Charnwood

CORPORATE SERVICES SCRUTINY COMMITTEE

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To: Councillors Parsons (Chair), Baines (Vice-Chair), Boldrin, Goddard, Paling, Radford and Shepherd (For attention)

All other members of the Council
(For information)

You are requested to attend the meeting of the Corporate Services Scrutiny Committee to be held in Committee Room 2 - Council Offices on Tuesday, 25th June 2019 at 6.00 pm for the following business.

Chief Executive

Southfields
Loughborough

17th June 2019

AGENDA

1.   APOLOGIES

2.   DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS

3.   DECLARATIONS - THE PARTY WHIP

4.   QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURE 11.16

     No questions were submitted.

5.   NEW SCRUTINY COMMITTEE STRUCTURE - TERMS OF   3 - 10
      REFERENCE

      A report of the Head of Strategic Support outlining the Committee's terms of
      reference.

6.   REVENUE MONITORING (GENERAL FUND AND HRA REVENUE
      OUTTURN 2018/19)

      A Cabinet report of the Head of Finance and Property Services setting out the
      revenue outturn position of the General Fund and Housing Revenue Account
      (HRA) for 2018/19. **To Follow.**

7.   CAPITAL MONITORING (CAPITAL OUTTURN 2018/19)

      A Cabinet report of the Head of Finance and Property Services setting out the
      capital outturn position for 2018/19. **To Follow.**

8.   BUDGET SCRUTINY (2020/21 DRAFT BUDGET)

      To begin the process of scrutiny of the Council's 2020/21 budget by:

      (i)   considering the 2018/19 revenue and capital outturn positions (as context for
             the development of the Medium Term Financial Strategy and the 2020/21
             budget). These positions are set out under items 6 and 7 on the agenda for
             this meeting.
      (ii)   discussion of the planned methods for development of the MTFS and 2020/21
             budget.

      The Committee's work programme provides for further scrutiny of the Council's
      2020/21 budget at its meetings on 17th September and 3rd December 2019, with
      an additional meeting of the Committee required in January 2020 to agree any
      recommendations it wishes to make.

9.   PERFORMANCE MONITORING (PERFORMANCE INDICATORS   11 - 30
      QUARTER 4 - YEAR END)

      A report of the Head of Strategic Support providing performance information in
      respect of the Corporate Plan objectives and key performance indicators within the
      Committee's remit (Quarter 4 2018/19, year end).

10.   WORK PROGRAMME   31 - 36

      A report of the Head of Strategic Support to assist the Committee in determining its
      work programme.

CORPORATE SERVICES SCRUTINY COMMITTEE – 25TH JUNE 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

<u>Scrutiny Principles</u>

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.

<u>General Functions</u>

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	(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	For the services falling within the Corporate Services Directorate: (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
	provide scrutiny input into the process for developing those policies (viii) Identifying where new or existing services may need a policy document to describe how they will be delivered (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 (x) Looking at other ways in which scrutiny can assist in policy formulation
Housing, Planning, Regeneration & Regulatory Services Scrutiny Committee	For the services falling within the Housing, Planning, Regeneration & Regulatory Services Directorate: (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 provide scrutiny input into the process for developing those policies (viii) Identifying where new or existing services may need a policy document to describe how they will be delivered (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 (x) Looking at other ways in which scrutiny can assist in policy formulation

Body	Areas of work
Neighbourhoods & Community Wellbeing Scrutiny Committee	For the services falling within the Neighbourhoods & Community Wellbeing Directorate: (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 (iiv) 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

CORPORATE SERVICES SCRUTINY COMMITTEE - 25TH JUNE 2019

Report of the Director of Corporate Services
Lead Member: Various

ITEM   9   <u>2018-19 QUARTER 4 PERFORMANCE MONITORING AND END OF
YEAR OUTTURN REPORT</u>

<u>Purpose of Report</u>

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 Corporate Services Directorate.

<u>Action Requested</u>

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

<u>Reason</u>

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

<u>Policy Context</u>

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.

<u>Background</u>

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 councils 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 Corporate Services 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 identify new items for the scrutiny work programme.

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

Corporate Services Directorate

Corporate Performance Report Quarter 4: 2018-2019

Corporate Plan (2016-2020) Priorities

Creating a Strong and Lasting Economy

"A strong growing and diverse economy is good for every business, community and household."

New businesses, new homes and improved infrastructure will be key features in the next four years, with a range of affordable homes, new schools, shops and leisure facilities being planned to accommodate growth. We will support our rural communities, maintaining the characteristics that make them special, whilst encouraging the rural economy through small business investment and tourism opportunities. We will embrace innovation and technology so that Charnwood can compete on a worldwide platform at the highest level. We will maintain our commitment to our environment, celebrating its significance to both our heritage and future.

Every Resident Matters

"Every resident is important to us. Our vison is to make sure that Charnwood is a great place to live for families by creating a safe, secure & caring environment."

We want everyone to feel valued, have a sense of belonging, share in our successes and enjoy life. We will provide opportunities to participate in social, leisure and cultural activities and in community life. We will also look after the more vulnerable members of our community and give support to those who need it most, especially older people and those less able to cope. We will nurture our young people and celebrate our rich cultural mix. We will welcome new communities so that we can all celebrate and enjoy our diverse culture.

Delivering Excellent Services

"We will maintain our focus on meeting our customers' and residents' needs."

We will provide high quality, affordable and responsive services and improve online access to them. We are always seeking to improve the services that we deliver, by providing strong community leadership, being well governed, accountable, open and transparent. We will maintain the financial stability of the Council whilst continuing to seek ways to deliver better services as efficiently as possible.

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 **Corporate Services 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 and **32** objectives have been completed this quarter.

Corporate Services Directorate: Quarter 4 2018-2019

At Quarter 4 there are **13** activities which are assigned to and are the responsibility of the **Corporate Services Directorate.** There are **5** objectives are reported as red in status this quarter and **8** are assessed as completed.

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.

Corporate Services Directorate Indicators: Quarter 4 2018-2019
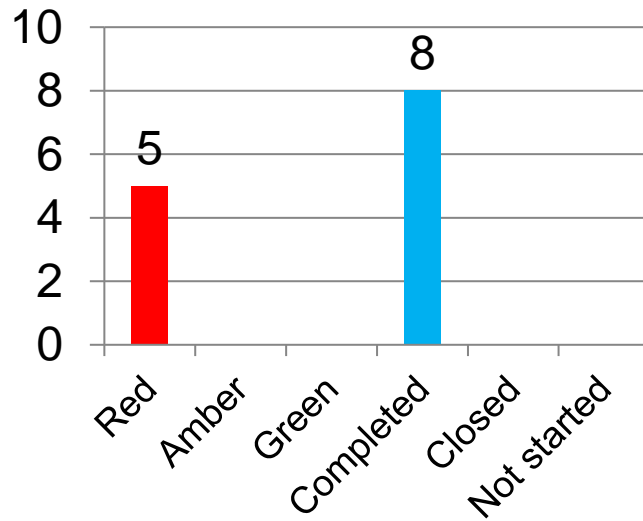
At Quarter 4 and annual outturn there are **7** Business Plan Indicators which are assigned to and are the responsibility of the **Corporate Services Directorate.** Of these, **1** indicator is graded as red, **1** as amber and a further **5** are rated green.

Directorate performance against the Council's Key Indicators, at Quarter 4, includes **1** indicator assessed as red, **2** as amber and **1** is green. At the annual outturn this equates to **1** indicator assessed as red and **3** as amber.
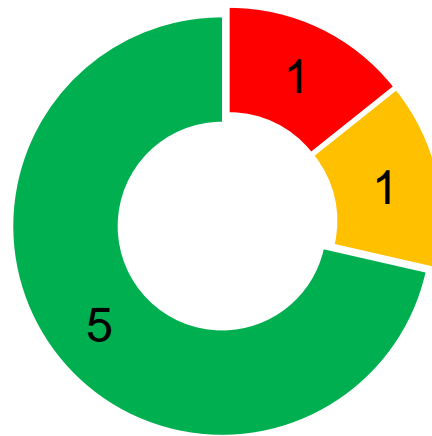
Corporate Services Dashboard

Quarter 4: 2018-2019

Business Plan Objectives

Red: 5
Completed: 8
(Amber, Green, Closed, Not started: 0)

Business Plan Indicators

Red: 1
Amber: 1
Green: 5

Key Performance Indicators

Red: 1
Amber: 2
Green: 1

Creating a Strong and Lasting Economy

Corporate Plan Outcome (2016-2020)	Business Plan Action (2019-2020)	Measurable Success Criteria	Progress	RAG	Linked Indictors	
G **SLE1 - FP (1) - Encourage new jobs to the Borough through promoting the delivery of the Science Park and Enterprise Zone and encouraging new businesses to towns and villages.**	Ensure industrial and business units are fit for purpose and encourage an increase in the number of businesses into Charnwood.	**A)** 100% of industrial units are fit for purpose. *Complete.* **B)** Increase occupancy by 1% from a baseline as at 31st March 2018 across all units through a review of acceptance criteria. *Complete.*	**A)** 100% of business and industrial units are maintained at an operational level and ready for new tenants. **Complete at Quarter 4.** **B)** Current occupancy rate has risen to 98.75% (exceeding the annual target of 87.87%). The uptake of tenants joining/ leaving the business units fluctuates, but overall there has been an increase in occupancy within this quarter at The Ark and Oak Business Centre. **Complete at Quarter 4.**	**C**	BP1	**G**
					BP2	**G**

Every Resident Matters

Corporate Plan Outcome (2016-2020)	Business Plan Action (2019-2020)	Measurable Success Criteria	Progress	RAG	Linked Indictors	
ERM5 - CIS(1) - Listen to and communicate with our residents and act on their concerns.	Review the Corporate Complaint Policy to ensure an effective and efficient process for our Customers from which the Council can learn and improve.	**A)** Updated Corporate Complaint Policy. ***Complete.*** **B)** 90% of complaints not proceeding past stage 1 of the process.	**A)** The Draft Corporate Complaints Policy fully updated and approved. **Complete at Quarter 4.** **B)** At Quarter 4 the number of complaints not proceeding past stage 1 of the process was 88%. Thus, creating an overall annual total of 89.47%.	**R**	**BP11**	**A**
ERM5 - CIS(2) - Listen to and communicate with our residents and act on their concerns.	Undertake regular satisfaction surveys with members of the public to ensure improvement in those services that use Govmetric and the Contact/Customer Service Centre.	**A)** 87% of customers satisfied with the face to face service. **Complete.** **B)** 87% of customers satisfied with the telephone service they received for calls taken in the contact centre. ***Complete.***	**A)** 89% of customers surveyed (665 of 750) rated their face-to-face service as 'Good' in Quarter 4. Creating an annual total of 87.5%. **Complete at Quarter 4.** **B)** 94% of customers surveyed (278 of 296) rated their telephone service from the Contact Centre as 'Good' in Quarter 4. Creating an annual total of 93.75%. **Complete at Quarter 4.**	**C**	**BP12** **BP13**	**G** **G**

| ERM5- SS – Listen to and communicate with our residents and act on their concerns. | Undertake regular satisfaction surveys with members of the public to ensure improvement in the web service they receive. | Increased levels of customer satisfaction with the web related service they receive, from a baseline of 52%. | 46% of customers who gave feedback (1,625 of 3,471) rated the web related service they received as 'Good' in Quarter 4. Creating an annual total of 46.75% (5.25% below the target of 52%).

In 2018/19, there were 473,495 users on the website and of these the Council received 1,846 negative or average ratings (for various reasons, many unexplained). Therefore, if each negative or average rating was a person, that would equate to 0.39% of web users.

Additionally, following the website redesign and updating the survey in October 2018, the number of Govmetric ratings have increased by 200%.

Objective included within the 2019/20 Business Plan for further progression. | R | BP14 | R |

Delivering Excellent Services

Corporate Plan Outcome (2016-2020)	Business Plan Action (2019-2020)	Measurable Success Criteria	Progress	RAG	Linked Indictors
DES2 - CIS - Improve the ways in which customers can access our services.	Explore and evaluate opportunities to offer webchat and call recording to improve customer access and customer satisfaction when contacting the Council.	**A)** Pilot of webchat completed. **B)** Call recording solution and quality monitoring implemented.	**A)** Due to other issues with the telephony system the webchat project was put on hold while resolutions to these outstanding issues were completed. The Team will continue to work to develop this new access channel which will is expected to be delivered in the next financial year. **Objective included within the 2019/20 Business Plan for further progression.** **B)** The implementation of call recording is dependent upon the introduction of a way to de-scope payments from the contact centre (to ensure PCI compliance). An order has now been placed for the PCI software and once this is implemented the call recording implementation will be scheduled. **Objective included within the 2019/20 Business Plan for further progression.**	**R**	

DES2 - PROG(2) - Improve the ways in which customers can access our services.

Extend and enhance the way customers can interact with us to improve the online experience for customers.

Increase the number of annual online transactions, via the Council's website, to:
- 820 missed bins transactions
- 870 garden waste application transactions
- 600 bulky waste collection transactions

Complete.

At the close of Quarter 4, the number of annual online transactions is as follows:

- 1352 missed bins transactions
- 1247 garden waste application transactions
- 3573 bulky waste collection transactions

Additionally, the following activity has taken place in Quarter 4:

1. Continued work with Environmental Services Team to create a bulky waste form.

2. The booking system has been developed and tested and will be used for the Easter holiday programme which will go live on the 1st April.

3. The portal was demonstrated to the OCE team in February and a plan for roll out is being developed.

Complete at Quarter 4.

C

BP10

G

DES2 - PROG (1) - Improve the ways in which customers can access our services.	Develop a Corporate Booking System by procuring a cloud-based booking system in order to enable customers to effectively book activities online.	Cloud based booking system fully implemented and fully operational by July 2018 with 100 transactions taking place by March 2019. **Complete.**	Cloud based booking system fully implemented and fully operational and being used by both Lifeline and the Sports & Active Recreation Service. To date, there have been 193 bookings/ transactions for lifeline via the booking live system. **Complete at Quarter 4.**	**C**
DES3 - CIS(1) - Continuously look for ways to deliver services more efficiently.	Introduce the use of customer insight to inform and improve the way services are accessed and delivered to our customers.	Completed procurement of customer insight software tools and full implementation across all services. **Complete.**	In Quarter 4, the Customer Experience Team have met with all service areas to promote the new segmentation and insight tool. Two requests have been received from service areas to utilise the customer insight and segmentation data. Additionally, the data has also been used to inform 2 projects overseen by the Customer Experience Team. **Complete at Quarter 4.**	**C**

DES3 - CIS(2) - Continuously look for ways to deliver services more efficiently.	Evaluate new opportunities to move the ICT infrastructure to a 'cloud' based environment to improve resilience and future technical opportunities.	**A)** Complete proof of concept for 'Office 365' software by migrating 25 users onto the platform. ***Complete.*** **B)** Provide a business case of the technical set up, hosting options and costs for the virtual desktop infrastructure. ***Complete.***	**A)** Heads of Service identified pilot users for 0365 which we began migrating from mid-October 2018. At the close of Quarter 4, 132 users are now migrated onto the platform. **Complete at Quarter 4.** **B)** The Business case was completed at the close of Quarter 4. A verbal updated was given to IT Security Group on this matter and agreed a way forward in terms of different options. **Complete at Quarter 4.**	**C**
DES3 - FP - Continuously look for ways to deliver services more efficiently.	Development of an Investment Strategy setting out the Council's approach to investment decisions and detailing the evaluation criteria to be used.	Final Strategy agreed and published by April 2019.	An informal briefing with members has been held to gather initial thoughts on member risk appetite. However, it was concluded that it was appropriate to delay the Cabinet report until Summer 2019, following the May Council elections allowing new members to set the strategy. **Objective included within the 2019/20 Business Plan for further progression.**	**R**

DES3 - PROG - Continuously look for ways to deliver services more efficiently.	Deliver the Customer Service Programme, in line with the project milestones.	Delivery against the project milestones as reported to the Programme Board.	The Chief Executive has included an objective in the 2019/2020 Business Plan stating 'Establish a Transformation Programme for the Council' – therefore this will supersede the current objective. Five out of 7 projects have been completed. The OCE project and DMS project are still live and are progressing. **Objective included within the 2019/20 Business Plan for further progression.**	**R**
DES3 - SS(1) - Continuously look for ways to deliver services more efficiently.	Deliver the Digital Democracy Project to provide a more efficient and effective Committee Management System.	Full implementation of Committee Management Software System with 52 Elected Members successfully using the system. ***Complete.***	Devices now rolled out to all Elected Members. At the close of Quarter 4, 28 Members have gone completely paperless at meetings and some are using both paper agendas and the devices simultaneously. Additional IT training was provided in February 2019 for further support to Members. Following the elections newly elected Members will be provided with devices and additional training/ support is scheduled. **Complete at Quarter 4.**	**C**

| DES3 - SS(2) - Continuously look for ways to deliver services more efficiently. | Implement the People Strategy Action Plan. This includes reviewing our current working policies and practices to ensure they are robust and flexible enough to deliver high quality services and promote employee wellbeing and effectiveness. | Following consultation with staff and managers, implement revised working policies and practices, meeting the milestones in the People Strategy Action Plan for 2018-19. *Complete.* | All actions for 2018/19 complete. The following activity has taken place in Quarter 4:

1. Smart Working - Workshops for managers and staff ongoing. Intranet page has been fully developed. Next steps: SMT to determine way forward following feedback from workshops.

2. Apprenticeships - 11 apprentices currently on the establishment with further increases expected. **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		
							Target	Result		Target	Result	
BP1- Percentage of industrial units that are fit for purpose	100%	G	100%	G	100%	G	100%	100%	G	100%	100%	G
Target met. All industrial units fit for purpose.												
BP2 - Increased percentage occupancy rate of industrial units							87.87%	98.75%	G	1% Increase	13.5% Increase	G
Exceeded anticipated target. All empty units are maintained and ready for occupation.												
BP10 - Number of transactions customers undertake online							4,800 Transactions	6,172 Transactions	G	4,800 Transactions	6,172 Transactions	G
Exceeded anticipated target by 1,372 transactions.												
BP11 - Percentage of complaints not proceeding beyond 'Stage 0' of the corporate complaints process	93.30%	G	90.00%	G	86.60%	A	90.00%	88.00%	A	90.00%	89.48%	A
Despite an increase of 38% in stage 0 complaints this quarter, the percentage escalating to stage 1 has not increased. This remains at 12%. *Tolerance for this indicator (below target) is set at 85.00%.*												

| BP12 - Percentage of customers satisfied with the face to face service they receive | 89.00% | G | 85.00% | A | 87.00% | G | 87.00% | 89.00% | G | 87.00% | 87.50% | G |

665 of 750 respondees rated their satisfaction with the face to face service received as Good.

| BP13 - Percentage of customers satisfied with the telephone service they receive for those calls taken in the contact centre | 94.00% | G | 93.00% | G | 94.00% | G | 87.00% | 94.00% | G | 87.00% | 93.75% | G |

Exceeded both Quarter 4 and Annual Target. 278 of 296 respondees rated their satisfaction with the telephone service from the Contact Centre as 'Good'.

| BP14 - Percentage of customers satisfied with the web related service they receive | 48.00% | A | 43.00% | R | 50.00% | A | 52.00% | 46.00% | R | 52.00% | 46.75% | R |

Both Quarter 4 and Annual Target not met. See ERM5- SS Objective for further details.
Tolerance for this indicator (below target) is set at 47.00%.

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		
							Target	Result		Target	Result	
KI7 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	18.50 Days	A	25.04 Days	R	17.11 Days	A	17.00 Days	12.40 Days	G	14.00 Days	18.26 Days	A
The target for this month has been exceeded with performance well above the required levels. *Tolerance for this indicator (above target) is set at 18.70 Days.*												
KI8 - Percentage of Council Tax Collected *(Cumulative Target)*	29.40%	G	57.29%	A	85.22%	A	97.80%	97.52%	R	97.80%	97.52%	R
The target has not quite been met despite very effort being made to maintain collections levels. This is reflected across many local authority Council departments who has also struggled to reach previous year collection rates. Further work will continue to be done to improve rates recently a new reminder service has been introduced to try to prevent people falling behind with payments. In terms of the Charnwood Borough Council element of the council tax collected, this equates to £18,523. *Tolerance for this indicator (below target) is set at 97.80%. Further council tax clollected in subsequent years for the previous years.*												
KI9 - Percentage of non-domestic rates collected *(Cumulative Target)*	30.12%	A	57.25%	G	82.50%	A	98.70%	98.60%	A	98.70%	98.60%	A
Collection of business rates has continued to prove difficult with business struggling financially. The team continue to work hard with local business to support and encourage the payment of their rates and where applicable to offering of relevant discounts or exemptions. In terms of the Charnwood Borough Council element of the non- domestic rates collected, this equates to £19,141. *Tolerance for this indicator (below target) is set at 93.70%.*												

KI10 - The number of working days / shifts lost to the local authority due to sickness absence *(Cumulative Target)*	2.36 Days	**R**	4.71 Days	**R**	6.71 Days	**A**	7.50 Days	8.67 Days	**A**	7.50 Days	8.67 Days	**A**

In Quarter 4 the data shows there has been a cold and flu epidemic - in January, this accounted for 44% of all sickness, it dropped to 33% in February and to 28% in March. The second greatest cause of sickness in the quarter was stomach ailments. Operations and recovery was the third greatest reason for sickness in February and March. The annual outturn for sickness is 8.67 days which is higher than the target of 7.5 days and of the outturn for 2017/18 which was 7.69 days. *Tolerance for this indicator (above target) is set at 9.85 Days.*

CORPORATE SERVICES SCRUTINY COMMITTEE – 25TH JUNE 2019

Report of the Head of Strategic Support

ITEM 10   <u>SCRUTINY WORK PROGRAMME</u>

<u>Purpose of the Report</u>

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

<u>Action Requested</u>

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).

<u>Reasons</u>

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

<u>Policy Justification and Previous Decisions</u>

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 (Corporate Services 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
CS	25 June 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.	L. Strong/ Lead Officer	
CS	25 June 2019 (annual item)	Capital Monitoring including Outturn	Monitoring of position with the Council's Capital Plan.	To ensure progress to the Council's Capital Plan and its financing are satisfactory.	Lead Member/ L. Tansey	Annual report.
CS	25 June 2019 (annual item)	Revenue Monitoring (General Fund and HRA) Outturn	Monitoring of Council's revenue position.	To compare actual income and expenditure against budget, find out why variances have occurred and, where necessary, ensure corrective actions are in place.	Lead Member/ L. Tansey	Annual report.
CS	25 June 2019 (annual item)	Performance Information (Quarter 4 Report – Year End)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Quarter 4 Report considered at the same time annually.

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
CS	25 June 2019 (annual item)	**Budget Scrutiny #1**	1. Quarter 4 / final outturn in respect of the previous financial year*: • Revenue • Capital • Housing Revenue Account 2. Process – development of the Medium Term Financial Strategy (MTFS) and 2020/21 budget	The detail of prior year budget outturns can be considered as context for the development of the MTFS and following year's budget. (Outturn reports due for Cabinet meeting of 4 July should be published and available for scrutiny.) The planned methods for the development of the MTFS and budget could be discussed to assist future scrutiny activity.	Lead Member/ S. Jackson / L. Tansey	Process for scrutiny of 2020/21 budget agreed by SMB in March 2019. *Consideration of outturn positions for budget scrutiny purposes duplicates separate items programmed for consideration at this meeting.*
CS	17 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.
CS	17 Sept 2019 (annual item)	**Budget Scrutiny #2**	1. Scrutiny of the Medium Term Financial Strategy (MTFS). This would comprise a review of the underlying assumptions and the implications of the calculations for efficiency plans and future budgets.	This MTFS scrutiny would be consistent with the approach adopted in previous years. Information to be provided by Leader/Cabinet Lead Member who will be invited to this meeting that will assist the Panel in scrutinising the policy background to and the rationale behind the MTFS being proposed.	Leader/ Lead Member / S. Jackson/ L. Tansey	Process for scrutiny of 2020/21 budget agreed by SMB in March 2019.

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
CS	17 Sept 2019 (Period 4 - annual item)	Revenue Monitoring (General Fund and HRA)	Monitoring of Council's revenue position.	To compare actual income and expenditure against budget, find out why variances have occurred and, where necessary, ensure corrective actions are in place.	Lead Member/ L. Tansey	Three reports to be considered through the year. Reports to be considered at the same time annually.
CS	03 Dec 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.
CS	03 Dec 2019 (annual item)	**Budget Scrutiny #3**	1. Scrutiny of the draft General Fund and HRA budgets, and Capital Plan, for feedback to Cabinet as part of the final budget setting process.	This approach would be consistent with that adopted for the 2019/20 budget scrutiny. Agreed dates for CSSP and Cabinet mean that review of the draft budget could be carried out at the December meeting of the CSSP.	S. Jackson/ L. Tansey Relevant Heads of Service and Lead Members	Process for scrutiny of 2020/21 budget agreed by SMB in March 2019. Note: Capital Plan part of process for budget scrutiny in 2020/21 (every two years).
CS	03 Dec 2019 (Period 7 - annual item)	Revenue Monitoring Report	Monitoring of Council's revenue position.	To compare actual income and expenditure against budget, find out why variances have occurred and, where necessary, ensure corrective actions are in place.	Lead Member/ L. Tansey	Three reports to be considered through the year. Reports to be considered at the same time annually.

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
CS	Additional meeting in January 2020 (annual item)	**Budget Scrutiny #4**	Consideration of draft report and agreeing recommendations.	As adopted for scrutiny of the 2019/20 budget. It would be necessary to convene this additional meeting to allow feedback on the budget to be presented to the February Cabinet meeting.	Lead Member/ S. Jackson	Process for scrutiny of 2020/21 budget agreed by SMB in March 2019. Note: Capital Plan part of process for budget scrutiny in 2020/21 (every two years).
CS	25 Feb 2020 (Period 9 - annual item)	Revenue Monitoring Report	Monitoring of Council's revenue position.	To compare actual income and expenditure against budget, find out why variances have occurred and, where necessary, ensure corrective actions are in place.	Lead Member/ L. Tansey	Three reports to be considered through the year. Reports to be considered at the same time annually.
CS	25 Feb 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.