



**CORPORATE SERVICES SCRUTINY COMMITTEE**

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

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

To: Councillors 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 Preston Room - Woodgate Chambers on Tuesday, 3rd December 2019 at 6.00 pm for the following business.

Chief Executive

Southfields  
Loughborough

25th November 2019

**AGENDA**

1. APOLOGIES
2. MINUTES OF THE PREVIOUS MEETING 4 - 11  
To approve the minutes of the previous meeting.
3. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS
4. DECLARATIONS - THE PARTY WHIP

5. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURE 11.16

No questions were submitted.

6. PERFORMANCE MONITORING (PERFORMANCE INDICATORS QUARTER 2) 12 - 27

A report of the Strategic Director of Corporate Services providing performance information in respect of the Corporate Plan objectives and key performance indicators within the Committee's remit (Quarter 2 2019/20).

7. REVENUE MONITORING (GENERAL FUND AND HRA) PERIOD 7

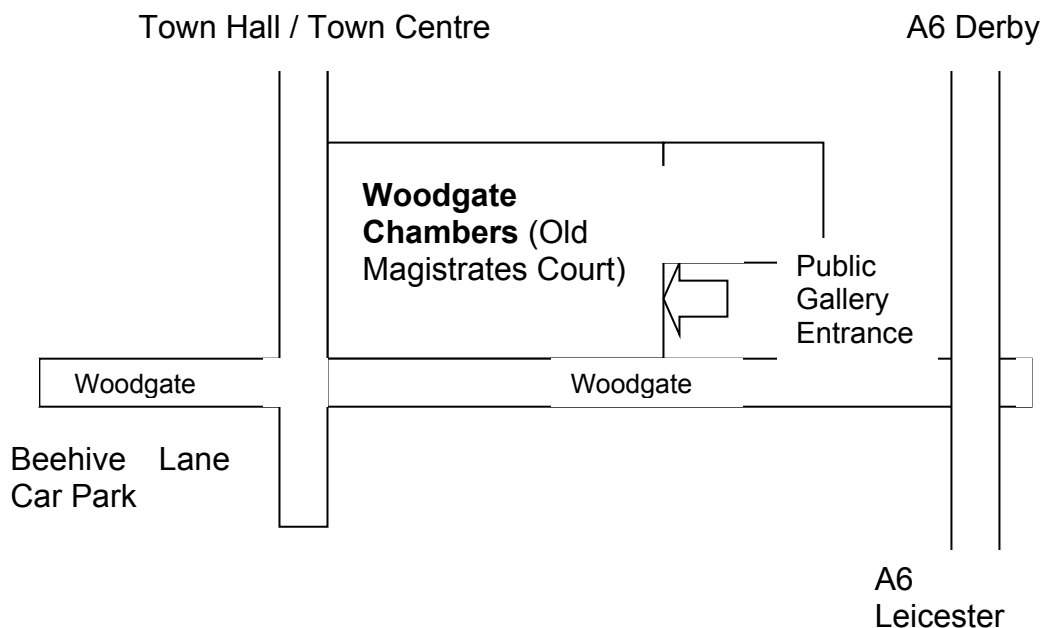
A report of the Head of Finance and Property Services to assist the Committee in monitoring the General Fund and HRA Revenue position (Period 7 2019/20). **To Follow.**

8. WORK PROGRAMME 28 - 32

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

**WHERE TO FIND WOODGATE CHAMBERS AND PUBLIC ACCESS**

Woodgate Chambers  
70 Woodgate  
Loughborough  
Leics  
LE11 2TZ



## SCRUTINY QUESTIONS

What topics to choose?

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

Pre-decision scrutiny

- What is Cabinet being asked to agree?
- Why?
- How does this relate to the overall objective? Which is ...?
- What risks have been identified and how are they being addressed?
- What are the financial implications?
  
- What other options have been considered?
- Who has been consulted and what were the results?
- Will the decision Cabinet is being asked to take affect other policies, practices etc.?

Basic Questions

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

## CORPORATE SERVICES SCRUTINY COMMITTEE 17TH SEPTEMBER 2019

PRESENT: The Chair (Councillor Parsons)  
The Vice Chair (Councillor Baines)  
Councillors Boldrin, Goddard, Paling, Shepherd  
and Ranson

Councillor Barkley (Deputy Leader of the Council  
and Cabinet Lead Member for Finance and  
Property Services)

Strategic Director of Corporate Services  
Head of Finance and Property Services  
Democratic Services Officer (LS)

APOLOGIES: Councillor Radford

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

*Note: The sound recording device failed to record this meeting.*

### 11. MINUTES OF THE PREVIOUS MEETING

Reference Minute 5, Resolution 2: The requested reassurance had been sent to members of the Committee by email on 29th August 2019. The Committee confirmed that it was content with that response.

Reference Minute 5, Resolution 3: The concern had been reported to the Housing, Planning and Regeneration and Regulatory Services Scrutiny Committee on 3rd September 2019. That Committee had asked that its members also be sent the reassurance referred to above.

The minutes of the meeting of the Committee held on 25th June 2019 were confirmed as a correct record and signed.

### 12. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS

Councillor Shepherd declared a personal interest as a Leicestershire County Councillor, as some elements in the agenda involved the County Council's finances.

### 13. DECLARATIONS - THE PARTY WHIP

No declarations were made.

### 14. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURE 11.16

No questions had been submitted.

15. PERFORMANCE MONITORING (PERFORMANCE INDICATORS QUARTER 1) AND ANNUAL REPORT 2018/19

Considered a report of the Strategic Director of Corporate Services providing performance information in respect of the Corporate Plan objectives and key performance indicators within the Committee's remit (Quarter 1 2019/20), together with the Council's Annual Report 2018/19 that reviewed how effectively the Council had delivered the themes set out in the Corporate Plan (2016-2020) (item 6 on the agenda filed with these minutes).

Assisting with consideration of the report: Cabinet Lead Member for Finance and Property Services, Strategic Director of Corporate Services.

The Chair stated that the Council's Annual Report 2018/19 had been considered by the Scrutiny Commission on 16th September 2019 and that, therefore, it might be appropriate to focus scrutiny at this meeting on the Quarter 1 information specific to this Committee's remit, and any red indicators in that respect. That did not prevent members of the Committee from raising issues relating to the Annual Report 2018/19, if they so wished.

Summary, key points of discussion (red indicator, Quarter 1 and Annual Report):

- (i) DES3 – FP (agenda page 24): Investment Strategy would be considered by Cabinet on 19th September 2019, for recommendation to Council. This was only red indicator at Quarter 1. Strategic Director did not have any concerns regarding other indicators at this stage.
- (ii) K18 (agenda pages 26 and 47): This Council collected Charnwood Council Tax on behalf of all public services in the County, therefore all would benefit from any improvement in performance by this Council. Even a small percentage improvement represented a significant sum, particularly for those receiving larger share of Council Tax. Discussion regarding this Council's performance compared with other collection authorities in the County, Charnwood in third quartile for both in year and total collection. Recognised that fair comparison was difficult, no family of like authorities available. Also, that performance had exceeded Council's own target in 2018/19. Stated that, although this Council would wish to be effective collector for all recipients, cost to it of improving performance needed to be considered against likely income. Noted that 0.1% total Council Tax was approximately £97k of which this Council retained £8k (7%). Range of factors affected performance, including how enforcement was balanced against other objectives (policy matter) and relative deprivation levels. Considered that increasing direct debit payments might assist. Reference to charges against properties and how that process worked.
- (iii) K14 (agenda page 47): Responding to a concern that reuse, recycling and composting target was not being met, the Chair stated that strong reasons and reassurance had been provided to explain that performance at recent Waste Management training session for councillors (4th September 2019).

The Democratic Services Officer agreed to email the presentation slides from the above training session to Councillor Baines.

## **RESOLVED**

1. that the Committee's support for the Council's continued aspiration to improve the Percentage of Council Tax Collected performance (K18) be recorded;
2. that the report providing performance information in respect of the Corporate Plan objectives and key performance indicators within the Committee's remit (Quarter 1 2019/20) and the Council's Annual Report 2018/19 be noted.

### Reasons

1. To acknowledge the importance of achieving the best performance possible for this Key Corporate Indicator, as discussed in (ii) above.
2. The Committee's remit included receiving regular performance monitoring reports and, having noted the discussion at this meeting and made specific resolution where it so wished, it was content to note the performance information report.

## 16. REVENUE MONITORING (GENERAL FUND AND HRA) PERIOD 4

Considered a report of the Head of Finance and Property Services to assist the Committee in monitoring the General Fund and HRA Revenue position (Period 4 2019/20) (item 7 on the agenda filed with these minutes).

Assisting with consideration of the report: Cabinet Lead Member for Finance and Property Services, Strategic Director of Corporate Services, Head of Finance and Property Services.

Summary, key points of discussion:

- (i) Noted that a further monitoring report (Period 7 2019/20) programmed for consideration by the Committee on 3rd December 2019.
- (ii) Reference was made to the recent change to budgeting for managed savings and the importance of finding those savings during the year and not relying on underspend, in particular a concern that 4 months of the year had already passed to achieve that.
- (ii) Discussion regarding Brexit Grant, £35k received to date, more expected October 2019, not budgeted for. Not allocated to specific costs at this stage, most likely that it would be needed for something the Council needed to react to, associated staffing or communications. Arrangements in place for Brexit planning were briefly outlined.
- (iii) Agenda page 56, Table C, concern that current tenant rent arrears (dwellings) might be increasing year on year. Particular reference to 24 tenants being £2,000 or more in arrears.

- (iv) Although beyond the period of the draft Medium Term Financial Strategy 2020-2023, the Council was aware of the potential risk to income of legislative changes to make statutory the collection of garden waste.
- (v) Reference was made to a late in year virement of budget to meet agency worker costs in the Planning and Regeneration Service in 2018/19 and the wish not to see that repeated, where the expenditure was apparent earlier in the year. The authorisation required for such virements, dependent on the amount, was briefly outlined.
- (vi) Car park income reduction noted, Committee would look at again when considering Period 7 monitoring report to see if the trend was continuing and, if so, possible reasons.
- (vii) Brief discussion regarding Town Hall overspend, seasonal nature of income, importance of annual pantomime, better idea of how performing towards end February.
- (viii) Noted that this Committee might wish at some point to review the Council's management of its assets, also that the Scrutiny Commission had decided not to undertake pre-decision scrutiny of the Investment Strategy (Cabinet 19th September 2019) and that it had agreed an informal scrutiny panel to consider generating commercial income, to be chaired by Councillor Baines.
- (ix) Noted that, where tenants had 8 weeks of arrears or were vulnerable, a dedicated Landlord Services Universal Credit officer was making applications to the Department for Work and Pensions to switch payment of the housing element of Universal Credit from the tenant to the Council, this was welcomed. Council's Lifeline service commended, importance to service users and as income to Council.

The Head of Finance and Property Services agreed to check whether the arrears referred to in (iii) above had seen an increase year on year and email a response to Councillor Boldrin in that respect.

The Head of Finance and Property Services also agreed to check why the due diligence costs for Limehurst Depot had not been budgeted for and to email a response to the Committee in that respect.

The Democratic Services Officer agreed to ask the Head of Landlord Services for an explanation of the term "void percentage for Central Heating" and to email a response to the Committee in that respect.

## **RESOLVED**

1. that officers be asked to note the Committee's concern that budgeted for managed savings (Managed Savings Budget Non Salaries, £300k) are found during the year and that the Period 7 monitoring report to be considered by the Committee at its next meeting (3rd December 2019) provides an explanation of how that is in hand;
2. that the Committee's concern that late in year virements of budgets are not appropriate where the expenditure concerned is apparent earlier in the year be noted, and the current position in that respect be checked at the request of the Chair;

3. that the report setting out the General Fund and HRA Revenue position at Period 4 2019/20 be noted.

#### Reasons

1. Although the Committee was assured at this meeting that the Council's Senior Management Team was aware of the need to find the savings and was working to ensure that, the Committee wished to both highlight the importance of doing so during the year (in particular, not relying on possible year end underspend) and to continue to monitor the position in that respect.
2. To record the Committee's concern regarding the matter and to ensure that the Council is working to avoid such late in year virements, where possible.
3. The Committee's remit included receiving regular financial monitoring reports and, having considered the revenue position and made observations and requests for further information as outlined above, it was content to note it.

#### 17. MEDIUM TERM FINANCIAL STRATEGY 2020-2023

Submitted a report of the Head of Strategic Support following a request by the Scrutiny Commission (5th August 2019) that this Committee considers proposals for the Medium Term Financial Strategy (MTFS) 2020-2023, to give the Committee an opportunity to be involved in pre-decision scrutiny at an earlier stage (item 8 on the agenda filed with these minutes).

The Chair stated that the Scrutiny Commission, at its subsequent meeting on 16th September 2019, had decided that it no longer wished to involve scrutiny committees in pre-decision scrutiny at an earlier stage, given that the Council's Constitution stated that pre-decision scrutiny was a matter for the Commission and provided a practical approach to doing so. Therefore, it had withdrawn the request that this matter be considered by the Committee. The Chair also referred to planned scrutiny of the draft MTFS 2020-2023 by the Budget Scrutiny Panel at its meeting on 25th September 2019. As a result, he proposed that this item not be considered by the Committee, although members of the Committee could ask questions on the Strategy, if they so wished.

The Cabinet Lead Member for Finance and Property Services briefly set out the key issues and risks for the MTFS 2020-2023, with the Committee noting in particular the uncertainty of the environment in which the Council was operating and the need for transformation/efficiency plans to deliver.

**RESOLVED** that both the position set out above and the draft MTFS 2020-2023 be noted and that the Cabinet Lead Member be thanked for assisting the Committee with both this item and items earlier in the meeting.

#### Reason



To acknowledge the further decision of the Scrutiny Commission, the information set out in the draft MTFFS 2020-2023 and the contribution of the Cabinet Lead Member for Finance and Property Services to this meeting.

*The Cabinet Lead Member for Finance and Property Services left the meeting due to another appointment.*

18. UPDATE - PURCHASE OF FLEET (ENVIRONMENTAL SERVICES CONTRACT)

*This item had been included on the agenda at the request of the Chair and Vice-chair.*

Considered a report of the Strategic Director of Corporate Services to provide an update on progress with the Council's purchase of fleet (Environmental Services Contract) (item 9 on the agenda supplement filed with these minutes).

Assisting with consideration of the report: Strategic Director of Corporate Services.

Summary, key points of discussion:

The financing of the purchase was a matter within the remit of the Committee. Previous scrutiny of the matter (Scrutiny Management Board, 8th October 2018) had questioned the reason for the funding ratio proposed and subsequently agreed (internal loan/Public Works Loan Board (PWLB) on a 50:50 basis) as that had not been explained in the Cabinet report. The Chair stated that he welcomed the reference in the update report to, at a time nearer to when funding was required, reassessing that split to ensure it was still appropriate. The Council's treasury consultants would be worked with to assist that. Noted that a different split was likely to require Cabinet approval, at which point rationale for that would be outlined. A member of the Committee stated that it would also be useful to know the rationale for a 50:50 split, if that proved to be most appropriate.

**RESOLVED**

1. that when the split of funding between internal resources and external borrowing for purchase of the fleet is decided, that that funding ratio and the reason for it be reported either to a meeting of this Committee, or by email to all members of the Committee if there is not a timely meeting of the Committee available;
2. that the update on progress with the Council's purchase of fleet be noted.

Reasons

1. To enable the Committee to be assured that the most appropriate funding split has been chosen.
2. To acknowledge the Committee's scrutiny of this matter.

19. WORK PROGRAMME

Considered a report of the Head of Strategic Support to assist the Committee in determining its work programme (item 10 on the agenda filed with these minutes).

Assisting with consideration of the report: Strategic Director of Corporate Services, Democratic Services Officer.

Reference Action Requested 2. on the first page of the report (agenda page 101). As noted earlier in the meeting, the Scrutiny Commission, at its subsequent meeting on 16th September 2019, had decided that it no longer wished to involve scrutiny committees in pre-decision scrutiny at an earlier stage, given that the Council's Constitution stated that pre-decision scrutiny was a matter for the Commission and provided a practical approach to doing so. Therefore, it had withdrawn the request that the matters set out be considered by the Committee.

The Chair referred to the decision of the Committee at its first meeting that he and the Vice-chair would review the Committee's work programme, with the resulting proposed work programme to be considered at this meeting. He stated that he had delayed that review, pending the publication of a new draft Corporate Plan and draft Business Plan, so that the priorities therein could be reflected in the Committee's work programme and allow a more strategic approach to scrutiny. Until then, he proposed that the current work programme be continued with.

There was brief discussion regarding reference to scrutiny committee minutes at Council meetings and to Cabinet Lead Members recently having more involvement in scrutiny meetings.

## **RESOLVED**

1. that the Chair and Vice-chair of the Committee review the Committee's work programme taking into account the new draft Corporate Plan and draft Business Plan, once available, and the resulting proposed work programme be considered at a future meeting of the Committee;
2. that, pending the outcome of the above review, the Committee proceeds on the basis of its current work programme, updated to include any decisions made at this meeting.

## Reasons

1. To work towards a prioritised approach to the scrutiny undertaken by this Committee, in particular to reflect the priorities of this Council as set out in its Corporate Plan and Business Plan and to be a better critical friend.
2. To enable scrutiny of the matters set out and agreed by the Scrutiny Commission to be undertaken, pending any alternative or additional proposals.

## NOTES:

1. No reference may be made to these minutes at the Council meeting on 4th November 2019 unless notice to that effect is given to the Democratic Services Manager by five members of the Council by noon on the fifth working day following publication of these minutes.
2. These minutes are subject to confirmation as a correct record at the next meeting of the Corporate Services Scrutiny Committee.

## **CORPORATE SERVICES SCRUTINY COMMITTEE 3RD DECEMBER 2019**

### **Report of the Director of Corporate Services Lead Member: Various**

#### **ITEM 6      2019-20 QUARTER 2 PERFORMANCE MONITORING REPORT**

##### Purpose of Report

To provide performance monitoring information and results for the second quarter of 2019-20, in respect of the Corporate Plan Objectives and Key Performance Indicators for the Corporate Services 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 quarter two 2019-20, of the fourth and final 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 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.

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

Background Papers: None

Officer(s) to contact: Simon Jackson  
Director of Corporate Services  
(01509 634699)  
[simon.jackson@charnwood.gov.uk](mailto:simon.jackson@charnwood.gov.uk)

Suzanne Kinder  
Corporate Improvement and Policy Officer  
(01509 634504)  
[suzanne.kinder@charnwood.gov.uk](mailto:suzanne.kinder@charnwood.gov.uk)

# Charnwood Borough Council

## Corporate Services Directorate

### Corporate Performance Report

#### Quarter 2: 2019-2020



# 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 vision 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 (2019-2020). This report presents detailed performance results for the Quarter 2 of 2019-2020, 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 2 2019-2020**

Overall, at Quarter 2 there are **53** activities in the Annual Business Plan (2019-2020) which address the objectives outlined in the Corporate Plan. There is **1** objective reported as red, **14** objectives graded as amber in status this quarter and **37** are assessed as green. In addition, **1** objective has been completed this quarter.

## **Corporate Services Directorate: Quarter 2 2019-2020**

At Quarter 2 there are **15** activities which are assigned to and are the responsibility of the **Corporate Services Directorate**. There are **6** objectives graded as amber in status this quarter and **8** are assessed as green. In addition, **1** objective has been completed this quarter.



### **Corporate Performance Indicators: Quarter 2 2019-2020**

Corporate performance against the Business Plan Indicators at Quarter 2 includes **2** indicators assessed as amber, **12** are green and **12** have not yet started (as they are scheduled for reporting in future quarters).

Performance against the Key Indicators associated with the Corporate Plan at Quarter 2 includes **1** assessed as red, **3** indicators rated at amber, **8** indicators are green and **5** have not yet started (as they are scheduled for reporting in future quarters).

### **Corporate Services Directorate Indicators: Quarter 2 2019-2020**

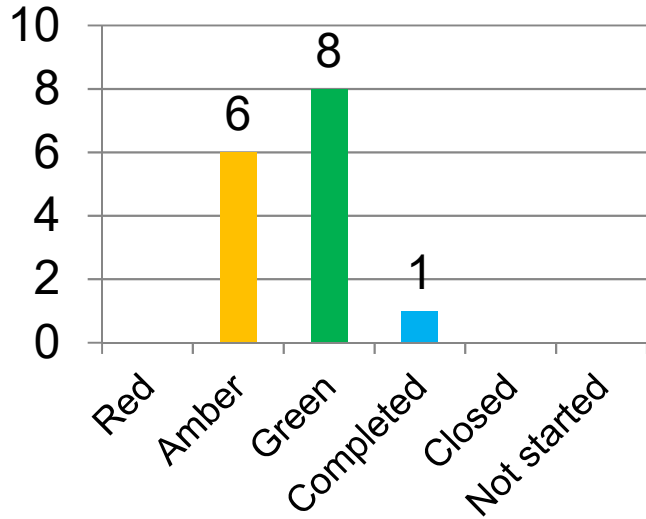
At Quarter 2 there are **9** Business Plan Indicators which are assigned to and are the responsibility of the **Corporate Services Directorate**. At Quarter 2 there are **5** Business Plan Indicators reported as green, and **4** have not yet started (as they are scheduled for reporting in future quarters).

Directorate performance against the Council's Key Indicators, at Quarter 2, includes **2** indicators assessed as amber and **2** indicators graded as green.

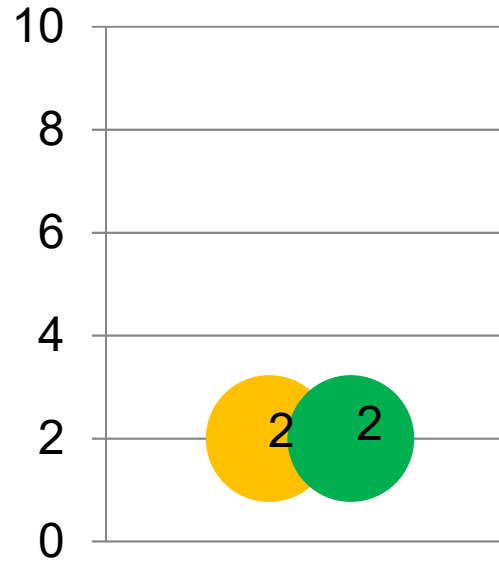
# Corporate Services Directorate Dashboard

## Quarter 2: 2019-2020

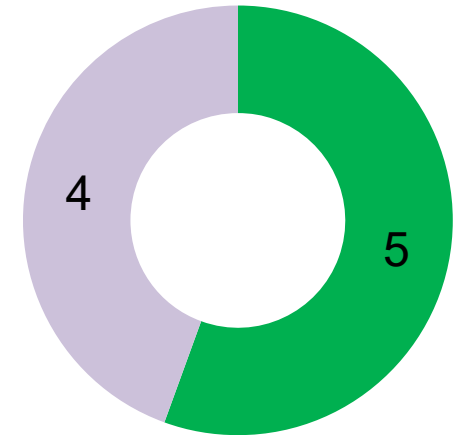
**Business Plan Objectives**



**Key Performance Indicators**



**Business Plan Indicators**

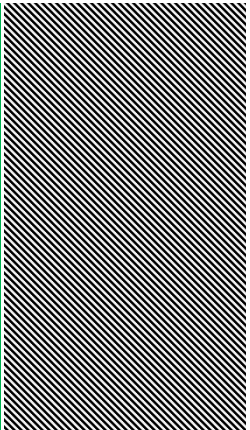


## Creating a Strong and Lasting Economy

Corporate Plan Outcome (2016-2020)	Business Plan Action (2019-2020)	Measurable Success Criteria	Progress	RAG	Linked Indicators	
<b>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.</b>	Industrial and business units are fit for purpose and encourage an increase in the number of new businesses into Charnwood.	<b>A)</b> 100% of Council owned industrial units are fit for purpose.  <b>B)</b> Return/ yield of 5% across individual unit portfolio.	<b>A)</b> 100% business and industrial units are maintained and fit for prospective tenants. Occupancy at the close of Quarter 2 was 95%. Occupancy overall remains high and is forecast to remain similar for the next 3 months.  <b>B)</b> Not scheduled to report until Quarter 4.	<b>G</b>	<b>BP1</b>	<b>G</b>
					<b>BP2</b>	<b>NS</b>

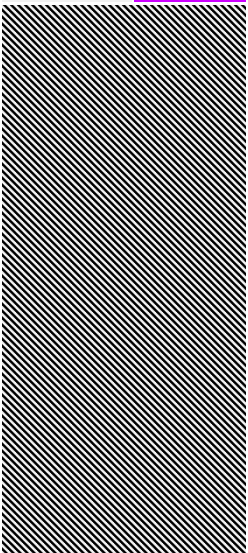
## Every Resident Matters

Corporate Plan Outcome (2016-2020)	Business Plan Action (2019-2020)	Measurable Success Criteria	Progress	RAG	Linked Indicators	
ERM1 - SS - Keep our residents safe through implementing a new community safety plan, combatting ASB and investing in emergency planning, food safety and safeguarding.	Maintain, and aim to increase the current numbers of Flood Wardens and Emergency Centre Volunteers by ensuring all volunteers are regularly and appropriately trained.	Maintain or improve upon current numbers of: <b>A)</b> 50 Emergency Centre Volunteers <b>B)</b> 32 Flood Wardens	There has been no increase or change since Quarter 1. At the close of Quarter 2 there were: <b>A)</b> 21 trained emergency centre volunteers <b>B)</b> 32 flood wardens.	A	BP18	NS
ERM5 - CIS (1) - 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.	<b>A)</b> 87% of customers satisfied with the face to face service. <b>B)</b> 87% of customers satisfied with the telephone service they received for calls taken in the contact centre.	<b>A)</b> 89% of customers surveyed (590 out of 665) rated their face to-face service as 'Good' in Quarter 2. <b>B)</b> 99% of customers surveyed (111 out of 121) rated their telephone service from the Contact Centre as 'Good' in Quarter 2.	G	BP12	G
					BP13	G

<p><b>ERM5 - CIS (2) - Listen to and communicate with our residents and act on their concerns</b></p>	<p>Review the current Customer Standards Policy to ensure it is fit for purpose and relevant.</p>	<p><b>A)</b> Implement a new 'Customer Promise' by April 2020</p> <p><b>B)</b> Implement a consistent method of collecting Customer Satisfaction feedback across the Council.</p>	<p><b>A&amp;B)</b> The Customer Promise is approved, but awaiting upon approval from Senior Management, with regards to a consistent method of collecting Customer Satisfaction feedback across the Council, before implementing. Following approval, the supplier (Gov Metric) will then be contacted and the first stage of implementation will begin.</p>	<p><b>G</b></p>	<p><b>BP11</b></p>	<p><b>G</b></p>
<p><b>ERM5- SS (1) – Listen to and communicate with our residents and act on their concerns.</b></p>	<p>Undertake regular satisfaction surveys with members of the public to ensure improvement in the web service they receive.</p>	<p>52% of customers satisfied with the web related service they receive.</p>	<p>54% of customers surveyed 514 out of 947 rated the web service they received as 'Good' in the first quarter. This continues to reflect an upward trend since the end of the last year.</p>	<p><b>G</b></p>	<p><b>BP14</b></p>	<p><b>G</b></p>
<p><b>ERM5 - SS (2) - Listen to and communicate with our residents and act on their concern</b></p>	<p>Complete the 2019 Residents Survey to ensure that residents views are incorporated into the development of the Corporate Plan (2020-2024).</p>	<p>Residents Survey completed by December 2019.</p>	<p>The Resident's Survey commenced on the 21st August 2019 and is being undertaken by M.E.L Research. The survey was face to face and the target number of participants for the survey to be statistically sound was reached by the end of September. The results are due by the 14th October 2019.</p>	<p><b>G</b></p>		

## Delivering Excellent Services

Corporate Plan Outcome (2016-2020)	Business Plan Action (2019-2020)	Measurable Success Criteria	Progress	RAG	Linked Indicators	
DES1 - SS (1) - Put customers at the heart of everything we do and provide strong community leadership	Deliver local elections and any by-elections in accordance with Electoral Commission requirements.	Less than 0.5% complaints received about an election as a percentage proportion of the number of people voting	No further elections have been held.	G	BP22	NS
DES1 - SS (2) - Put customers at the heart of everything we do and provide strong community leadership	Develop Corporate Plan (2020-2024) with an aim to creating positive and lasting outcomes for our customers.	Final Corporate Plan agreed and published by March 2020.	The Corporate Plan is developing in line with the action plan. A Cabinet Member Briefing session was held on the 12th September 2019 and guidance was given regarding themes, content and length of document. A CLT session is planned for the 8th October 2019, in Quarter 3.	G		
DES2 - CIS (1) - Improve the way in which customers can access our services.	Explore and evaluate opportunities to offer webchat, to improve customer access and customer satisfaction when contacting the Council.	Pilot of webchat completed, and findings/ recommendations actioned as appropriate.	The design of the upgraded phone system, including the web chat facility, is currently slightly behind target due to absences on the contractors' side. However, the design has now been signed off and the build is expected to commence with immediate effect. It is currently anticipated that the system will be available towards the end of December/ beginning of January when the pilot should commence.	A		

<p><b>DES2 - CIS (2) - Improve the way in which customers can access our services.</b></p>	<p>Extend and enhance the way customers can interact with the Council by improving the online experience provided.</p>	<p><b>A)</b> Introduce a new online customer self-service portal.</p> <p><b>B)</b> Increase the number of services available online by 10%</p>	<p><b>A)</b> Technical difficulties (on part the provider) have occurred throughout Quarter 2, and so we are slightly behind anticipated timescales. We have now overcome these difficulties and will continue to progress the portal throughout Quarter 3.</p> <p><b>B)</b> Not scheduled to report until Quarter 4.</p>	<p><b>A</b></p>	<p><b>BP23</b></p>	<p><b>NS</b></p>
<p><b>DES3 - CIS (1) - Continuously look for ways to deliver services more efficiently</b></p>	<p>Deliver modern and secure hardware and software solutions to enable efficient and effective service delivery.</p>	<p><b>A)</b> Rollout of Windows 10 and Office 365 across the Council.</p> <p><b>B)</b> Upgrade the current VDI environment.</p>	<p><b>A &amp; B)</b> Phase 3 of the Windows 10, Office 365 rollout plan is on track against the set timescales. This also includes migrating desk centric users onto the new VDI environment. Phase 4 (Customer Services, Contact Centre and Planning will be migrated by the end of April 2020).</p>	<p><b>G</b></p>		

<p>DES3 - CIS (2) - Continuously look for ways to deliver services more efficiently</p>	<p>Introduce call recording to the contact centre to improve call quality.</p>	<p><b>A)</b> Call recording implemented in the contact centre. <b>B)</b> Call quality baseline established.</p>	<p><b>A)</b> The introduction of call recording has faced a continued delay pending implementation of a PCI-compliant telephone payments solution. It is anticipated implementation will now take place by the end of Quarter 4. <b>B)</b> A call quality baseline has been established but we will look to recreate this once the new call quality process is fully implemented.</p>	<p>A</p>	
<p>DES3 - CMT - Continuously look for ways to deliver services more efficiently</p>	<p>Establish a Transformation Programme for the Council.</p>	<p>Programme Board established, and key transformation projects initiated and on target.</p>	<p>The previous Chief Executive established a Transformation Board and terms of reference. The new Chief Executive intends to take transformation forward as part of the new Corporate Plan.</p>	<p>A</p>	
<p>DES3 - FP - Continuously look for ways to deliver services more efficiently</p>	<p>Development of an Investment Strategy setting out the Council's approach to investment decisions and detailing the evaluation criteria to be used.</p>	<p>Final Strategy agreed and published by July 2019.</p>	<p>The Investment Strategy was approved by Cabinet in September 2019, following which was then published. Implementation of the Strategy will now take place.</p>	<p>C</p>	



DES3 - SS - Continuously look for ways to deliver services more efficiently

Review the Personal Review process, for staff, to ensure it promotes personal leadership, empowerment and innovation by focussing on managing personal effectiveness through outputs and outcomes.

Revised Personal Review Process fully implemented by March 2020.

We are currently considering three possible options for a replacement appraisal system;

1) Upgraded version of Learning Pool; 2) Cloud version of iTrent - Appraisal Module; 3) Cloud version of iTrent - Check-In Module.

Due to the consideration of an extended list of options, all of which are dependent on partnership agreements or the purchase of new software it is recognised that this is likely to cause delays to the development and implementation of a new system.

A

# Business Plan Indicators

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

Indicator	Quarter 1	Quarter 2		Target	Commentary
BP1 - Percentage of industrial units that are fit for purpose	100.00%	100.00%	G	100.00%	Various changes of tenancy has occurred over the last three months some leaving some coming in and others swapping for different size units and remaining as tenants.
BP2 - Percentage return/ yield across individual unit portfolio			NS		Annual Target- to be reported in Quarter 4 only.
BP11 - Percentage of complaints not proceeding past 'Stage 0' of the corporate complaints process	88.00%	91.00%	G	90.00%	263 complaints have been received this quarter with 18 progressing to stage 1 and 6 progressing to Stage 2.
BP12 - Percentage of customers satisfied with the face to face service they receive	90.00%	89.00%	G	87.00%	590 out of 665 respondees rated the face-to-face service they received as 'Good'.
BP13 - Percentage of customers satisfied with the service they receive for those calls taken in the contact centre.	92.00%	92.00%	G	87.00%	111 out of 121 respondees rated the telephone service they received as 'Good'.
BP14 - Percentage of customers satisfied with the web related service they receive	51.49%	54.00%	G	52.00%	514 out of 947 respondees rated the web service they received as 'Good'.
BP18 - Number of Emergency Centre Volunteers & Flood Wardens			NS		Annual Target- to be reported in Quarter 4 only. There were 21 trained emergency centre volunteers and 32 flood wardens at the close of Quarter 2. <i>See ERM1-SS for further details.</i>
BP22 - Percentage of complaints received about an election			NS		Annual Target- to be reported in Quarter 4 only. <i>See DES1 - SS (1) for further details.</i>
BP23 - Percentage increase in number services available online			NS		Annual Target- to be reported in Quarter 4 only.

# Key Corporate Indicators

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

Indicator	Quarter 1	Quarter 2	Target	Commentary	
<b>KI7 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events</b>	10.50 Days	10.40 Days	<b>G</b>	17 Days	The performance is currently well with the target for this indicator and is being closely monitored to ensure performance is maintained.
<b>KI8 - Percentage of Council Tax Collected (Cumulative Target)</b>	29.36%	57.33%	<b>A</b>	57.38%	The second quarter results are positive, only narrowly missing target, and show a small improvement against Quarter 2 in 2018/19. <i>Tolerance set at 57.08%.</i>
<b>KI9 - Percentage of non-domestic rates collected (Cumulative Target)</b>	30.27%	57.03%	<b>G</b>	56.53%	Quarterly performance is slightly behind that achieved in the same quarter in 2018/19. Ongoing performance in this area will be closely monitored.
<b>KI10 - The number of working days/ shifts lost to the local authority due to sickness absence (Cumulative Target)</b>	1.94 Days	3.70 Days	<b>A</b>	3.40 Days	The sickness figure to Quarter 2 is much lower than the previous year. September has been the worst month for sickness in this period. The main reasons for sickness in this quarter are Stomach Ailments (22%), Cold, influenza, viral infections (18%) and Operations and Recovery (9%). <i>Tolerance set at 3.74 Days.</i>

## CORPORATE SERVICES SCRUTINY COMMITTEE 3RD DECEMBER 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.

##### Actions 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).

##### Reason

To enable the Council's 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.

This Committee can identify and schedule items for its own scrutiny 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 scrutiny work programme of the relevant scrutiny committee, or that a scrutiny panel be established.

##### Work Programme Update

The Committee's scrutiny work programme following its last meeting on 17th September 2019 and subsequently agreed by the Scrutiny Commission is attached at Appendix 1.

The above scrutiny work programme remains subject to review by the Chair and Vice-chair of the Committee in due course, in accordance with the following decisions of the Committee at its last meeting:

- "1. that the Chair and Vice-chair of the Committee review the Committee's work programme taking into account the new draft Corporate Plan and draft Business Plan, once available, and the resulting proposed work programme be considered at a future meeting of the Committee;*

2. *that, pending the outcome of the above review, the Committee proceeds on the basis of its current work programme, updated to include any decisions made at this meeting.*

### Reasons

1. *To work towards a prioritised approach to the scrutiny undertaken by this Committee, in particular to reflect the priorities of this Council as set out in its Corporate Plan and Business Plan and to be a better critical friend.*
2. *To enable scrutiny of the matters set out and agreed by the Scrutiny Commission to be undertaken, pending any alternative or additional proposals.”*

### Scrutiny Commission

Since the last meeting of the Committee on 17th September 2019, the Scrutiny Commission has not asked that any additions, deletions or amendments be made to this Committee’s scrutiny work programme.

### Appendices

Appendix 1                      Current Corporate Services Scrutiny Committee Scrutiny Work Programme

Background Papers: None

Officer to Contact:      Laura Strong  
Democratic Services Officer  
01509 634734  
laura.strong@charnwood.gov.uk

**Corporate Services Scrutiny Committee Work Programme**

<b>Responsible Body</b>	<b>Meeting Date</b>	<b>Issue</b>	<b>Scope of Item / Terms of Reference</b>	<b>Reason for Scrutiny</b>	<b>Invitees / Officers</b>	<b>Progress / Notes / Action Requested</b>
CS	03 Dec 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	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  (Period 7 - 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	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.

### Corporate Services Scrutiny Committee Work Programme

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
CS	25 Feb 2020 (Period 9 - 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	07 July 2020 (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	07 July 2020 (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	07 July 2020 (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.

### Corporate Services Scrutiny Committee Work Programme

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
CS	08 Sept 2020  (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	08 Sept 2020  (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.