



NEIGHBOURHOODS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE

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To: Councillors Brookes (Vice-Chair), Fryer, Howe, Miah (Chair), Parton, Popley and Rattray (For attention)

All other members of the Council
(For information)

You are requested to attend the meeting of the Neighbourhoods and Community Wellbeing Scrutiny Committee to be held in Committee Room 1 - Council Offices on Tuesday, 9th July 2019 at 6.00 pm for the following business.



Chief Executive

Southfields
Loughborough

1st July 2019

AGENDA

1. APOLOGIES
2. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS
3. DECLARATIONS - THE PARTY WHIP
4. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURES
11.16

No questions were submitted.

5. NEW SCRUTINY STRUCTURE AND TERMS OF OFFICE 3 - 10
A report of the Head of Strategic Support outlining the Neighbourhoods and Community Wellbeing Scrutiny Committee's terms of reference.
6. CHARNWOOD COMMUNITY LOTTERY UPDATE REPORT 11 - 17
A report of the Head of Neighbourhood Services reviewing the performance of the Charnwood Lottery six clear months after commencement of the scheme and the associated promotional activities.
7. 2018-19 QUARTER 4 PERFORMANCE MONITORING AND END OF YEAR OUTTURN REPORT 18 - 34
A report of the Chief Executive providing performance monitoring information and results for the fourth quarter of 2018-19 and end of year outturn, in respect of the Corporate Plan Objectives and Key Performance Indicators for the Neighbourhoods & Community Wellbeing Directorate.
8. WORK PROGRAMME 35 - 38
A report of the Head of Strategic Support enabling the Committee to review and agree the scrutiny work programme.
9. FUTURE MEETING DATES
Future meeting dates of the Committee are as follows:

10th September 2019
26th November 2019
10th March 2020

NEIGHBORHOODS, AND COMMUNITY WELLBEING SCRUTINY COMMITTEE – 9TH JULY 2019

Report of the Head of Strategic Support

Part A

ITEM 5 NEW SCRUTINY COMMITTEE STRUCTURE – TERMS OF REFERENCE

Purpose of Report

To provide the Committee with information regarding its own remit and terms of reference and the new scrutiny committee structure in general.

Recommendation

That the information regarding the remit and terms of reference of the Committee, set out in Part B of and the appendix to this report, be noted.

Reason

To assist the effective working of the Committee as part of the Council's new scrutiny committee structure.

Policy Justification and Previous Decisions

The Council commissioned the Centre for Public Scrutiny to undertake a review of its scrutiny arrangements that was completed in 2018. One of the recommendations of that review was that the scrutiny committee structure should be changed to one that was more outcome focused, for example by following the Council's directorate structure. Following consideration by the then Scrutiny Management Board, a new scrutiny committee structure was agreed by full Council on 25th February 2019 for implementation from the start of the 2019/20 Council year.

Implementation Timetable including Future Decisions and Scrutiny

The new scrutiny committee structure will operate from the start of the 2019/20 Council year and scrutiny committees will operate within that structure and the remit and terms of reference set out in the Council's Constitution. A summary of those arrangements is set out in Part B of this report to assist the effective working of the Committee.

Report Implications

The following implications have been identified for this report.

Financial Implications

There are no financial implications.

Risk Management

There are no specific risks associated with this decision.

Background Papers: [Centre for Public Scrutiny Report, February 2018](#)
[Council 25th September 2019, item 6.5 and minute 77.5](#)

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Part B

Scrutiny Principles

1. Scrutiny is an integral part of local authority governance. Rather than making decisions, the role of scrutiny is to improve decision-making by others through reviewing decisions and actions that have been taken and suggesting improvements that could be made. It ensures that the Cabinet can be held to account and that a broad range of councillors can be involved in policy development. Scrutiny can also provide an opportunity for the views of the public, businesses, community groups and others to be considered when reviewing the Council's activities.
2. One of the key jobs that scrutiny does is to hold decision-makers (especially the Council's Cabinet) to account for their decisions. Scrutiny bodies have the power to require Cabinet members to attend their meetings and explain the decisions they have taken, and progress with delivering the Council's policies and performance targets. Having heard from decision-makers and gathered other evidence, for example from good practice elsewhere, scrutiny bodies are able to make recommendations on how things could be improved.
3. A useful guide to undertaking scrutiny can be to consider the four principles of good scrutiny identified by the Centre for Public Scrutiny. These are that scrutiny:
 - (i) provides a 'critical friend' challenge to the Cabinet
 - (ii) enables the voice and concerns of the public to be heard
 - (iii) is independent and owned by scrutiny councillors
 - (iv) drives improvement in local services.
4. The Council's Constitution sets out the rules governing how scrutiny committees operate, including the powers that are available to them and their roles and responsibilities. These are set out below and in the attached appendix.

General Functions

5. The general principles regarding how scrutiny should operate have been incorporated into the rules set out in the Council's Constitution. These set out that the key functions of the Council's scrutiny committees are to:
 - hold the executive to account by reviewing decisions of the Cabinet and the Council's progress in achieving its policy aims and performance targets
 - develop and review policy by studying policy issues in detail, carrying out its own research and consultation on policy and involving the public in developing policy
 - hold other public service providers to account where appropriate.
6. The Constitution also sets out the methods available to scrutiny committee in performing those functions. These are based on the understanding that scrutiny works best when it makes recommendations (principle (i) and

principle (iv)) that are based on robust and wide-ranging evidence (principle (ii) and principle (iii)). Those methods are to:

- require Cabinet members and senior officers to attend their meetings and answer questions
- invite other people to their meetings and gather evidence from them
- monitor the Forward Plan and call for reports on items that are coming up
- send reports and recommendations to the Cabinet or full Council on matters that have been scrutinised
- hold longer inquiries into more complex matters.

Functions Specific to Each Committee

7. The Constitution also sets out the specific functions of each committee based on these principles and methods. These are set out in full in the appendix to this report. In the case of the three directorate-based committees, the same ten core functions are identified for each committee.
8. The Neighbourhoods and Community Wellbeing has an additional function of acting as the Council's crime and disorder committee by scrutinising the discharge of crime and disorder functions by the Council and other agencies through the Community Safety Partnership. This is a statutory function and has been allocated to the Neighbourhoods and Community Wellbeing Scrutiny Committee as the majority of the Council's functions in relation to community safety sit within the Neighbourhoods and Community Wellbeing directorate.
9. The Scrutiny Commission has different functions to reflect its role in co-ordinating the work of scrutiny and undertaking pre-decision scrutiny. Its functions relating to setting the overall scrutiny work programme are discussed in paragraphs 10 and 11 below. The other functions of the Scrutiny Commission are:
 - Pre-decision scrutiny – this provides the opportunity for reports to be scrutinised before they are submitted to the Cabinet. The Commission can use this process to examine the reasoning behind the recommendations that are being made to the Cabinet and suggest possible alternative recommendations.
 - Monitoring the effectiveness of scrutiny through reviewing the implementation of recommendations – in order to ensure that scrutiny is making a difference the Commission will receive information on the number of recommendations being made by scrutiny committees and panels, the actions agreed by the Cabinet (or other body) in response to those recommendations and the implementation of those actions.
 - Responding to Councillor Calls for Action – Councillor Calls for Action provide a means for councillors to raise issues that affect their ward when other attempts to resolve that issues have been unsuccessful. The role of the Commission is to decide whether the issue should be added to the scrutiny work programme.
 - Considering petitions holding officers to account in accordance with the Council's Petition Scheme – if a petition on an issue has

at least 2,000 signatures the relevant officer will give evidence about the issue to a meeting of the Commission.

Work Programming

10. The Scrutiny Commission has overall responsibility for the scrutiny work programme. As a result it can amend the work programmes of the other scrutiny committees and establish standing and ad hoc panels to undertake more detailed scrutiny inquiries. This enables the Commission to keep an overview of the whole of the work of the scrutiny function to ensure that the resources of councillors and officers are used effectively by avoiding duplication and enabling cross-directorate corporate issues to be scrutinised.
11. Each of the directorate-based scrutiny committees can identify and schedule items for its own work programme as long as they fall within its area of responsibility without needing the approval of the Commission. If a directorate-based committee identifies a topic for scrutiny that is outside its remit, it can make a recommendation to the Scrutiny Commission that it is added to the work programme of the committee whose remit it falls within.
12. This Committee will have responsibility for scrutinising all the services delivered by the Corporate Services directorate, including finance and budgets, property and asset management, revenues and benefits, information and communication services, customer services, corporate projects, democratic services and mayoralty, support services (legal, HR, audit, insurance, elections and land charges), and emergency planning/community resilience.

Appendix

Functions of Scrutiny Committees – Extract from the Council's Constitution

Functions of Scrutiny Committees

Body	Areas of work
Scrutiny Commission	<ul style="list-style-type: none"> (i) Setting, managing and controlling the scrutiny work programme and coordinating scrutiny generally (ii) Establishing scrutiny panels and determining their scope, terms of reference and timing (iii) Considering recommendations from scrutiny panels before they are referred by the Commission to Cabinet, Council or a committee (iv) Reviewing proposed decisions on the Forward Plan and the agenda for forthcoming Cabinet meetings and making recommendations to Cabinet in respect of those proposed decisions (v) Responding to Councillor Calls for Action (vi) Monitoring the effectiveness of scrutiny through reviewing the implementation of recommendations (vii) Considering petitions holding officers to account in accordance with the Council's Petition Scheme
Corporate Services Scrutiny Committee	<p>For the services falling within the Corporate Services Directorate:</p> <ul style="list-style-type: none"> (i) Scrutiny of external public service providers and partners (ii) Scrutiny of outside bodies, especially those which the Council gives grants to and/or has service level agreements with (iii) Scrutiny of services which are shared with other local authorities including joint scrutiny of those services (iv) Receiving regular performance and financial monitoring reports (v) Identifying areas of underperformance or where performance could be improved which requires further scrutiny (vi) Investigating how improvements in performance can be made through examining best practice and performance at other councils (vii) Engaging at the earliest possible stage when the Council reviews existing policies or identifies the need for new policies to

Body	Areas of work
	<p>provide scrutiny input into the process for developing those policies</p> <p>(viii) Identifying where new or existing services may need a policy document to describe how they will be delivered</p> <p>(ix) Reviewing the processes used to develop policy, including how consultation and stakeholder engagement are undertaken, the format of policy documents and how the successful implementation of policies is measured</p> <p>(x) Looking at other ways in which scrutiny can assist in policy formulation</p>
<p>Housing, Planning, Regeneration & Regulatory Services Scrutiny Committee</p>	<p>For the services falling within the Housing, Planning, Regeneration & Regulatory Services Directorate:</p> <p>(i) Scrutiny of external public service providers and partners</p> <p>(ii) Scrutiny of outside bodies, especially those which the Council gives grants to and/or has service level agreements with</p> <p>(iii) Scrutiny of services which are shared with other local authorities including joint scrutiny of those services</p> <p>(iv) Receiving regular performance and financial monitoring reports</p> <p>(v) Identifying areas of underperformance or where performance could be improved which requires further scrutiny</p> <p>(vi) Investigating how improvements in performance can be made through examining best practice and performance at other councils</p> <p>(vii) Engaging at the earliest possible stage when the Council reviews existing policies or identifies the need for new policies to provide scrutiny input into the process for developing those policies</p> <p>(viii) Identifying where new or existing services may need a policy document to describe how they will be delivered</p> <p>(ix) Reviewing the processes used to develop policy, including how consultation and stakeholder engagement are undertaken, the format of policy documents and how the successful implementation of policies is measured</p> <p>(x) Looking at other ways in which scrutiny can assist in policy formulation</p>

Body	Areas of work
Neighbourhoods & Community Wellbeing Scrutiny Committee	<p>For the services falling within the Neighbourhoods & Community Wellbeing Directorate:</p> <ul style="list-style-type: none"> (i) Acting as the Council's crime and disorder committee by scrutinising the discharge of crime and disorder functions by the Council and other agencies through the Community Safety Partnership (ii) Scrutiny of external public service providers and partners (iii) Scrutiny of outside bodies, especially those which the Council gives grants to and/or has service level agreements with (iv) Scrutiny of services which are shared with other local authorities including joint scrutiny of those services (v) Receiving regular performance and financial monitoring reports (vi) Identifying areas of underperformance or where performance could be improved which requires further scrutiny (vii) Investigating how improvements in performance can be made through examining best practice and performance at other councils (viii) Engaging at the earliest possible stage when the Council reviews existing policies or identifies the need for new policies to provide scrutiny input into the process for developing those policies (ix) Identifying where new or existing services may need a policy document to describe how they will be delivered (x) Reviewing the processes used to develop policy, including how consultation and stakeholder engagement are undertaken, the format of policy documents and how the successful implementation of policies is measured (xi) Looking at other ways in which scrutiny can assist in policy formulation

NEIGHBOURHOODS & COMMUNITY WELLBEING SCRUTINY COMMITTEE – 9TH JULY 2019

Report of the Head of Neighbourhood Services

Part A

ITEM 6 CHARNWOOD COMMUNITY LOTTERY UPDATE REPORT

Purpose of Report

To review the performance of the Charnwood Lottery six clear months after commencement of the scheme and the associated promotional activities.

Recommendations

That the Committee notes the report.

Reason

To ensure that Members of the Committee are kept up to date on the performance of Charnwood Community Lottery scheme.

Report Implications

The following implications have been identified for this report.

Financial Implications

There are no financial implications associated with this report.

Risk Management

There are no risks directly associated with this report. The risks associated to the development of the Lottery were covered in the Cabinet report.

Background Papers:

https://www.charnwood.gov.uk/files/papers/cab_18_january_2018_minutes/Cab%2018%20January%202018%20Minutes.pdf

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Part B

Charnwood Lottery

1. The establishment of Charnwood Community Lottery was approved at Cabinet on the 18th January 2018 and an Established Lottery Management company (ELM) called Gatherwell was recruited to provide the running and administration of the Lottery.
2. Following the application process, the licence approval was given by the Gambling Commission on the 16th July 2018 for Charnwood Community Lottery.
3. The design of the logo and marketing materials including banners and flyers were commissioned ready for the opening of the good cause registration process.
4. Prospective local Good Causes were invited to 2 group sessions delivered by the Managing Director of Gatherwell where information regarding the lottery, how it works and how the council and Gatherwell could support the groups was provided. The event included a Q&A session and follow up information was provided to help those groups who needed their Board/Trustee approval prior to registering. Over 30 organisations attended the presentations with 22 signing up by the first draw.
5. The Lottery was officially launched on the 4th September and was hosted by Great Central Railway. The Good Cause's that had signed up were invited to attend and a press event was held including interviews and photos and a certificate presentation for all the organisations that had successfully registered.
6. The first draw took place on the 29th September and included additional prizes to help celebrate the launch. A total of 571 tickets were sold.
7. For every £1 ticket sold 60p goes to benefit local good causes. The remaining money goes towards prizes and the administration and running of the lottery.
8. The average number of weekly ticket sales for year one was 720. The 2019/2020 business plan has a target to reach 1000 ticket sales a week.
9. £16,400 has been raised to date through the Lottery to support Charnwood's Voluntary and Community Sector. Of this £10,664 is specific good cause income and £5736 is Charnwood Community Fund (general good causes) income.
10. The proceeds generated by the Charnwood Community Fund page go into a general good cause fund, administered by Charnwood Borough Council, which is contributing to the Council's increased financial support to the voluntary and community sector. On average the Charnwood Community Fund has 87 regular supporters buying approximately 152 tickets per week.
11. The Charnwood Community Lottery is currently not following the predicted trend seen with other Council Lottery schemes where the General Fund takes up to 60% of the ticket sales (the split in Charnwood is currently 35% general good

causes and 65% specific good causes). Whilst this has resulted in less income coming into the General Fund, it is a positive result for the 'Good Causes' who have secured regular commitment from their supporters. Further work needs to be done to increase ticket sales in general, but also generate support for the general good causes fund to help achieve income targets.

12. The Good Causes registered are very diverse in their size, areas of work and support and this is reflected in their number of supporters and ticket sales. In many cases the organisations are pleased to have any additional income that may contribute to running costs and others are heavily promoting the lottery to gain new supporters and fund specific projects.
13. The good causes cover a wide range of areas including homelessness, libraries, community venues, self-help groups and advice services. Some of the groups are on track to raise between £1800 and £2,500 during their first year with others happy to generate enough income to cover insurance costs and other bills.
14. Bradgate Park Trust have been very successful in their own promotional activity and have benefitted from a large supporter group. One of their supporters recently won the first £2000 prize.
15. Other groups such as Loughborough Leggo Group who support young people with special needs have maintained consistent ticket sales to help with running costs including accommodation and equipment for activities.
16. It has been identified that additional support is needed to some of the groups who have limited capacity to promote the lottery. This will include how to use social media more productively and make greater use of the marketing tools provided through the lottery site.
17. The grants panel, who oversee the Charnwood Community Grants fund have been delighted to see an increasing number of applicants who show income in their accounts from the lottery. All applicants to Charnwood Grants are encouraged to join the lottery.
18. As at the 17th June 2019
 - there are 51 Good Causes registered (including the Charnwood Community fund)
 - there are currently 7 new causes waiting for approval
 - there have been 38 weekly draws
 - 27,319 tickets sold, with a weekly average of 720 (the highest weekly ticket sales to date was 811)
 - The total number of registered active players is 622 (average number of players per week is 450)
 - A total of £5,225 has been won by 66 players with another 508 people winning 3 free tickets. 1 winner of £2000, 7 winners of £250 and 58 winners of £25.00
 - £16,391.40 has been raised to date

19. Appendix A shows the groups that are registered for the lottery

Charnwood Lottery Marketing Strategy

20. The marketing strategy from the outset has, on the whole, focussed upon utilising low cost channels for promotion.
21. Since the launch of the Lottery the following has been undertaken:

Media

Six press releases have been released generating 11 articles in the local press such as the Loughborough Echo, Leicester Mercury and other titles.

Social media

The communications team has conducted a social media campaign across both Twitter and Facebook utilising the Council's corporate accounts as well as encouraging the Council's other teams such as Loughborough Town Hall and the Markets to share content about the lottery. Messaging has focussed on being a great way to support good causes and being in with a chance of winning £25,000.

In summary:

- There was a significant amount of social media activity around the launch in September including live tweeting from the launch event including images and video – the Twitter posts reached around 7,000 accounts.
- The first five Facebook posts about the lottery reached 14,000 people and received 220 link clicks
- Three Facebook posts were boosted at a cost of £170. They reached 22,000 people with 322 link clicks and 70 shares
- Six video case studies with groups signed up as good causes were produced, receiving around 3,000 views combined on Facebook
- Other video content included interviews with a winner, lead member and staff
- The Council tweets every week about the lottery and around every other week with Facebook. Repeating the same content diminishes the reach.

Marketing materials

- The Council obtained two pull-up banners, two lottery boards, t-shirts, posters and leaflets with a total cost of £503.
- An additional prize costing £320 was used to encourage ticket sales.
- The lottery logo was used on bin stickers at Christmas which contained Christmas refuse and recycling dates

Other promotional activity

- Articles in Council residents' magazine winter 2018 and spring 2019 editions
- Numerous features in the Council staff magazine
- Numerous articles in the Council's email alert Charnwood Now which has a current subscriber level of nearly 1,000
- Lottery has featured on the Council's new email updates
- Leaflets and banners present at events such as Sports Awards/Community Heroes Day
- Banner on Charnwood Borough Council website

22. The lottery has 830 people registered to play. The following is a summary of how people heard about the lottery:

- 29% Facebook
- 20% friend
- 13% email
- 5% Local press including Loughborough Echo and parish titles
- 4% Twitter
- 29% Other – including places of work, the Council's website and the bin stickers, posters and search engines

Future Promotions

23. In terms of future promotion, the proposal is to continue to proactively promote the Lottery and look at alternative ways of doing this, alongside increasing spend on promotional activities. Proposals include:

- Continuation of the above activities
- To boost ticket sales, we are looking to increasing resources around marketing and staffing, from within the team, to support the lottery.
- Increased staff resources would lead to increase in activity on social media advertising and the ability to attend local events to promote the lottery
- Focus on increasing the number of causes signed up would also boost ticket sales

24. Over the next 12 months the plan is to:

- 1st year celebration of lottery launch
- Continue to encourage organisations to sign up
- Work with signed up organisations on their own promotional activity to their supporters
- Increase levels of promotional activity
 - Social media
 - Advertising at council run venues
 - Invitation to apply to all grant's applicants
 - Work with Members to encourage their local groups to join

- Case studies
- Cost up potential activities including bin lorry signage and bin hangers, leaflet drops etc
- Have a stall on market days and other local events
- More printed promotional activity, flyers, posters, banners etc

APPENDIX A

Above & Beyond - Developing Potential
Anstey Community Library
Ashby Road Estate Community Association (ARECA)
Barrow Community Library
Bradgate Park Trust
Cancer Self-Help Group Loughborough
Charnwood Community Fund
Charnwood Stroke Club
Citizens Advice Charnwood
Coping with Cancer in Leicestershire and Rutland
EAST GOSCOTE COMMUNITY LIBRARY
East Goscote Village Hall
Enrych East Midlands
Equality Action
Falcon Support Services
Fearon Community Association
Fibromyalgia Friends Together Leicestershire
Fosse Company of Archers
Friends of Burton School
Friends of Hallam Fields
Friends of Queens Park Loughborough
Glebe House (Charnwood) Ltd
Go-Getta CIC
Gorse Covert Community Association Limited
Grange Park Centre
Hathern Community Library
Little Bird SOS
Living without abuse
Loughborough Foxes Women's and Girls FC
Loughborough Sea Cadets
Loughborough Wellbeing Centre CIC Ltd
Men & Women in Sheds Loughborough
Passion Youth Project
Peter Le Marchant Trust
Quorn Local History Group
Rawlins under 5 Playgroup
Rothley Community Library
Shepshed Dolphins Swimming Group
Shepshed Special Community Bus
Shepshed Toy Library
Shepshed Volunteer Centre
Shepshed Women's Community Choir
Sidings Park Area Residents' Association
Steps Conductive Education Centre
The Baldwin Trust
The Bridge (East Midlands)
The Loughborough Leggo Youth Group
The Marios Tinenti Centre
Thorpe Acre Scout Group
Thurmaston Community Library
Warwick Way Action Group (WAGS)

NEIGHBOURHOODS & COMMUNITY WELLBEING SCRUTINY COMMITTEE 9TH JULY 2019

Report of the Chief Executive Lead Member: Various

ITEM 7 2018-19 QUARTER 4 PERFORMANCE MONITORING AND END OF YEAR OUTTURN REPORT

Purpose of Report

To provide performance monitoring information and results for the fourth quarter of 2018-19 and end of year outturn, in respect of the Corporate Plan Objectives and Key Performance Indicators for the Neighbourhoods & Community Wellbeing Directorate.

Action Requested

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

Reason

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

Policy Context

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

Background

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

The attached report presents detailed performance results for the fourth quarter 2018-19 (and end of year outturn), of the third year of the Corporate Plan (2016-2020) for the Neighbourhoods & Community Wellbeing Directorate. It provides explanations and commentary in respect of poor performance or non-achievement of targets and details of remedial actions being taken where appropriate. The report focuses on detailed information and dashboard reporting in order to provide the Committee with the information required to sufficiently scrutinise performance.

Options Available with Reasons

The Committee has the option to use the performance information to suggest new items for the scrutiny work programme of the Scrutiny Commission.

Financial and Legal Implications

None directly arising from this report.

Risk Management

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

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

Background Papers: None

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Charnwood Borough Council

Neighbourhoods & Community Wellbeing Directorate

Corporate Performance Report

Quarter 4: 2018-2019



Performance Overview

Quarterly reporting of performance is a key element of monitoring progress towards delivering the Council's Corporate Objectives and Initiatives as set out in the Corporate Plan (2016-2020) and Annual Business Plan (2018-2019). This report presents detailed performance results for Quarter 4 of 2018-2019, in respect of the Corporate Plan Objectives and Key Performance Indicators for the **Neighbourhoods and Community Wellbeing Directorate**. It provides explanations and commentary in respect of poor performance, or non-achievement of targets, and details of remedial actions being taken where appropriate.

Corporate Performance Objectives: Quarter 4 2018-2019

Overall, at Quarter 4 there are 41 activities in the Annual Business Plan (2018-2019) which address the objectives outlined in the Corporate Plan. There are **9** objectives are reported as red in status this quarter and **32** are assessed as completed.

Neighbourhoods and Community Wellbeing Directorate: Quarter 4 2018-2019

At Quarter 4 there are **16** activities which are assigned to and are the responsibility of the **Neighbourhood and Community Wellbeing Directorate**. There is **1** objective reported as red and **15** objectives graded as completed this quarter.

Corporate Performance Indicators: Quarter 4 2018-2019

Corporate performance against the Business Plan Indicators at Quarter 4 includes **1** indicator assessed as red, **3** as amber, and **18** are green.

Performance against the Key Indicators associated with the Corporate Plan at Quarter 4 includes **7** as green, **1** indicators rated at amber and **4** indicators are red.

At the annual outturn this equates to **6** indicators assessed as green, **2** as amber and **4** as red.

Neighbourhoods and Community Wellbeing Directorate Indicators: Quarter 4 2018-2019

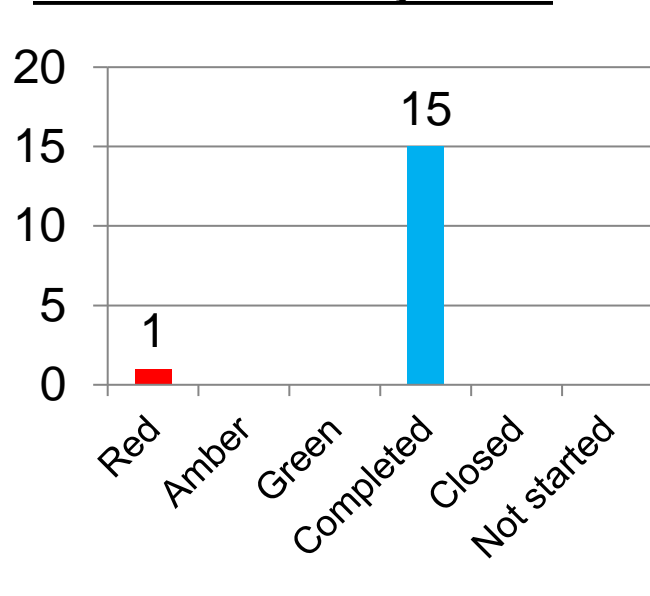
At Quarter 4 and annual outturn there are **9** Business Plan Indicators which are assigned to and are the responsibility of the **Neighbourhood and Community Wellbeing Directorate**. Of these, **1** indicator is graded as amber and **8** are green.

Directorate performance against the Council's Key Indicators, at Quarter 4 and annual outturn, includes **2** indicators assessed as red.

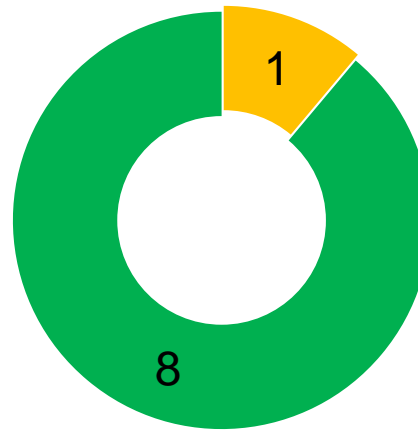
Neighbourhood and Community Wellbeing Dashboard

Quarter 4: 2018-2019

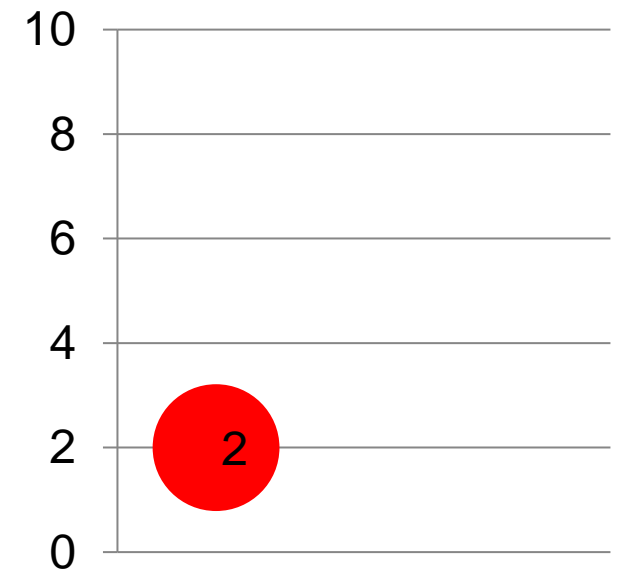
Business Plan Objectives



Business Plan Indicators



Key Performance Indicators



Creating a Strong and Lasting Economy

Corporate Plan Outcome (2016-2020)	Business Plan Action (2019-2020)	Measurable Success Criteria	Progress	RAG	Linked Indicators	
SLE3 - COS: Take action to protect the environment for future generations and ensure a clean borough for all to enjoy.	Take appropriate action to ensure the borough is kept clear of litter.	Less than 1.5% of cleansing inspections falling below a Grade B. Complete.	The annual rolling average for this indicator after the completion of Quarter 4 is 0.6%. Complete at Quarter 4.	C	BP5	G
SLE4 - COS: Promote the Borough to increase tourism and support initiatives to help our towns and villages to thrive. Develop new and revitalised Town Centre Masterplans for Loughborough and Shepshed.	Maintain the number of Green Flags parks held to create quality open space for residents to enjoy.	6 Green Flag (or equivalent) awards as a result of action by the Council. Complete.	There are currently 3 Green Flag Sites in the Borough (Queens Park, The Outwoods, Forest Road Green Belt), 2 Local Nature Reserve (LNR) accredited sites (Stonebow Washlands, Gorse Covert) and a High-Level Stewardship (HLS) site (Morley Quarry). All the above have their own management plan and are maintained in a sustainable way that enhances their attributes. Complete at Quarter 4.	C	BP9	G

<p>SLE4 - LC(1): Promote the Borough to increase tourism and support initiatives to help our towns and villages to thrive. Develop new and revitalised Town Centre Masterplans for Loughborough and Shepshed.</p>	<p>Complete the upgrade, refurbishment and modernisation of public toilets at Charnwood Museum to encourage increased tourism and visitors.</p>	<p>Delivery of the refurbished public toilets at Charnwood Museum by February 2019. Complete.</p>	<p>The Museum toilet upgrade is now complete and in use. All works completed within the £16,000 Capital Budget. Complete at Quarter 4.</p>	<p>C</p>		
<p>SLE4 - LC(2): Promote the Borough to increase tourism and support initiatives to help our towns and villages to thrive. Develop new and revitalised Town Centre Masterplans for Loughborough and Shepshed.</p>	<p>Complete the refurbishment of the Carillon Tower informed by surveys report and project submitted to the War Memorial Trust to promote the profile of the Borough and encourage tourism.</p>	<p>Delivery of the refurbished Carillon Tower by October 2018. Complete.</p>	<p>The Carillon Tower refurbishment is now complete. The specialist architect has signed off all the work as complete and to an acceptable standard. His report has been submitted to the War Memorial Trust to draw down the grant that has already been allocated by the Trust to the project. Complete at Quarter 4.</p>	<p>C</p>		
<p>SLE4 - LC(3): Promote the Borough to increase tourism and support initiatives to help our towns and villages to thrive. Develop new and revitalised Town Centre Masterplans for Loughborough and Shepshed.</p>	<p>Deliver a Vision for Loughborough Market by improving the layout, infrastructure and marketing to increase footfall and encourage a wider diversity of traders.</p>	<p>A) 16,000 number of market units let on annual basis. Complete.</p> <p>B) Increase the variation of market traders by 5 and number of traders by 7 from a baseline of 85. Complete.</p>	<p>A) The number of stall lets in Quarter 4 was 4,072 (1,072 above the anticipated target of 3,000). Thus, creating an annual total of 16,601 stall lets, against the annual target of 16,000. Complete at Quarter 4.</p> <p>B) There are currently 100 traders on the market (against a target of 92) and the variation of traders continues to stand at 9. Complete at Quarter 4.</p>	<p>C</p>	<p>BP8</p>	<p>G</p>

SLE4 - LC(4): Promote the Borough to increase tourism and support initiatives to help our towns and villages to thrive. Develop new and revitalised Town Centre Masterplans for Loughborough and Shepshed.

Work with Leicestershire Promotions to increase the profile of local businesses in Charnwood, involved in tourism, and effectively deliver a Blue Print for Tourism in Charnwood.

Develop and implement a Blue Print for Tourism in Charnwood. **Complete.**

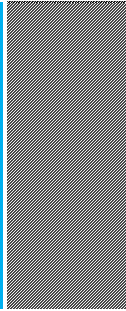
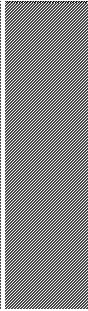
The Blue Print for tourism was successfully completed in consultation with partners and has recently been launched as part of National Tourism Week (beginning 30th March 2019). **Complete at Quarter 4.**

C

Every Resident Matters

Corporate Objectives	Business Action Plan	Measure / Success Criteria	Progress	RAG	Linked Indicators	
ERM1 - NS(1) - Keep our residents safe through implementing a new community safety plan, combatting ASB and investing in emergency planning, food safety and safeguarding.	Work with partners to deliver 4 initiatives aimed at proactively tackling and reducing incidents of ASB.	5% increase in ASB interventions, from a baseline as at 31st March 2018. Complete.	<p>With our partners, the '#think community' campaign took place in Quarter 4, encouraging students in the local area to #thinkcommunity on the way home from a night out in addition to door knocking in hotspot locations to remind students to lock doors and windows before going out at night.</p> <p>Achieved a 10.7% increase (against an annual target of 5%) in interventions compared to 2017/18. Complete at Quarter 4.</p>	C	BP17	G
ERM1 - NS(2) - Keep our residents safe through implementing a new community safety plan, combatting ASB and investing in emergency planning, food safety and safeguarding.	Work with our partners to deliver 8 crime prevention campaigns with the aim of contributing to deterring and preventing crime.	KI12: Reduction in crime	<p>During Quarter Four, the Partnership ran two awareness campaign events in the Town Centre and at Loughborough College, with the Police, offering free cycle crime prevention items and cycle marking to provide crime prevention advice and providing reassurance. 60 residents were engaged with at these events. Eight Campaigns delivered in total. Complete at Quarter 4.</p>	C	KI12	R

<p>ERM2 - NS(2) - Make Charnwood an attractive place for all through investment in our housing stock, funding community groups, and providing a range of diverse opportunities and events.</p>	<p>Facilitate the development of a Community Hub in Thorpe Acre.</p>	<p>Community Hub fully established in Thorpe Acre.</p>	<p>The Thorpe Acre Action Group and Thorpe Acre Scouts Group have progressed with the lease agreements and final changes are being made ready for signing. The sourcing of quotes and specifications of mobile/building units has now taken place and options are being costed including the provision of utilities to site. Planning consent will then be sought before all details are finalised.</p> <p>Objective included within the 2019/20 Business Plan for further progression.</p>	<p>R</p>		
<p>ERM2 - LC(1) - Make Charnwood an attractive place for all through investment in our housing stock, funding community groups, and providing a range of diverse opportunities and events.</p>	<p>Undertake a range of improvements to the Town Hall, including new auditorium seating, installation of a new Wi Fi system and repairs to the Town Hall roof, in order to maintain our assets; provide a better service for customers and increase the revenue stream.</p>	<p>Completion of planned improvements to:</p> <p>A) Increase auditorium income to £678,300 from last year's target of £645,400. Complete.</p> <p>B) Increase levels of satisfaction from a base line of 93%. Complete.</p>	<p>A) The completion of planned works has resulted in an increase in the auditorium income by circa £285,574 totalling £963,874 against a target of £678,300. Complete at Quarter 4.</p> <p>B) All of the areas of satisfaction have been successfully increased by an average of 5.7% based on a base line of 93%. The results achieved includes:</p> <ul style="list-style-type: none"> ▪ Ease of Booking (99.2%) ▪ Value for Money (97.5%) ▪ Customer Service (99.6%) ▪ Average (98.8%) <p>Complete at Quarter 4.</p>	<p>C</p>		

<p>ERM2- LC(2) – Make Charnwood an attractive place for all through investment in our housing stock, funding community groups, and providing a range of diverse opportunities and events.</p>	<p>Develop (with input from stakeholders) Loughborough Town Centre as a popular destination by refurbishing, replacing and improving the offer of Loughborough festive lights and street dressings to assist in creating an attractive environment for residents and tourists.</p>	<p>Delivery of improved and new lighting/ street dressing scheme by November 2018. Complete.</p>	<p>The new street lighting/ dressing scheme has been successfully commissioned and installed. The project has successfully helped to create an improved and attractive environment for residents and tourists. Complete at Quarter 4.</p>	<p>C</p>		
<p>ERM2 - COS - Make Charnwood an attractive place for all through investment in our housing stock, funding community groups, and providing a range of diverse opportunities and events.</p>	<p>Utilise the Ranger Service to deliver volunteering opportunities in Open Spaces.</p>	<p>7000 volunteering hours during 2018/19. Complete.</p>	<p>Total number of volunteering hours achieved up to the end of Quarter 4 was 8,264 hours.</p> <p>The Rangers interacted with various groups and continue to facilitate and oversee many projects and activities on Open Spaces including some of the Borough's key sites such as the Outwoods, Stonebow Washland, Gorse Covert, Booth Wood and Dishley Pool. Complete at Quarter 4.</p>	<p>C</p>	<p>BP6</p>	<p>G</p>
<p>ERM3 - LC - Encourage healthy lifestyles for all our residents through physical activity/programmes and the provision of sports facilities and green spaces.</p>	<p>Work proactively with Fusion and the Recreational Services Team to support the 2018-19 programme of supported activity (such as sessions provided for Supporting Leicestershire Families (SLF) and overall deliver effective leisure centres that increase participation in physical activity for Charnwood residents. across the Borough.</p>	<p>1,024,000 annual visits to Charnwood Borough Council Leisure Centres. Complete.</p>	<p>8 families currently have leisure cards for Loughborough/Soar Valley/South Charnwood leisure centres through the Supporting Leicestershire Families Scheme, with one family commenting "The swimming lessons have benefited us all, especially the children's confidence".</p> <p>SLF individual participation totalled 149 in the quarter, with</p>	<p>C</p>	<p>LS10</p>	<p>G</p>

			<p>overall annual attendance at 591.</p> <p>Visits to Charnwood Borough Council Leisure Centre in Quarter 4 totalled 282,125 visits with an annual participation figure of 1,051,032 Visits. Complete at Quarter 4.</p>			
ERM4 - LC(1) - Celebrate the rich culture of the Borough.	Deliver a programme of major events and activities in our parks; open spaces and venues to develop Loughborough as a popular cultural destination.	<p>Delivery of a targeted programme of events and activities with:</p> <p>A) 70,000 total attendances at the Town Hall. Complete.</p> <p>B) 47,000 total attendances at the Museum. Complete.</p> <p>C) Hold 3 major events that attract attendance of above 10,000 people for each event. Complete.</p>	<p>A) In Quarter 4, 23,013 attendances were registered at the Town Hall with the split as follows:</p> <ul style="list-style-type: none"> ▪ Programming (12,661) ▪ Local Theatre Groups (7,255) ▪ Hires and Sock gallery workshops (3,097) <p>Total annual attendance was 98,202 (28,202 over anticipated target). Complete at Quarter 4.</p> <p>B) Quarter 4 attendance at the Museum was 9,833 attendances. Total annual attendance is 47,293 (against a target of 47,000).</p> <p>C) Complete at Quarter 2.</p>	C	BP7	G
ERM5 - COS - Listen to and communicate with our residents and act on their concerns.	Undertake quarterly resident satisfaction surveys to ensure continually high standards for Environmental Services.	At least 90% of residents expressing satisfaction with the household waste collection service. Complete.	The satisfaction level for the collections' service for Quarter 4 was 93.7%. Complete at Quarter 4.	C	BP15	G

ERM5 - NS - Listen to and communicate with our residents and act on their concerns.

Provide opportunities for children and young people to be involved in service design and delivery within Charnwood.

2 opportunities provided for children and young people to be involved.
Complete.

Charnwood Borough Council and Leicester City Community Foundation have collaborated to develop a Community Premier League Kicks programme running from Charnwood College. Following low initial take up, the partnership consulted with 20 local young people about any changes they wanted to see, which included a change to day, time and venue; in addition to including a youth work element alongside the sport.

As a result, the scheduling was altered and the team brought in Go-Getta Community Interest Company as a trusted youth work provider. The changes support the aim of the project which is to use the power of football and sport to inspire young people in some of the most high-need areas in the UK.
Complete at Quarter 4.

C

Business Plan Indicators

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

Indicator	Quarter 1 2018/19		Quarter 2 2018/19		Quarter 3 2018/19		Quarter 4 2018/19			Annual Outturn 2018/19		
	Value	Grade	Value	Grade	Value	Grade	Target	Result	Grade	Target	Result	Grade
BP5 - Less than 1.5% of cleansing inspections falling below a Grade B	0.0%	G	1.0%	G	1.0%	G	0.6%	0.6%	G	<1.5%	0.6%	G
Monthly cleansing inspections are carried out across the Charnwood. Any areas that are not up to standard are referred to our Contractor Serco to rectify.												
BP6 - Number of volunteering hours							7,000 Hours	8,264 Hours	G	7,000 Hours	8,264 Hours	G
The annual number of volunteering hours has exceeded the target of 7,000 by 1,264 hours.												
BP7 - Number of people attending shows and events	20,874 Attendees	G	9,159 Attendees	G	45,183 Attendees	G	12,000 Attendees	23,013 Attendees	G	70,000 Attendees	98,229 Attendees	G
Quarter 4 target exceeded by 11,013 attendees. Annual target exceeded by 28,229 attendees.												
BP8 - Number of stall/ unit lets across Loughborough Market	4251 Stalls	G	4,202 Stalls	A	4,076 Stalls	A	3,000 Stalls	4,072 Stalls	G	16,000 Stalls	16,601 Stalls	G
The target for the number of stall lets was achieved with over 16,601 stall lets in total for the year (601 stall lets over target) with 4072 lets in the final quarter of 2018/19. Due to severe weather conditions, throughout the year 12 markets had to be cancelled and credits issued for the stalls that had been let prior to the cancellation. The income was £30k below target due to these credits and old debts written off from traders no longer operating.												
BP9 - Number of Green Flag awards held							6 Flags	6 Flags	G	6 Flags	6 Flags	G
6 Green Flag (or equivalent) awards completed, as a result of action by the Council.												

BP15 - Percentage of residents expressing satisfaction with the household waste collection service.	95.50%	G	95.50%	G	94.40%	G	90.00%	93.70%	G	94.80%	90.00%	G
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This is the annual rolling average for this indicator and reflects the high quality of service offered to residents across the Borough. Both Quarter 4 and annual targets supposed anticipated targets.

BP17 - Percentage increase in ASB interventions					5% Increase	10.7% Increase	G	5% Increase	10.7% Increase	G
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At Quarter 4 of 2018/19, 4340 interventions took place. This showcases a 10.7% increase in interventions compared to 2017/18 (3,943 interventions).

LS10 - Leisure Centres - Total number of visits	267,673 Visits	G	255,115 Visits	G	240,446 Visits	A	262,000 Visits	282,125 Visits	G	1,024,000 Visits	1,045,359 Visits	G
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A very positive quarter for all Centres with 282,125 visits in Quarter 4. The annual participation figure is 1,045,359 visits (above target by 21,359 visits). Satisfaction during the quarter remained positive averaging 92.6% satisfaction rating across the nine measured operational areas; the annual satisfaction average was 91.9%.

NI191 - Residual household waste per household	448 Kg/ Household	A	430 Kg/ Household	G	448 Kg/ Household	A	440Kg/ Household	442Kg/ Household	A	440Kg/ Household	442Kg/ Household	A
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It was found that in July there was a 15% increase in the overall landfill waste compared to the year before. Due to the dry summer a few residents might have used their refuse bins for the disposal of their garden waste as the low volume did not justify subscribing to the garden waste service. The contamination level of garden waste in the recycling stream was also higher during this period. *Tolerance for the indicator (above target) set at 450 Kg/ Household.*

Key Corporate Indicators

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

Indicator	Quarter 1 2018/19		Quarter 2 2018/19		Quarter 3 2018/19		Quarter 4 2018/19			Annual Outturn 2018/19		
	Value	Rating	Value	Rating	Value	Rating	Target	Result	Rating	Target	Result	Rating
KI4 - Percentage of household waste sent for reuse, recycling and composting	50.74%	G	46.04%	R	41.89%	R	50.00%	44.72%	R	50.00%	45.84%	R
Despite managing to reduce the overall waste arisings by 500 tonnes in 2018/19, the levels of recycling are still far from the national target of 50% by 2020. This is a national phenomenon with an average performance of 45.2% across England. <i>Tolerance set for this indicator (below target) is 47.00%.</i>												

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

Indicator	Quarter 1 2018/19		Quarter 2 2018/19		Quarter 3 2018/19		Quarter 4 2018/19			Annual Outturn 2018/19		
	Value	Rating	Value	Rating	Value	Rating	Target	Result	Rating	Target	Result	Rating
KI12 - Reduction in all crime (Cumulative Target)							11,995 Incidents	13,608 Incidents	R	11,995 Incidents	13,608 Incidents	R
Between Quarter 1 and Quarter 4, 13,608 Crime/ incidents were recorded. (+12.6% increase). The Partnership has seen a reduction in Commercial burglaries, Violence with Injury and Robbery and has seen a small rise in Shoplifting which is being monitored by Charnwood JAG. Within Quarter 4, there has been a rise in Residential Burglary, Vehicle Crime and Cycle Theft. The partnership has completed its Strategic Assessment and refreshed the Partnership Plan. <i>Tolerance set for this indicator (above target) is 12,595 incidents.</i>												

NEIGHBOURHOODS & COMMUNITY WELLBEING SCRUTINY COMMITTEE 9TH JULY 2019

Report of the Head of Strategic Support

ITEM 8 SCRUTINY WORK PROGRAMME

Purpose of the Report

To enable the Committee to review and agree its scrutiny work programme.

Action Requested

To review and agree the Committee's scrutiny work programme to ensure that it is fit for purpose and that any items which no longer warrant scrutiny are removed and any items requiring scrutiny are added (see Appendix 1).

Reasons

To enable the Council's new scrutiny arrangements to operate efficiently and effectively.

Policy Justification and Previous Decisions

The Corporate Plan commits the Council to review and improve its approach to the delivery of services to ensure it is constantly working to achieve a better service, providing better value for money and enhancing the performance and commitment to service delivery.

A new scrutiny committee structure was agreed by full Council on 25th February 2019 for implementation from the start of the 2019/20 Council year. As part of that process the former Scrutiny Management Board reviewed the existing scrutiny work programme and resolved:

"that the Head of Strategic Support be asked to ensure that committees under the new scrutiny committee structure are asked to review their work programmes at their first meetings, and are provided with appropriate guidance to assist that, so that any items which no longer warrant scrutiny are removed and any items requiring scrutiny are added" (minute 43.2 2018/19 refers).

This Committee can identify and schedule items for its own work programme without needing the approval of the Scrutiny Commission if those items fall within its area of responsibility. If the committee identifies a topic for scrutiny that is outside its area of responsibility, it can make a recommendation to the Scrutiny Commission that it is added to the work programme of the relevant scrutiny committee, or that a scrutiny panel be established.

The Committee's work programme, as it stood at the time of the publication of this agenda and incorporating any changes made by the Scrutiny Commission at its meeting on 3rd June 2019, is attached as Appendix 1.

Implementation Timetable including Future Decisions and Scrutiny

Issues identified by the Committee within its own remit will be reflected in an updated work programme. Issues identified for scrutiny outside of the Committee's remit will be recommended to the Scrutiny Commission.

Appendices

Appendix 1 – Scrutiny Work Programme (Neighbourhoods, and Community Wellbeing Scrutiny Committee)

Background Papers: None

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Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
NCW	09 July 2019 (standing item at every meeting)	Work Programme	To consider items for future meetings	To allow the Committee to identify items for which scrutiny is required.	M. Hopkins/ Lead Officer	
NCW	09 July 2019	Charnwood Lottery	To review the performance of the Charnwood Lottery six clear months after commencement of the scheme and also to evaluate the promotion activities of the scheme with a view to improving them.	To scrutinise the Charnwood Lottery once it had been implemented to monitor its performance and ability to provide money for good causes.	Lead Member/J. Robinson	Scope updated by SC at its meeting on 3 rd June 2019.
NCW	09 July 2019 (annual item)	Performance Information (Quarter 4 Report – Year End)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Quarter 4 Report considered at the same time annually.
NCW	10 Sept 2019 (annual item)	Performance Information (Quarter 1 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Quarter 1 Report considered at the same time annually.
NCW	10 Sept 2019 (six-monthly item)	Community Safety Partnership	To review the work of the Community Safety Partnership on a six-monthly basis, to enable any issues to be identified for further scrutiny by the appropriate scrutiny body and to enable incidences of violent crime to be monitored.	To ensure effective scrutiny of the work of the Community Safety Partnership.	CSP Chair / J. Robinson / T. McCabe	

APPENDIX 1

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
NCW	26 Nov 2019 (annual item)	Performance Information (Quarter 2 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Quarter 2 Report considered at the same time annually.
NCW	10 March 2020	Children and Families Wellbeing Service	To scrutinise the new service model being provided by Leicestershire County Council.		External Partner	SMB 06 March 2019, Minute 39.1 refers.
NCW	10 March 2020 (annual item)	Performance Information (Quarter 3 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Quarter 3 Report considered at the same time annually.
NCW	10 March 2020 (six-monthly item)	Community Safety Partnership	To review the work of the Community Safety Partnership on a six-monthly basis, to enable any issues to be identified for further scrutiny by the appropriate scrutiny body and to enable incidences of violent crime to be monitored.	To ensure effective scrutiny of the work of the Community Safety Partnership.	CSP Chair/ J. Robinson / T. McCabe	