.	50 Empty Homes brought back into use as a result of action by the Council.	Strategic and Private Sector Housing	Qtr. 1	Qtr. 4
Take action to protect the environment for future generations and ensure a clean borough for all to enjoy.	Deliver a free garden tree giveaway for Charnwood residents.	2,000 trees provided for residents to plant in their gardens.	Cleansing and Open Spaces	Qtr. 1	Qtr. 3

Creating a Strong and Lasting Economy

Corporate Plan Outcome	Business Plan Action	Measurable success criteria	Lead Service	Start Date/ End Date	
	Implement the Carbon Management Plan in order to XX .	15% reduction in CO2 emissions from a baseline of XX .	Planning and Regeneration	Qtr. 1	Qtr. 4
	Encourage environmental education and promote climate action through a proactive communication campaign.	Environmental education article published in Charnwood News by December 2019.	Planning and Regeneration	Qtr. 2	Qtr. 3
	Promote high quality design in new development in order to XX .	A) Design Guide published by April 2020. B) Charnwood Design Awards with [metric/ measure?]	Planning and Regeneration	Qtr. 1	Qtr. 4
	Review the Charnwood Borough Council Dog Control Public Spaces Protection Order 2017 to retain all the existing controls and extend if sufficient evidence supports this.	Review complete by December 2019 and Order in place for a further 3 year period.	Regulatory Services	Qtr. 1	Qtr. 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.	Work with our partners to deliver 3 major campaigns with the aim of: <ul style="list-style-type: none"> ▪ utilising street dressing to raise the profile of the town and its markets ▪ increasing the number of guest traders, linked to the event programme, at our markets. 	A) Installation of town centre street dressing and promotional material for 3 major campaigns. B) Increased no. of annual stall units from a baseline of 16,500.	Leisure and Culture Services	Qtr. 1	Qtr. 4

Creating a Strong and Lasting Economy

Corporate Plan Outcome	Business Plan Action	Measurable success criteria	Lead Service	Start Date/ End Date	
	Work in partnership with the Carillon Museum Trust to support the development of a successful bid to the Heritage Lottery Fund in order that the War Memorial Museum may extend its remit to tell the story/history of the Carillon Tower, including the link to Taylors Bell Foundry.	Delivery of successful bid to the Heritage Lottery Fund by April 2020.	Leisure and Culture Services	Qtr. 1	Qtr. 4
	Work with partners to increase the profile of local businesses in Charnwood involved in tourism, through the joined-up promotion of events and activity.	A) Delivery of 10 major festivals/ events. B) Increased footfall and car parking in Loughborough on event days when compared with non-event days. C) Increased no. of businesses engaged in festivals or tourism events from a baseline of XX .	Leisure and Culture Services	Qtr. 1	Qtr. 4
	Develop a scheme for capital works to extend and improve the Shepshed public realm.	Approval of a scheme for capital works to Shepshed by December 2019.	Planning and Regeneration	Qtr. 1	Qtr. 3
	Develop a scheme for capital works to extend and improve the Bedford Square/Wards End public realm.	Approval of a scheme for capital works to Bedford Square/Wards End by December 2019.	Planning and Regeneration	Qtr. 1	Qtr. 3
	Work with partners to increase the profile of local businesses in Charnwood involved in tourism, through the joined-up promotion of events and activity.	Resurface and repair 4 car parks across the borough in line with the Councils Capital Programme.	Regulatory Services	Qtr. 1	Qtr. 4

Every Resident Matters

Intended Outcome	Action	Success criteria	Lead Service	Start Date/ End Date	
<p>Keep our residents safe through implementing a new community safety plan, combatting ASB and investing in emergency planning, food safety and safeguarding.</p>	<p>Undertake the 2019/20 programme of works to install TBC new communal door entry systems in order to provide enhanced security for tenants.</p>	<p>Completion of works, with TBC new communal door entry systems installed.</p>	<p>Landlord Services</p>	<p>Qtr. 1</p>	<p>Qtr. 4</p>
	<p>Deliver a suite of role appropriate safeguarding training to staff and elected members to keep children, young people and vulnerable adults safe.</p>	<p>Delivery of 10 safeguarding sessions, and silver safeguarding e-learning to 65 staff, to ensure we meet our statutory obligations with regard to safeguarding.</p>	<p>Neighbourhood Services</p>	<p>Qtr. 1</p>	<p>Qtr. 4</p>
	<p>Work with our partners to proactively tackle incidents of ASB with the aim of creating a safer community.</p>	<p>5% increase in ASB interventions from a baseline as at 31st March 2019.</p>	<p>Neighbourhood Services</p>	<p>Qtr. 1</p>	<p>Qtr. 4</p>
	<p>Work with our partners to deliver 8 crime prevention campaigns/ events with the aim of contributing to deterring and preventing crime.</p>	<p>KI12: Reduction in all crime.</p>	<p>Neighbourhood Services</p>	<p>Qtr. 1</p>	<p>Qtr. 4</p>
	<p>Review the Hackney Carriage and Private Hire Licensing Policy to continuing to ensure the safety and protection of those using Taxis and Private Hire Vehicles within Charnwood.</p>	<p>Final Strategy agreed and published by April 2020.</p>	<p>Regulatory Services</p>	<p>Qtr. 1</p>	<p>Qtr. 4</p>

Every Resident Matters

Intended Outcome	Action	Success criteria	Lead Service	Start Date/ End Date
	Develop and undertake an inspection programme for all new Animal Activity Licences issued under the Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018, to ensure that all premises comply with the minimum legal standards.	<p>A) 100% of planned inspections are completed during the year.</p> <p>B) XX% of Licences held achieve a level of 3 Stars or above as determined under the Animals Activity Star Rating System.</p>	Regulatory Services	Qtr. 1 Qtr. 4
	Maintain, and aim to increase if possible, the current numbers of Flood Wardens and Emergency Centre Volunteers by ensuring all volunteers are regularly and appropriately trained.	<p>Maintain or improve upon current numbers of:</p> <p>A) 50 Emergency Centre Volunteers</p> <p>B) 32 Flood Wardens</p>	Strategic Support	Qtr. 1 Qtr. 4
Make Charnwood an attractive place for all through investment in our housing stock, funding community groups, and providing a range of diverse opportunities and events.	Invest in our housing stock through the delivery of (an estimated) XX kitchens, XX bathrooms, and XX heating installations to provide high quality homes for Council tenants.	KI 5: 0% non-decent council general needs homes.	Landlord Services	Qtr. 1 Qtr. 4
	Refurbish XX communal areas on the Bell Foundry estate to provide an enhanced environment for tenants, residents and visitors.	Completion of works, with XX communal areas refurbished.	Landlord Services	Qtr. 1 Qtr. 4

Every Resident Matters

Intended Outcome	Action	Success criteria	Lead Service	Start Date/ End Date	
	Maintain our support to the voluntary and community sector through continued growth of the Charnwood Lottery Scheme.	Charnwood Lottery Scheme reaches 65 registered organisations and weekly ticket sales of 1000 (52,000 per annum).	Neighbourhood Services	Qtr. 1	Qtr. 4
	Facilitate the development of a Community Hub in Thorpe Acre.	Community Hub fully established in Thorpe Acre.	Neighbourhood Services	Qtr. 1	Qtr. 4
	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 £2,797k (purchasing between 10 and 12 properties) in 2019-2020) to meet the housing needs of the Borough.	Strategic and Private Sector Housing	Qtr. 1	Qtr. 4
	Ensure there is a sufficient supply of suitable temporary accommodation (excluding bed & breakfast) within Charnwood that meets the needs of homeless applicants.	50% of suitable temporary accommodation (excluding bed & breakfast) meeting the needs of homeless applicants.	Strategic and Private Sector Housing	Qtr. 1	Qtr. 4
Encourage healthy lifestyles for all our residents through physical activity programmes and the provision of sports facilities and green spaces.	Deliver the 'Hit the Street' sport and physical activity programme (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.	Neighbourhood Services	Qtr. 1	Qtr. 4

Every Resident Matters

Intended Outcome	Action	Success criteria	Lead Service	Start Date/ End Date	
	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 3500 total attendances and 400 individuals participating in the programme.	Neighbourhood Services	Qtr. 1	Qtr. 4
	Maximise marketing and communications to increase levels of participation in our Leisure Centres.	Increased levels of participation in our Leisure Centres to 1,204,000. (LS10- Leisure Centres: Total number of visits)	Leisure and Culture Services	Qtr. 1	Qtr. 4
Celebrate the rich culture of the Borough.	Deliver a rich cultural programme at our venues to develop Loughborough as a popular cultural destination, encourage greater footfall and increase income levels.	Delivery of a targeted programme of events and activities with: A) 73,000 total attendances at the Town Hall B) XX total attendances at the Museum C) Increase the total level of income generated at the Town Hall from a baseline as at 31st March 2019	Leisure and Culture Services	Qtr.1	Qtr.4
Listen to and communicate with our residents and act on their concerns.	Undertake quarterly satisfaction surveys to maintain, and aim to increase if possible, customer satisfaction levels for Waste and Recycling, Street Cleansing, and Open Spaces.	Maintain (or improve) customer satisfaction levels from a baseline as at 31 st March 2019.	Cleansing and Open Spaces	Qtr. 1	Qtr. 4

Every Resident Matters

Intended Outcome	Action	Success criteria	Lead Service	Start Date/ End Date	
	Undertake regular satisfaction surveys with members of the public to ensure improvement in those services that use Govmetric and the Contact/ Customer Service Centre.	A) 87% of customers satisfied with the face to face service. B) 87% of customers satisfied with the telephone service they received for calls taken in the contact centre.	Customer and Information Services	Qtr. 1	Qtr. 4
	Review the Customer Standards Policy with an aim to increasing customer satisfaction with council services.	A) Implement a new 'Customer 'Promise' by April 2020. B) Implement a consistent method of collecting Customer Satisfaction feedback across the Council.	Customer and Information Services	Qtr. 1	Qtr. 4
	Provide opportunities for hard to reach groups (i.e. children and young people; the Armed Forces Community) to be involved in service design and delivery within Charnwood.	3 opportunities provided for hard to reach groups to be involved.	Neighbourhood Services	Qtr. 1	Qtr. 4
	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%.	Strategic Support	Qtr. 1	Qtr. 4

Delivering Excellent Services

Intended Outcome	Action	Success criteria	Lead Service	Start Date/ End Date	
Put customers at the heart of everything we do and provide strong community leadership	Deliver Local Elections and any by-elections in accordance with Electoral Commission requirements.	Less than 0.5% complaints received about an election as a percentage proportion of the number of people voting.	Strategic Support	Qtr. 1	Qtr. 4
Improve the ways in which customers can access our services.	Explore and evaluate opportunities to offer webchat to improve customer access and customer satisfaction when contacting the Council.	Pilot of webchat completed.	Customer and Information Services	Qtr. 2	Qtr. 4
	Extend and enhance the way customers can interact with us to improve the online experience for customers.	A) Introduce a new online customer self-service portal. B) Increase the number of service available online by 10%.	Customer and Information Services	Qtr. 1	Qtr. 4
	Develop a mapping system, to create an improved town centre enquiry service, with the aim of dealing with customer enquiries more efficiently and effectively at the first point of contact.	A fully established town centre enquiry service/ mapping system by April 2020.	Leisure and Culture Services	Qtr. 1	Qtr.4
Continuously look for ways to deliver services more efficiently.	Deliver modern and secure hardware and software solutions to enable efficient and effective service delivery.	A) Rollout of Windows 10 and Office 365 across the Council. B) Upgrade the current VDI environment.	Customer and Information Services	Qtr. 1	Qtr.3

Delivering Excellent Services

Intended Outcome	Action	Success criteria	Lead Service	Start Date/ End Date	
	<p>Increase the number of commercial waste customers to 100.</p>	<p>100 individual businesses signed up to the commercial waste collection service.</p>	<p>Cleansing and Open Spaces</p>	<p>Qtr. 1</p>	<p>Qtr. 4</p>
	<p>Review the Personal Review process for Council staff to ensure it promotes personal leadership, empowerment and innovation and focusses on managing personal effectiveness through outputs and outcomes.</p>	<p>Revised Personal Review Process fully implemented by April 2020.</p>	<p>Strategic Support</p>	<p>Qtr. 1</p>	<p>Qtr. 4</p>

Business Plan Indicators 2019-2020

Ref	Indicator		Owner	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
LS10	Leisure Centres- total number of visits	Quarterly	Head of Leisure & Culture	262,000 Visits	250,000 Visits	250,000 Visits	262,000 Visits	1,024,000 Visits
NI 191	Residual household waste per household	Quarterly	Head of Cleansing & Open Spaces		440 Kg/ household		440 Kg/ household	440 Kg/ household
BP 1	Percentage of industrial units that are fit for purpose	Quarterly	Head of Finance & Property	100%	100%	100%	100%	100%
BP 2	Increased percentage occupancy rate of industrial units	Annual	Head of Finance & Property				TBC% Increase	TBC% Increase
BP 3	Number of Empty Homes brought back into use	Quarterly	Head of Strategic & Private Sector Housing	5 Homes	15 Homes	30 Homes	50 Homes	50 Homes
BP 4	Number of trees provided to residents	Annual	Head of Cleansing & Open Spaces				2,000 Trees	2,000 Trees
BP 5	Number of major festivals/ events held	Annual	Head of Leisure and Culture		5 Events/ Festivals		10 Events/ Festivals	10 Events/ Festivals
BP 6	Number of businesses engaged in tourism events	Annual	Head of Leisure and Culture		TBC Businesses		TBC Businesses	TBC Businesses
BP 7	Number of people attending shows and events	Quarterly	Head of Leisure and Culture	16,000 Attendees	7,500 Attendees	36,000 Attendees	13,500 Attendees	73,000 Attendees
BP 8	Number of stall/ unit lets across Loughborough Market	Quarterly	Head of Leisure and Culture	TBC Stalls	TBC Stalls	TBC Stalls	16,000 Stalls	16,000 Stalls

BP 9	Number of safeguarding session delivered	Annual	Head of Neighbourhood Services		5 Sessions		10 Sessions	10 Sessions
BP 10	Percentage of planned inspections for Animal Activity Licenses	Annual	Head of Regulatory Services				100%	100%
BP 11	Percentage of customers not proceeding past Stage 1 of the corporate complaint process.	Quarterly	Head of Customer Experience	90%	90%	90%	90%	90%
BP 12	Percentage of customers satisfied with the face to face service they receive.	Quarterly	Head of Customer Experience	87%	87%	87%	87%	87%
BP 13	Percentage of customers satisfied with the telephone service they receive for those calls taken in the contact centre.	Quarterly	Head of Customer Experience	87%	87%	87%	87%	87%
BP 14	Percentage of customers satisfied with the web related service they received.	Quarterly	Head of Strategic Support	52%	52%	52%	52%	52%
BP 15	Percentage of residents expressing satisfaction with the household waste collection service.	Quarterly	Head of Cleansing & Open Spaces	TBC%	TBC%	TBC%	TBC%	TBC%
BP 16	Number of communal door entry systems installed	Annual	Head of Landlord Services				XX Doors	XX Doors
BP 17	Percentage increase in ASB interventions	Annual	Head of Neighbourhood Services				5% Increase	5% Increase
BP 18	Number of Emergency Centre Volunteers & Flood Wardens	Annual	Head of Strategic Support				82 Volunteers/ Wardens	82 Volunteers/ Wardens

BP 19	Number of communal areas refurbished on Bell Foundry Estate	Annual	Head of Landlord Services				XX Refurbishments	XX Refurbishments
BP 20	Number of Charnwood Lottery ticket sales	Quarterly	Head of Neighbourhood Services	13,000 Tickets	26,000 Tickets	39,000 Tickets	52,000 Tickets	52,000 Tickets
BP 21	Percentage of suitable temporary accommodation for homeless applicants	Annual	Head of Strategic & Private Sector Housing		50%		50%	50%
BP 22	Number of people attending the Museum	Quarterly	Head of Leisure and Culture	TBC Attendees	TBC Attendees	TBC Attendees	TBC Attendees	TBC Attendees
BP 23	Percentage of complaints received about an election	Annual	Head of Strategic Support				<0.5% Complaints	<0.5% Complaints
BP 24	Percentage of services available online	Annual	Head of Customer Experience				10%	10%
BP 25	Number of commercial waste customers	Annual	Head of Cleansing & Open Spaces		50 Customers		100 Customers	100 Customers

Key Indicators 2019-2020

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

Ref	Indicator	Quarterly / Annual	Owner	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
KI 3	Percentage of food establishments that achieve level 3 (broadly compliant) within the Charnwood Food Hygiene Rating System	Quarterly	Head of Regulatory Services	92%	92%	92%	92%	92%
KI 4	Percentage of household waste sent for reuse, recycling and composting	Quarterly	Head of Cleansing and Open Spaces		50%		50%	50%
KI 5	Percentage non-decent council general needs homes	Annual	Head of Landlord Services				0%	0%
KI 6	Percentage rent collected (including arrears brought forward) <i>(Cumulative Target)</i>	Quarterly	Head of Landlord Services	XX%	XX%	XX%	XX%	XX%
KI 7	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Quarterly	Head of Customer Experience	17 Days	17 Days	17 Days	17 Days	17 Days
KI 8	Percentage of Council Tax Collected <i>(Cumulative Target)</i>	Quarterly	Head of Customer Experience	29.32%	57.38%	85.48%	97.80%	97.80%
KI 9	Percentage of non-domestic rates collected <i>(Cumulative Target)</i>	Quarterly	Head of Customer Experience	30.24%	56.53%	84.19%	98.70%	98.70%
KI 10	The number of working days / shifts lost to the local authority due to sickness absence <i>(Cumulative Target)</i>	Quarterly	Head of Strategic Support	1.8 Days	3.4 Days	5.3 Days	7.5 Days	7.5 Days
KI 11	Percentage rent loss from void properties <i>(Proxy Target)</i>	Quarterly	Head of Strategic and Private Sector Housing	2.20%	2.20%	2.20%	2.20%	2.20%

KI 13	Percentage of Major Planning applications determined in 13 weeks or agreed timescale	Annual	Head of Planning and Regeneration				70%	70%
KI 14	Percentage Minor Planning Applications determined within 8 weeks or agreed timescale	Annual	Head of Planning and Regeneration				80%	80%
KI 15	Percentage of Other Planning Applications determined within 8 weeks or agreed timescale	Annual	Head of Planning and Regeneration				90%	90%
KI 16	Number of years housing supply	Annual	Head of Planning and Regeneration				5 Years	5 Years

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

KI 1	Net additional homes provided <i>(Cumulative Target)</i>	Quarterly	Head of Planning and Regeneration	205 Homes	410 Homes	615 Homes	820 Homes	820 Homes
KI 2	Number of affordable homes delivered (gross) <i>(Cumulative Target)</i>	Quarterly	Head of Planning and Regeneration	44 Homes	88 Homes	132 Homes	176 Homes	176 Homes
KI 12	Reduction in crime <i>(Cumulative Target)</i>	Annual	Head of Neighbourhood Services	To be determined by the Police Crime Commissioner (PCC) and the Community Safety Partnership.				

POLICY SCRUTINY GROUP – 5TH FEBRUARY 2019

Report of the Head of Strategic Support

ITEM 10 PROGRESS WITH PANEL WORK

Purpose of Report

To update the Group on the current position regarding scrutiny panels.

Background

The Scrutiny Management Board is responsible for establishing scrutiny panels and determining their scope, terms of reference and timing, and considering and approving recommendations from scrutiny panels. The Policy Scrutiny Group is responsible for monitoring the progress and methods of scrutiny panels against the work programme and timetable agreed by the Scrutiny Management Board.

Current Position

There are no scrutiny panels at the current time.

Background Papers: None

Officer to contact: Michael Hopkins
Democratic Services Officer
(01509) 634969
michael.hopkins@charnwood.gov.uk

POLICY SCRUTINY GROUP – 5TH FEBRUARY 2019

Report of the Head of Strategic Support

ITEM 11 WORK PROGRAMME

Purpose of the Report

To enable the Group to consider its work programme and propose to the Scrutiny Management Board any additions, deletions and amendments as appropriate.

Background

The Scrutiny Management Board agreed the Scrutiny Work Programme at its meeting held on 23rd January 2019 and the section covering the Group is attached as Appendix 1.

Management of Public Open Space

At that meeting the Board also considered the Cabinet's response to the recommendations initially made by the Group regarding the management and adoption of open space.

At its meeting on 15th November 2018, the Cabinet considered recommendations made by the Board on behalf of the Group in respect of the Management of Public Open Space, along with officer advice and recommendations in response. The Chair of the Group attended the Cabinet's meeting to present the recommendations. The following minute extract sets out the Cabinet's decisions in respect of the matter:

"54. MANAGEMENT OF PUBLIC OPEN SPACE – RECOMMENDATIONS OF THE SCRUTINY MANAGEMENT BOARD

Considered a report of the Head of Strategic Support presenting the recommendations of the Board following its consideration of the recommendations of the Policy Scrutiny Group relating to the management of open spaces (which arose during the Group's consideration of the Open Spaces Strategy) along with officer advice in response (item 7 on the agenda filed with these minutes).

Councillor Seaton, as Chair of the Policy Scrutiny Group, presented the recommendations of the Board. The Head of Cleansing and Open Spaces presented the officer advice and recommendations in response.

The Head of Strategic Support assisted with consideration of the report.

Following consideration of the report, the Leader thanked Councillor Seaton and the Policy Scrutiny Group for its recommendations in respect of the matter. The Cabinet also considered whether the issue should be monitored in the future and the best way of doing so, concluding, following advice from the Chief Executive, that scrutiny could do so via the usual mechanisms.

RESOLVED

1. *that, in respect of Board Recommendation 1, it be noted that the fact that developers could choose not to offer open spaces for adoption by the Council, and the increasing use of management companies to manage open space on developments as an alternative to adoption by the Council, were of concern to the Policy Scrutiny Group;*
2. *that, in respect of Board Recommendation 2, it be noted that the Policy Scrutiny Group had identified the following particular issues with the operation of the management company model in addition to its general concerns:*
 - *the service charges that were levied by management companies could be significant for local residents affected by them;*
 - *there could be a lack of transparency in the way in which service charges were increased;*
 - *there was no consideration of ability to pay when service charges were levied;*
 - *there was evidence that maintenance work was of low quality in some cases;*
3. *that, in respect of Board Recommendation 3, at the next quarterly meeting of the Leader/Chief Executive/local Members of Parliament, the Leader raises again, on behalf of the Cabinet and the Policy Scrutiny Group, the issues identified above, to include sharing the report considered by the Cabinet at this meeting.*

Reasons

- 1.&2. *To note areas of concern which the Board wished to draw to the Cabinet's attention.*
3. *To support the Policy Scrutiny Group's wish that Cabinet seek to influence Government policy so that a change in the law could be considered to require developers to offer areas of open space to local authorities for adoption, while noting that issues around the management company model had been raised at a previous quarterly meeting between the Leader, Chief Executive and local Members of Parliament."*

The Scrutiny Management Board noted the Cabinet's decisions and reasons but did not indicate at its meeting how it considered scrutiny might monitor the issue in future, as suggested by the Cabinet.

Privacy in the Council's Main Reception Area

During consideration of the Tenancy Support Policy at the Group's previous meeting, the issue of privacy in the Council's main reception area was raised. The Group considered that it was important that customers using the computers in the Council's reception area felt that their privacy was being protected. That could be achieved by reviewing the layout of the area to prevent overlooking, providing

separate rooms for people to use or attaching privacy filters to computer screens. Reference was also made to privacy filters for councillors' mobile computing devices. Following the meeting the Chair of the Group has been in correspondence with the Head of Customer Experience. Work is being commissioned to move the computers in the reception area to a quieter, more private area and privacy filters for computer screens have been ordered.

Changes to Work Programme and Forthcoming Key Decisions

Following the previous meeting of the Group the Chair and Vice-chair agreed to schedule or reschedule items in the Group's work programme as follows:

- Zero Waste Strategy (to be scheduled for after publication of the Government's Resources and Waste Strategy) – 5th February 2019
- Customer Services Strategy – 9th April 2019
- Housing Acquisition Policy – 9th April 2019
- Local Plan – moved from 5th February 2019 to to be scheduled as the stage in the process anticipated in the work programme had not yet been reached.

An updated version of the Notice of Key Decisions and Decisions to be Taken in Private was published on 16th January 2018, and a copy is attached as Appendix 2.

Actions Requested

1. To note the Cabinet's response to the recommendations initially made by the Group regarding the management and adoption of open space and the observations made by the Scrutiny Management Board on that response.
2. To note the actions that have been taken regarding privacy for customers in the Council's main reception area.
3. To note the changes made by the Chair and Vice-chair of the Group to the Group's work programme.
4. To note the current position with the Group's work programme and the Notice of Key Decisions and Decisions to be Taken in Private, and to consider any changes that the Group wishes to make, or recommend that the Scrutiny Management Board makes, to its work programme.

Reasons

1. To acknowledge the decisions made by the Board.
2. To acknowledge how a matter that had been raised by the Group at its meeting on 13th November 2018 had been dealt with.
3. To acknowledge the decisions made by the Chair and Vice-chair of the Group.
4. To make the Group aware of the current position with its work programme and to consider any additions, deletions and amendments as appropriate.

Appendices

Appendix 1 – Work Programme

Appendix 2 – Notice of Key Decisions and Decisions to be Taken in Private

Background Papers: None

Officer to contact: Michael Hopkins
Democratic Services Officer
(01509) 634969
michael.hopkins@charnwood.gov.uk

Scrutiny Work Programme

APPENDIX 1

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Policy Scrutiny Group	05 February 2019 (standing item at every meeting)	Work Programme	To consider items for future meetings	To allow the Group to identify items for which scrutiny is required and make recommendations, as appropriate, to Scrutiny Management Board.	M. Hopkins (agenda) Lead Officer (meeting)	To include consideration of the latest Key and Exempt Decisions Notice (See SMB, min 38.2, 2015/16).
Policy Scrutiny Group	05 February 2019 (standing item at every meeting)	Progress With Panel Work	To consider updates on the work of scrutiny panels.	Section 6.1 of the Council's Constitution states that Policy Scrutiny Group will monitor the progress and methods of scrutiny panels against the work programme and timetable agreed by Scrutiny Management Board.	M. Hopkins (agenda) Lead Officer (meeting)	
Policy Scrutiny Group	05 February 2019 (six-monthly item)	Performance Scrutiny Panel Update	The six monthly update report to include details of issues, changes and challenges faced by the Panel	Agreed by PSG on 17 August 2010 that the Performance Scrutiny Panel reports the position with its work programme to PSG every six months.	Councillor Fryer A. Ward/ S. Kinder	Last considered 10 July 2018.
Policy Scrutiny Group	05 February 2019	Business Plan		To ensure consideration of policies and strategies by the Group where its scrutiny can add value.	Cllr Morgan G. Parker/ A. Ward/ S. Kinder	Agreed by SMB 13 June 2018.

Scrutiny Work Programme

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Policy Scrutiny Group	05 February 2019	Zero Waste Strategy	Mid-term review	In the light of the issues identified by the Performance Scrutiny Panel (see min 16.1, 21 August 2018), to enable further scrutiny of the matter to take place to determine whether the Strategy remained fit for purpose after the Government's publication of its Resources and Waste Strategy and whether the [Council's Zero Waste] Strategy and its targets required revision.	Cllr Harper-Davies M. Bradford	<p>Added to the Work Programme by SMB (at the Performance Scrutiny Panel's request) 13 June 2018. Allocated to PSG by SMB on 24 October 2018 (min 24.1).</p> <p>To be scheduled for after the publication of the Government's Resources and Waste Strategy.</p> <p>Scheduled by Chair and Vice-chair in December 2018.</p>
Policy Scrutiny Group	05 February 2019	Strategic and Private Sector Housing Fees and Charges Policy		Scrutiny of report due to be considered by Cabinet on 14 February 2019.	Cllr Mercer A. Simmons	Added by SMB 23 January 2019.
Policy Scrutiny Group	09 April 2019	ICS Strategy		To ensure consideration of policies and strategies by the Group where its scrutiny can add value.	Cllr. Poland K. Barnshaw / A. Khan	Agreed by SMB 13 June 2018.
Policy Scrutiny Group	09 April 2019	Customer Service Strategy		To enable the Group to scrutinise the strategy approximately half-way through its period of operation.	Cllr Rollings K. Barnshaw	<p>Agreed by SMB on 24 October 2018 (min 24.3).</p> <p>Scheduled by Chair and Vice-chair in December 2018.</p>

Scrutiny Work Programme

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Policy Scrutiny Group	09 April 2019	Housing Acquisition Policy		<p>In the light of the issues identified by the Performance Scrutiny Panel (see min 27.1, 9 October 2018), to enable further scrutiny of the matter to take place to determine whether the policy remained fit for purpose.</p> <p>To include whether there were alternative options for acquiring properties other than on the open market as reported in the Housing Strategy Progress report considered by PSP and the Council's criteria for acquiring housing.</p>	Cllr Mercer A. Simmons	<p>Agreed by SMB on 24 October 2018 (min 24.3).</p> <p>Scheduled by Chair and Vice-chair in January 2019.</p>
Policy Scrutiny Group	To be scheduled	Local Plan	<p>To enable the Group to scrutinise the development of the Local Plan.</p> <p>The focus of the Group's scrutiny at this meeting will be on how conclusions from the first phase of consultation had been incorporated into the consultation documents for the second phase and how the value of the two additional stages of consultation set out in the Council's Statement of Community Involvement could be demonstrated.</p>	To ensure appropriate scrutiny of the development of the Local Plan.	Cllr Vardy R. Bennett/ D. Pendle C. Clarke	<p>Agreed by SMB 15 June 2016.</p> <p>Last considered by the Group on 10 July 2018 at which the results of the consultation were considered (min 6).</p> <p>Rescheduled from 25 September 2018 to 5 February 2019 by Chair and Vice-chair in August 2018.</p> <p>Changed to To be Scheduled by Chair and Vice-chair in December 2018</p>



**FORTHCOMING KEY
DECISIONS AND DECISIONS
TO BE TAKEN IN PRIVATE
BY CHARNWOOD BOROUGH
COUNCIL'S EXECUTIVE**

**Published
16th January 2019**

What is a Key Decision?

A key decision is one which:

- commits the Council to expenditure, savings or increases or reductions in income of £100,000 or more in any financial year;
- makes proposals in relation to the budget or the policy framework under Budget and Policy Framework Procedure 14.2(a); or
- will result in the closure of any facility from which Borough Council services are provided or a reduction by more than 10% in the level of a discrete service provided.

In other cases the impact of the decision will be considered in terms of the strategic nature of the decision, the effect on the amenity of the community or quality of service provided by the Council to a significant number of people living or working in the locality affected, the size of the area affected and the likely public interest in the decision.

What is a Private Meeting?

Meetings of the Council's Cabinet are open to the public to attend. All or part of a meeting may be held in private, where the item of business to be considered may result in confidential or exempt information being disclosed. Definitions of confidential and exempt information are set out in the Access to Information Procedures in the Council's Constitution.

Representations

Members of the public are able to make representations about forthcoming key decisions to be taken by the Council's Executive, these should be made in writing (including via e-mail) to the responsible officer (details are listed for each proposed key decision). Members of the public are also able to make representations concerning proposals to hold a meeting in private, these should be made in writing (including via e-mail) to Democratic Services (contact details below). In both cases, representations should be submitted by midday on the working day preceding the date on which the decision is due to be taken.

Other information

This document supersedes all previous Forward Plans.

If you have any general queries, please contact:

Karen Widdowson
Democratic Services Manager
Charnwood Borough Council,
Southfield Road, Loughborough, Leicestershire, LE11 2TX
Tel: 01509 634785
Email: democracy@charnwood.gov.uk

FORTHCOMING EXECUTIVE KEY DECISIONS

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Playing Pitches, Open Spaces and Built Facilities Strategies	To consider adopting the Playing Pitches, Open Spaces and Built Facilities Strategies and associated Action Plans.	Cabinet	17th January 2019	Report	Yes	Matt Bradford Head of Cleansing and Open Spaces Tel: 01509 634695 matthew.bradford@charnwood.gov.uk
Discretionary Houses in Multiple Occupation Licensing Scheme Options	To consider the introduction of a discretionary Licensing Scheme in the Borough and approve the licensing fees if a scheme is to be introduced.	Cabinet	17th January 2019	Report	Yes	Alison Simmons Head of Strategic and Private Sector Housing Tel: 01509 634780 alison.simmons@charnwood.gov.uk
Tenancy Strategy 2019-2024	To consider a Tenancy Strategy setting out the issues which Registered Providers with housing stock in Charnwood must have regard to in developing their Tenancy Policies.	Cabinet	17th January 2019	Report	Yes	Alison Simmons Head of Strategic and Private Sector Housing Tel: 01509 634780 alison.simmons@charnwood.gov.uk
Strategic and Private Sector Housing Fees Charges and Policy	To consider a Strategic and Private Sector Housing Fees and Charges Policy to ensure that the Council makes use of all powers available to it to recover the full cost of providing services where costs can be applied.	Cabinet	14th February 2019	Report	Yes	Alison Simmons Head of Strategic and Private Sector Housing Tel: 01509 634780 alison.simmons@charnwood.gov.uk
Lightbulb Service Implementation Update	To provide an update on the implementation of the Lightbulb Service in Charnwood and to consider whether to continue the project.	Cabinet	14th February 2019	Report	Yes	Alison Simmons Head of Strategic and Private Sector Housing Tel: 01509 634780 alison.simmons@charnwood.gov.uk
Council Tax – Amendment to Empty Homes Premium and Exemptions	To seek approval of changes to the Council Tax charges for Empty Homes and to introduce an exemption for Care Leavers.	Cabinet	14th February 2018	Report	Yes	Karey Barnshaw Head of Customer Experience Tel: 01509 634923 karey.barnshaw@charnwood.gov.uk

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Capital Strategy	To consider a Capital Strategy, for recommendation to Council.	Cabinet Council	14th February 2019 25th February 2019	Report	Yes	Tina Stankley Head of Finance and Property Services Tel: 01509 634810 tina.stankley@charnwood.gov.uk
Treasury Management Strategy Statement, Minimum Revenue Provision Strategy and Annual Investment Strategy 2019-20	To seek approval to the Treasury and Investment Strategy for 2019-20 and to seek approval to the annual report on the Prudential Code.	Cabinet Council	14th February 2019 25th February 2019	Report	Yes	Tina Stankley Head of Finance and Property Services Tel: 01509 634810 tina.stankley@charnwood.gov.uk
2019-20 General Fund and HRA Revenue Budgets and Council Tax	To seek approval to the Revenue Budget, Capital Plan, Financial Plan for 2019-20 and to propose the Council Tax for approval by Council.	Cabinet Council	14th February 2019 25th February 2019	Report	Yes	Tina Stankley Head of Finance and Property Services Tel: 01509 634810 tina.stankley@charnwood.gov.uk
Charnwood Grants	To consider applications for revenue funding received in round four (additional) of the Community Facilities Capital Grants and Community Development Grant Schemes for 2018/19.	Cabinet	14th March 2019	Report	Yes	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@charnwood.gov.uk
Children and Young People's Strategy 2019-2024	To consider the Children and Young People's Strategy 2019-2024 for approval.	Cabinet	14th March 2019	Report	Yes	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@charnwood.gov.uk
Housing Income and Financial Inclusion Policy 2019-2024	To consider a Housing Income and Financial Inclusion Policy 2019-2024 for approval.	Cabinet	14th March 2019	Report	Yes	Peter Oliver Head of Landlord Services Tel: 01509 634952 peter.oliver@charnwood.gov.uk

Page 66

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Revenues and Benefits – Future Service Delivery Options	To review the future service delivery options for the Revenues and Benefits Service and approve a final option to be implemented.	Cabinet	14th March 2019	Report	No	Karey Barnshaw Head of Customer Experience Tel: 01509 634923 karey.barnshaw@charnwood.gov.uk
Capital Plan Amendment Report	To consider and approve amendments to the current Capital Plan.	Cabinet Council	14th March 2019 25th March 2019	Report	Yes	Tina Stankley Head of Finance and Property Services Tel: 01509 634810 tina.stankley@charnwood.gov.uk
Annual Procurement Plan 2019/20	To seek approval to the Annual Procurement Plan for 2019/20.	Cabinet	14th March 2019	Report	Yes	Tina Stankley Head of Finance and Property Services Tel: 01509 634810 tina.stankley@charnwood.gov.uk
Housing Capital Programme	To approve the annual investment programme for improvements to the Council's housing stock.	Cabinet	14th March 2019	Report	Yes	Peter Oliver Head of Landlord Services Tel: 01509 634952 peter.oliver@charnwood.gov.uk
Local Development Scheme	To approve a revised Local Development Scheme (LDS) so that the programme for the preparation of planning documents for Charnwood is agreed.	Cabinet	14th March 2019	Report	Yes	Richard Bennett Head of Planning and Regeneration Tel: 01509 634763 richard.bennett@charnwood.gov.uk
Business Plan 2019/20	To set out the Council's principal activities in delivering the Corporate Plan for the Council Year 2019/20.	Cabinet	14th March 2019	Report	Yes	Adrian Ward Head of Strategic Support Tel: 01509 634573 adrian.ward@charnwood.gov.uk

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Charnwood Grants	To consider applications for revenue funding received in round one of the Community Facilities Capital Grants and Community Development Grant Schemes for 2019/20.	Cabinet	June 2019	Report	Yes	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@charnwood.gov.uk
Capital Plan Outturn 2018/19	To report the Council's capital expenditure results for 2018/19 subject to audit.	Cabinet	June 2019	Report	Yes	Tina Stankley Head of Finance and Property Services Tel: 01509 634810 tina.stankley@charnwood.gov.uk
General Fund and HRA Revenue Outturn Report (2018/19) and Carry Forward of Budgets	To report the Council's revenue expenditure results for 2018/19 subject to audit.	Cabinet	June 2019	Report	Yes	Tina Stankley Head of Finance and Property Services Tel: 01509 634810 tina.stankley@charnwood.gov.uk
Capital Plan Amendment Report	To consider and approve amendments to the Capital Plan.	Cabinet Council	July 2019 September 2019	Report	Yes	Tina Stankley Head of Finance and Property Services Tel: 01509 634810 tina.stankley@charnwood.gov.uk
Amendments to Annual Procurement Plan	To consider possible amendments to the Annual Procurement Plan.	Cabinet	July 2019	Report	Yes	Tina Stankley Head of Finance and Property Services Tel: 01509 634810 tina.stankley@charnwood.gov.uk
Charnwood Dog Control Public Spaces Protection Order 2019	To approve the formal Notice of Intention to renew the Borough-wide Public Spaces Protection Order for Dog Control (dog fouling, dogs on leads and dogs under control) under Section 59 of the Anti-social Behaviour, Crime and Policing Act 2014.	Cabinet	July 2019	Report	Yes	Alan Twells Head of Regulatory Services Tel: 01509 634650 alan.twells@charnwood.gov.uk

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Charnwood Grants	To consider applications for revenue funding received in round two of the Community Facilities Capital Grants and Community Development Grants Schemes for 2019/20.	Cabinet	September 2019	Report	Yes	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@charnwood.gov.uk
Amendments to Annual Procurement Plan	To consider possible amendments to the Annual Procurement Plan.	Cabinet	September 2019	Report	Yes	Tina Stankley Head of Finance and Property Services Tel: 01509 634810 tina.stankley@charnwood.gov.uk
Capital Plan Amendment Report	To consider and approve amendments to the Capital Plan.	Cabinet Council	September 2019 November 2019	Report	Yes	Tina Stankley Head of Finance and Property Services Tel: 01509 634810 tina.stankley@charnwood.gov.uk
Medium Term Financial Strategy 2020-2023	To present a revised MTFs to Cabinet and Council for approval.	Cabinet Council	November 2019 January 2020	Report Report	Yes Yes	Tina Stankley Head of Finance and Property Services Tel: 01509 634810 tina.stankley@charnwood.gov.uk
Draft Capital Plan 2020/21 – 2022/23	To consider the draft Capital Plan for consultation.	Cabinet	December 2019	Report	Yes	Tina Stankley Head of Finance and Property Services Tel: 01509 634810 tina.stankley@charnwood.gov.uk
Charnwood Grants	To enable Cabinet to consider applications for funding received in round three of the Community Facilities Capital Grants and Community Development Grants Schemes for 2019/20.	Cabinet	December 2019	Report	Yes	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@charnwood.gov.uk

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Draft General Fund and HRA 2020-21 Budgets	To seek approval to the Draft Revenue Budget for 2020-21 as a basis for consultation.	Cabinet	December 2019	Report	Yes	Tina Stankley Head of Finance and Property Services Tel: 01509 634810 tina.stankley@charnwood.gov.uk
Capital Plan Amendment Report	To consider and approve amendments to the Capital Plan.	Cabinet Council	December 2019 January 2020	Report	Yes	Tina Stankley Head of Finance and Property Services Tel: 01509 634810 tina.stankley@charnwood.gov.uk
Amendments to Annual Procurement Plan	To consider possible amendments to the Annual Procurement Plan.	Cabinet	December 2019	Report	Yes	Tina Stankley Head of Finance and Property Services Tel: 01509 634810 tina.stankley@charnwood.gov.uk

EXECUTIVE MEETINGS TO BE HELD IN PRIVATE

The following items are due to be considered by the Council's Cabinet and the public could potentially be excluded since exempt or confidential information could be considered.

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Revenues and Benefits – Future Service Delivery Options	To review the future service delivery options for the Revenues and Benefits Service and approve a final option to be implemented.	Cabinet	14th March 2019	Report	No	Karey Barnshaw Head of Customer Experience Tel: 01509 634923 karey.barnshaw@charnwood.gov.uk

When items are considered in exempt or confidential session, the reasons for exemption would fall into one or more of the following categories:

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes—
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

CABINET MEMBERS

Members of the Council's Cabinet are as follows:

Name (Group)	Lead Member Responsibilities
Councillor Morgan (Conservative)	Leader of the Council Whole Council, Strategic Partnerships and Communications
Councillor Barkley (Conservative)	Deputy Leader of the Council Finance and Property
Councillor Bokor (Conservative)	Loughborough
Councillor Harper-Davies (Conservative)	Performance of Major Contracts
Councillor Mercer (Conservative)	Housing
Councillor Poland (Conservative)	Equalities, Member and Strategic Services
Councillor Rollings (Conservative)	Deputy Lead Member for Customer Services
Councillor Smidowicz (Conservative)	Regulatory Services, Enforcement and Licensing
Councillor Taylor (Conservative)	Communities, Safety and Wellbeing
Councillor Vardy (Conservative)	Planning, Inward Investment and Tourism Strategy