



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, at the Council Offices, Southfields, Loughborough on Wednesday, 4th March 2020 at 6.00 pm for the following business.

Chief Executive

Southfields
Loughborough

25th February 2020

AGENDA

1. APOLOGIES
2. MINUTES OF THE PREVIOUS MEETING 4 - 9
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 3) 10 - 24

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 3 2019/20).

7. REVENUE MONITORING (GENERAL FUND AND HRA) PERIOD 9 25 - 38

A report of the Head of Finance and Property Services to assist the Committee in monitoring the General Fund and HRA revenue position (Period 9 2019/20).

8. DIGITISATION AND TRANSFORMATION OF SERVICES SCRUTINY PANEL - SCOPE

This item has been included on the agenda at the request of the Chair.

To enable the Committee to discuss the scope for this Panel, with a view to the outcome being incorporated into a formal scope document for subsequent agreement by the Scrutiny Commission.

See Scrutiny Commission Item 10, 10th February 2020. The Panel is listed as having a potential start date of Spring 2020 and its Chair is Councillor Parsons. The Panel's scope is currently set out as:

"This is a panel to determine how we go about inserting a personalised front end to our website, so that individual residents can log in, book, order, complain, compliment and pay for services and can immediately see what their status is for all the services and payments they have with the Council. This is to promote the 80:20 rule, that 80% of residents will be able to carry out all their transactions with the Council through this route, while the remaining 20% who cannot will have better access to people and facilities who are freed up from dealing with residents who would be better served helping themselves. To identify options and costs. To identify economies of scale and potential savings.

Outside bodies who already have this facility. Councils who have this facility. IT and CRM (Customer Relationship Management) companies. Individuals with skills in this area. Our current key partners such as Capita and Serco to understand how they will integrate their services."

9. WORK PROGRAMME 39 - 61

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

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 3RD DECEMBER 2019

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

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: None

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.

20. MINUTES OF THE PREVIOUS MEETING

Reference Minute 16, Resolution 1: The Chair was content that the requested explanation had been provided in the Period 7 revenue monitoring report to be considered at this meeting (item 7).

Reference Minute 18, Resolution 1: The Chair reiterated that the Committee wished for the agreed funding ratio and reason for it to be reported to it as set out, once decided (purchase of fleet, Environmental Services Contract).

The minutes of the meeting of the Committee held on 17th September 2019 were confirmed as a correct record and signed.

21. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS

No disclosures were made.

22. DECLARATIONS - THE PARTY WHIP

No declarations were made.

23. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURE 11.16

No questions had been submitted.

24. PERFORMANCE MONITORING (PERFORMANCE INDICATORS QUARTER 2)

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 2 2019/20) (item 6 on the agenda filed with these minutes).

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

Summary, key points of discussion:

- (i) No red indicators at Quarter 2.
- (ii) "NS" was "Not Started".
- (iii) ERM1 - SS (agenda page 20): No increase in number of Flood Wardens since Quarter 1. View that current time of year was best time to increase numbers, experiencing flooding. Understood that work was being undertaken to do so, could check with relevant Head of Service as to detail of that.
- (iv) ERM5 – CIS (1) (agenda page 20): Welcomed that 99% of customers surveyed rated telephone service from Contact Centre as "good" in Quarter 2.
- (v) ERM5 – CIS (2) (agenda page 21): Progress column stated that the first stage of implementation would begin, but no timescale/implementation date was given. There were other examples of this information not being provided in the report. That affected the Committee's ability to monitor progress effectively.
- (vi) ERM5 – SS (2) (agenda page 21): Results of Residents Survey would be published in due course, publication date not known at this meeting.
- (vii) ERM5 – SS (1) (agenda page 21): Those customers not rating web service received as "good", were the reasons for that known? Reliant on customers choosing to leave comments. Redesign of website, unfamiliar location of information for regular users, had caused some dissatisfaction. Sometimes response related to outcome rather than web service itself, could identify which it was if customer left comments. Brief discussion as to whether website could be adapted to better indicate nature of dissatisfaction, without customer needing to leave comments. Number of times online completion was abandoned could indicate that an online form was too lengthy or complex. Much work had been undertaken to eliminate difficulties for online customers. Levels of satisfaction for web-related services always lower than telephone/face-to-face (Govmetric). Brief discussion regarding intended trial of webchat facility, suggestion that Council consider Chatbot also.
- (viii) DES1 – SS (2) (agenda page 22): Review of this Committee's work programme by the Chair and Vice-chair (to ensure scrutiny reflected the priorities of the Council and that the Committee could be a better critical friend) had been delayed pending availability of the new draft Corporate Plan and draft Business Plan. Those documents not yet available. Corporate Plan due to be considered by Cabinet in January. The Chair considered that access to the Cabinet Forward Programme was also necessary to undertake the review of the work programme effectively, Committee agreed with that view and that access to the document should be requested. Noted that Key Decision Notice provided details of many of the matters to be considered by Cabinet over next 12 months, however Chair's view that that did not provide complete picture.
- (ix) "SLT" was "Senior Leadership Team", further explanation of which was provided.

- (x) DES2 – CIS (2) (agenda page 23): Were new online forms checked via satisfaction survey on website? In response, reference to frequent requests regarding that during the process, opportunity for feedback if so wished.
- (xi) DES3 – CIS (2) (agenda page 24): Reason why call recording implementation had been delayed to Quarter 4? In response, because original solution put forward had proved not to be so. Alternative solution had now been identified that could be implemented by end Quarter 4.
- (xii) Concern that information on the Council's website was not always easy to find for members of the public, reference to Local Plan consultation information and particularly paper response forms not indicating to where they should be returned.
- (xiii) BP12 and BP13 (agenda page 26): Satisfaction levels illustrated the better experience that customers considered they had when interacting with Council by telephone/face-to-face (as compared to online). How would the Council's move towards increased online interaction with customers balance against that? In response, reference to working towards one process for each transaction which could be enacted by the customer online as an attractive option but, where necessary, could be facilitated with the customer over the telephone or face-to-face (or via webchat). Currently, it was not intended to remove those options for the customer. Committee's role included ensuring that the Council got the balance right.

The Democratic Services Officer would ask the Head of Strategic Support to provide information on work being undertaken to increase numbers of Flood Wardens and email a response to the Committee in that respect.

The Democratic Services Officer would arrange for the results of the Residents Survey (ERM5 – SS (2)) to be emailed to the Committee once available.

The Strategic Director of Corporate Services would raise the suggestion regarding use of Chatbot with the relevant team and a response emailed to the Committee by the Democratic Services Officer once available.

RESOLVED

1. that, further to the comment made in (v) above, future performance monitoring reports submitted to the Committee provide timescales /implementation dates for actions where possible;
2. that the Committee's wish to have access to the Cabinet Forward Programme, to assist the review of its scrutiny work programme as outlined in (viii) above, be recorded;
3. that resolution 2 above be actioned by way of a note to be provided by the Chair of the Committee making that request, to be sent via the Democratic Services Officer to the Leader and Chief Executive;
4. that the report providing performance information in respect of the Corporate Plan objectives and key performance indicators within the Committee's remit (Quarter 2 2019/20) be noted.

Reasons

1. To assist the Committee in monitoring progress effectively.
2. The Committee considered that access to the information in the Forward Programme was necessary to ensure its scrutiny work reflected the Council's priorities and direction of travel.
3. To ensure that the Committee's request was actioned and included the Chair's rationale for that request.
4. The Committee's remit included receiving regular performance monitoring reports so that it could ensure that targets and objectives were being met and identify areas where performance might be improved. Having noted the discussion at this meeting and made specific resolution where it so wished, the Committee was content to note the performance information report.

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

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 7 2019/20) (item 7 on the agenda supplement 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) Nonspecific Savings Target of £300k, only £72.5k identified to date. Was one-off this year, would be ongoing saving moving forward. Overall, expected to end on budget for 2019/20.
- (ii) All aware of urgency of position moving forward, £2.7m to be found over next 3 years, either from increasing income or reducing expenditure. Reference to many uncertainties faced.
- (iii) Agenda supplement page 4, reference to £203,900 Budget Managed Vacancy Savings Salaries against £68,300 retained to cover agency costs. Discussion regarding value for money (total amount spent on agency cover much less than total MVS), process of vacancies and recruitment over the year, savings that generated, never at full establishment, turnover greater in some roles, could take period to successfully recruit.
- (iv) Agenda supplement page 5, Strategic and Private Sector Housing, confirmed that £50k underspend (£34k underspend Empty Homes legal fees and £22k additional licence fee income) was one-off, moved from base budget to earmarked reserve for use when needed by Head of Service.
- (v) Agenda supplement page 6, Waste, Engineering and Open Spaces, discussion regarding Garden Waste Bin income shortfall and contractor performance, indicated as risk in report. Number of factors affecting performance, not all within contractor's control. Recycling and factors affecting performance complex area,

targets difficult to achieve. View that increased cost of garden bin to customer may have affected income.

- (vi) Agenda supplement page 7, Customer Experience, reference to £42k overspend relating to loss of Housing Benefit Admin Subsidy Grant funding, forecast to be £72k by year end. In response, reference to connection with roll out of Universal Credit, expectation that less process would mean less workload, not necessarily case, same checks needed for local council tax support as had been required for Housing Benefit. Amount of grant not known until late stage.
- (vii) Agenda supplement page 7, Customer Experience, reference to £300k overspend Carpenters Arms and supported living Housing Benefit subsidy claim costs, forecast to be £515k by year end. Demand-led. National issue. Universal Credit had meant that Council could only claim back some of costs, further explanation of which provided (vulnerability markers removed). Representations to be made to address issue, requiring providers to register as Social Landlords would assist. Important issue/risk for the Council, had developed quickly. Was being looked into.
- (viii) Agenda supplement page 8, Community Grants, monies would be paid out, welcomed.
- (ix) Agenda supplement page 9, HRA, significant underspend at end October 2019, reference to issues with contractor, Head of Service had measures in place to ensure work undertaken and monies spent. Question as to why no year end forecast for HRA (as for General Fund)? In response, reference to agenda supplement page 10, appendix 3, year end forecast was underspend of £164k.
- (x) Agenda supplement page 10, reference to current large underspends on several Landlord Services functions, forecasting that much of that would be spent by year end, would that be possible? In response, reasons for forecast set out, including that additional contractors would be employed for compliance work and that some works scheduled for Quarter 4. Head of Service could provide more detail if required.
- (xi) Agenda supplement page 12, query regarding Table 2, references to October 2019 needed to be removed, table should provide comparison between 2018/19 and 2019/20 only.
- (xii) Agenda supplement page 13, Table C, Current Tenant Arrears (Dwellings). By way of example, number of cases over £2,000 was 21 in 2018/19 and 28 in 2019/20, were the numbers cumulative or all new cases each year? Not known at this meeting, HRA Accountant would be able to advise.

The Head of Finance and Property Services noted that it would be useful to the Committee if the timescale for the review looking at alternative uses for garage sites was stated in the report (agenda supplement page 9).

The Democratic Services Officer would ask the Head of Landlord Services for information on the number of tenants who, on receipt of benefit under Universal Credit, did not pay the rent to the Council (report referred to this being the case in some instances) and email a response to the Committee in that respect (agenda supplement page 9).

The Head of Finance and Property Services would check the position in respect of the query in (xii) above and email a response to the Committee in that respect, also include that information in future revenue monitoring reports.

RESOLVED that the report setting out the General Fund and HRA Revenue position at Period 7 2019/20 be noted.

Reason

The Committee's remit included receiving regular financial monitoring reports and, having noted the discussion at the meeting and made specific resolution where it so wished, it was content to note the revenue monitoring report.

26. WORK PROGRAMME

Considered a report of the Head of Strategic Support to assist the Committee in determining its work programme (item 8 on the agenda filed with these minutes).

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

Reference work programme remaining subject to review by Chair and Vice-chair of the Committee in due course, in accordance with the decisions of the Committee on 17th September 2019 and so that scrutiny could reflect the priorities of this Council and be a better critical friend, see discussion earlier in this meeting Minute 24, paragraph (viii) and resolutions 2 and 3.

The Democratic Services Officer would send to Councillor Radford the dates of further scheduled meetings of the Committee.

RESOLVED that, pending the outcome of review by the Chair and Vice-chair, the Committee proceeds on the basis of its current work programme, updated to include any decisions made at this meeting.

Reason

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 20th January 2020 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 4TH MARCH 2020

Report of the Director of Corporate Services Lead Member: Various

ITEM 6 2019-20 QUARTER 3 PERFORMANCE MONITORING REPORT

Purpose of Report

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

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

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

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

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 3 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 3 2019-2020

Overall, at Quarter 3 there are **52** activities in the Annual Business Plan (2019-2020) which address the objectives outlined in the Corporate Plan. There are **11** objectives reported as red, **4** objectives graded as amber in status this quarter and **32** are assessed as green. In addition, **4** objectives have been completed this quarter and **1** has closed.

Corporate Services Directorate: Quarter 3 2019-2020

At Quarter 3 there are **14** activities which are assigned to and are the responsibility of the **Corporate Services Directorate**. There are **5** objectives rated as red, **1** graded as amber in status this quarter and **7** are assessed as green. In addition, **1** objective has been completed this quarter.

Corporate Performance Indicators: Quarter 3 2019-2020

Corporate performance against the Business Plan Indicators at Quarter 3 includes **4** indicators assessed as amber, **8** are green and **14** 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 3 includes **1** assessed as red, **4** indicators rated at amber, **7** indicators are green and **5** have not yet started (as they are scheduled for reporting in future quarters).

Corporate Services Directorate Indicators: Quarter 3 2019-2020

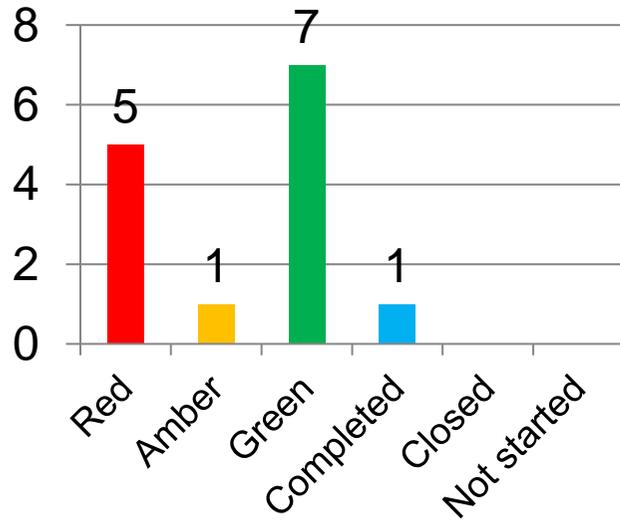
At Quarter 3 there are **9** Business Plan Indicators which are assigned to and are the responsibility of the **Corporate Services Directorate**. At Quarter 3 there are **4** Business Plan Indicators reported as green, **1** rated as amber and **4** have not yet started (as they are scheduled for reporting in future quarters).

Directorate performance against the Council's Key Indicators, at Quarter 3, includes **3** indicators assessed as amber and **1** indicator graded as green.

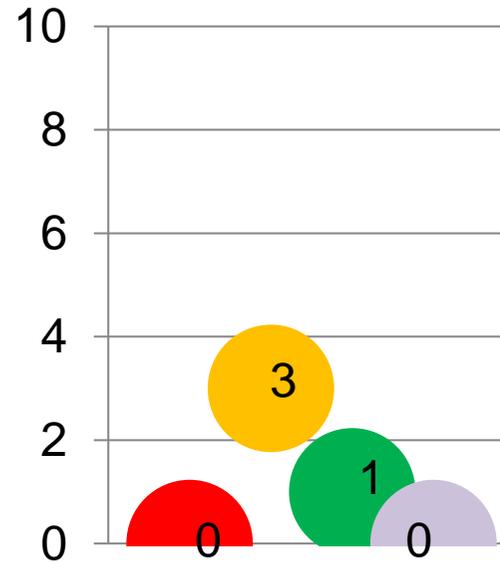
Corporate Services Directorate Dashboard

Quarter 3: 2019-2020

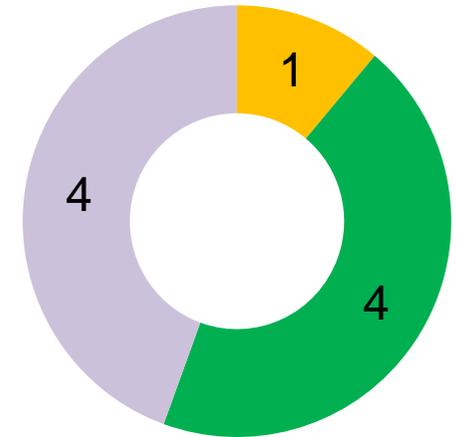
Business Plan Objectives



Key Performance Indicators



Business Plan Indicators

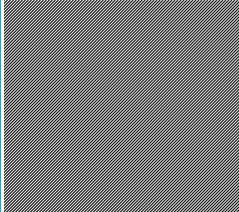


Creating a Strong and Lasting Economy

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

Every Resident Matters

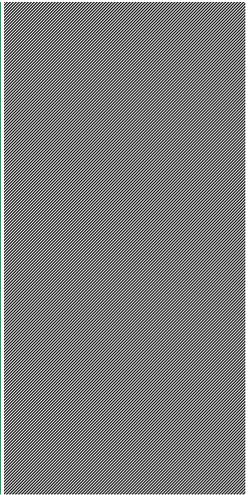
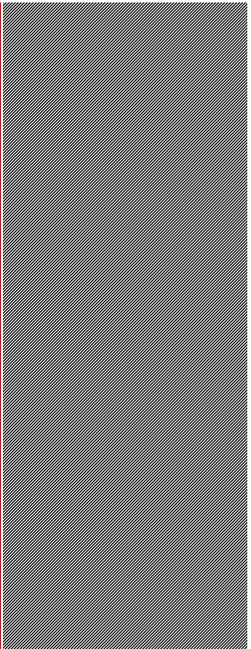
Corporate Plan Outcome (2016-2020)	Business Plan Action (2019-2020)	Measurable Success Criteria	Progress	RAG	Linked Indicators	
Strategic Support ERM1 - SS - Keep our residents safe through implementing a new community safety plan, combatting ASB and investing in emergency planning, food safety and safeguarding.	Maintain, and aim to increase the current numbers of Flood Wardens and Emergency Centre Volunteers by ensuring all volunteers are regularly and appropriately trained.	By the close of March 2020 maintain or improve upon current numbers of: A) 50 Emergency Centre Volunteers B) 32 Flood Wardens	There has been no increase or change since Quarter 2. At the close of Quarter 3 there were: A) 21 trained Emergency Centre Volunteers B) 32 Flood Wardens. A county-wide recruitment and training programme for flood wardens is planned for Quarter 4.	R	BP18	NS
Customer & Information Services 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.	A) 87% of customers satisfied with the face to face service. B) 87% of customers satisfied with the telephone service they received for calls taken in the contact centre.	A) 88% of customers surveyed (505 out of 574) rated their face to-face service as 'Good' in Quarter 3. B) 91% of customers surveyed (95 out of 104) rated their telephone service from the Contact Centre as 'Good' in Quarter 3.	G	BP12	G
				G	BP13	G

<p><i>Customer & Information Services</i> ERM5 - CIS (2) - Listen to and communicate with our residents and act on their concerns</p>	<p>Review the current Customer Standards Policy to ensure it is fit for purpose and relevant.</p>	<p>A) Implement a new 'Customer Promise' by March 2020.</p> <p>B) Implement a consistent method of collecting Customer Satisfaction feedback across the Council by March 2020.</p>	<p>There has been no activity in Quarter 3 and therefore no change to the position from Quarter 2.</p> <p>A&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>R</p>	<p>BP11</p>	<p>G</p>
<p><i>Strategic Support</i> ERM5- SS (1) – Listen to and communicate with our residents and act on their concerns.</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>56% of customers surveyed 710 out of 1,277 rated the web service they received as 'Good' in the third quarter. This continues to reflect an upward trend since the end of the last year.</p>	<p>G</p>	<p>BP14</p>	<p>G</p>
<p><i>Strategic Support</i> ERM5 - SS (2) - Listen to and communicate with our residents and act on their concern</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>M.E.L Research have submitted their report, and this has been presented to SLT / CLT and Cabinet. The results have been used to shape the Corporate Plan 2020-2024.</p>	<p>C</p>		

Delivering Excellent Services

Corporate Plan Outcome (2016-2020)	Business Plan Action (2019-2020)	Measurable Success Criteria	Progress	RAG	Linked Indicators	
<i>Strategic Support</i> 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.	All elections, including the snap general election in December, have been delivered in accordance with requirements.	G	BP22	NS
<i>Strategic Support</i> 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 draft Corporate Plan is completed and will be presented to Cabinet on the 16 January 2020. The Business Plan is also in development and will be presented to Cabinet on the 12 March 2020. A design company has been appointed to provide options for corporate design. Sessions to engage staff are planned for the middle of March 2020.	G		
<i>Customer & Information Services</i> 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 by March 2020, and findings/ recommendations actioned as appropriate.	The design of the upgraded phone system, including the web chat facility, has been signed off and is progressing however during the build of the system some unexpected issues have arisen which has meant the overall project has fallen further behind. It is currently estimated that the system will be available towards the end of Feb/	R		

			beginning of Mar when the pilot should commence.		
Customer & Information Services DES2 - CIS (2) - Improve the way in which customers can access our services.	Extend and enhance the way customers can interact with the Council by improving the online experience provided.	<p>A) Introduce a new online customer self-service portal by March 2020.</p> <p>B) Increase the number of services available online by 10% by March 2020</p>	The technical issues and potential costs continue to be a barrier to progressing this, we are continuing to work with the provider to overcome the issues and will be in a position to progress this during Quarter 4.	R	BP23 NS
Customer & Information Services DES3 - CIS (1) - Continuously look for ways to deliver services more efficiently	Deliver modern and secure hardware and software solutions to enable efficient and effective service delivery.	<p>A) Rollout of Windows 10 and Office 365 across the Council by March 2020.</p> <p>B) Upgrade the current VDI Environment by March 2020.</p>	Windows 10 and Office 365 Phase 3 rollout is on track. Due to staff availability some users will be migrated as part of Phase 4. Phase 4 includes the migration of Contact Centre and Customer Service Centre and this will take place by April 2020.	G	
Customer & Information Services DES3 - CIS (2) - Continuously look for ways to deliver services more efficiently	Introduce call recording to the contact centre to improve call quality.	<p>A) Call recording implemented in the contact centre by March 2020.</p> <p>B) Call quality baseline Established by March 2020.</p>	<p>A) 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.</p> <p>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>	A	

<p><i>SLT</i> DES3 - SLT - 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 by March 2020.</p>	<p>A Transformation and Efficiency Board has been established and a terms of reference agreed. The Board are meeting fortnightly and will further develop a work programme. A T&E Team has also been established comprising of officers from IOD and the Customer Experience Team. Specialist support has been identified and sourced and will be working with the Board and the Team during January and February.</p>	<p>G</p>	
<p><i>Strategic Support</i> DES3 - SS - Continuously look for ways to deliver services more efficiently</p>	<p>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.</p>	<p>Revised Personal Review Process fully implemented by March 2020.</p>	<p>Discussions are on-going with District Council partners across Leicestershire regarding potential shared software, however a decision is delayed until final decision have been made regarding which of the Councils are onboard. This may impact on final implementation date.</p> <p>Alternative option being explored through the proposed new iTrent cloud software based on check-in meetings and objective dashboard. This may work better with proposals for smarter working but will need testing, potentially leading to delays in implementation.</p>	<p>R</p>	

Business Plan Indicators

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

Indicator	Quarter 1	Quarter 2	Quarter 3	Target	Commentary	
BP1 - Percentage of industrial units that are fit for purpose	100.00%	95.00%	100.00%	G	100.00%	All units are maintained and ready to be re-let to a prospective 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%	87.60%	A	90.00%	331 complaints have been received this quarter with 31 progressing to stage 1 and 10 progressing to Stage 2.
BP12 - Percentage of customers satisfied with the face to face service they receive	90.00%	89.00%	88.00%	G	87.00%	505 out of 574 customers responded that the face to face service received was Good.
BP13 - Percentage of customers satisfied with the service they receive for those calls taken in the contact centre.	92.00%	92.00%	91.00%	G	87.00%	95 out of 104 customers responded that the telephone service received from the Contact Centre was Good.
BP14 - Percentage of customers satisfied with the web related service they receive	51.49%	54.00%	56.00%	G	52.00%	710 out of 1,277 customers 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 3. See ERM1-SS for further details.
BP22 - Percentage of complaints received about an election				NS		Annual Target- to be reported in Quarter 4 only. See DES1 - SS (1) for further details.
BP23 - Percentage increase in number services available online				NS		Annual Target- to be reported in Quarter 4 only. See DES2 - CIS (2) for further details.

Key Corporate Indicators

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

Indicator	Quarter 1	Quarter 2	Quarter 3	Target	Commentary	
KI7 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	10.50 Days	10.40 Days	6.20 Days	G	17 Days	The performance is currently well with the target for this indicator and is being closely monitored to ensure performance is maintained.
KI8 - Percentage of Council Tax Collected (Cumulative Target)	29.36%	57.33%	85.37%	A	85.48%	Performance is on par with last year's figures at this time and are being closely monitored <i>Tolerance set at 85.18%.</i>
KI9 - Percentage of non-domestic rates collected (Cumulative Target)	30.27%	57.03%	83.42%	A	84.19%	Quarterly performance is slightly behind that achieved in the same quarter in 2018/19. Ongoing performance in this area will be closely monitored. <i>Tolerance set at 83.19%.</i>
KI10 - The number of working days/ shifts lost to the local authority due to sickness absence (Cumulative Target)	1.94 Days	3.70 Days	5.58 Days	A	5.30 Days	The prevalence of colds, influenza and viral infections in this period has affected the sickness figures - for November and December this reason accounted for 46% and 43% of the total sickness. Stomach ailments was the second cause of sickness in this period. <i>Tolerance set at 5.83%.</i>

Senior Leadership Team

10th February 2020

General Fund & HRA Revenue Revenue Monitoring Position for December 2019

Report of the Head of Finance & Property Services

This report covers the General Fund and HRA to the end of December 2019, Period 9. The variances reported are the differences between the profiled budgets and the actual spend including commitments and comments are provided by Heads of Service which are detailed in Appendix 1.

General Fund Summary and Year End Forecast Outturn – Appendix 1

The full year general fund budget is £20,183k. The actual expenditure to period 9 including commitments of £1,126K is a total of £16,528k against the profiled budget of £15,818 with an overspend of £710k 31st December 2019. Details of each service's variances at period 9 are included in appendix 1, also a year-end forecast outturn position is an overspend of £1,295K. The budgeted use of reserves figure is £971K therefore this is an estimated increase in use of reserves of an additional £324k.

Loughborough Special Expenses – Appendix 2

This report shows an overspend at period 9 of £13K (2.4% of the profiled budget). The forecast outturn position is a net overspend of £22K. Details of this variance and forecast are included in appendix 2.

Nonspecific Savings Target £300k is the full year savings target approved as part of the 2019/20 budget, £22.5k NDR savings and an estimated £50K is to be offset from additional salary savings in excess of the amount required for MVS. No further savings have yet been identified; however the Head of Finance & Property Services will transfer all salary savings to both MVS and then Non specific savings target before the year end.

Managed Vacancy Savings Salaries £272.2k is the full year 2% managed vacancy savings (MVS) budget of which £257.9k of the budget has been given up leaving an outstanding balance remaining of £14.3K to cover agency/maternity costs.

The General Fund Salary/Agency underspend at period 9 is £151K. The Head of Finance & Property Service will transfer all unused salary savings before year end to offset the MVS and to offset some of the Non specific savings target.

The table below summaries the position on the managed vacancy savings across each Directorate.

Directorate	2% MVS Budget Full Year Target £	Budget transferred to MVS @Period 9 £	Salary Budget Retained in Services £	Comments
Corporate Services	114,000	(134,000)	(20,000)	Additional managed vacancy saving at period 9
Housing, Planning & Regeneration	91,200	(66,500)	24,700	Balance retained to cover agency costs
Neighbourhood & Community Wellbeing	67,000	(57,400)	9,600	Balance retained for maternity cover
Total General Fund	272,200	(257,900)	14,300	

Major Variances on General Fund Fee Income to 31st December 2019

Service	Income Variance P9 Shortfall/ (Surplus) to December £'000	% of Profiled Budget Shortfall/ (Surplus) to December
Brexit Grant Income one off Grant	(50)	0
Town Hall Concerts and show income Net Artists fees – additional income expected at year end £60K	(180)	0
Garden Bin Income shortfall is expected at year end £65K	50	4.3%
Planning Fees & Advice shortfall is expected at year end £100K	205	20%
Land Charges Income shortfall is expected at year end £40K	39	21%
Building Control Fees shortfall is expected at year end £100K	65	32%
Car Park Income – Beehive Lane shortfall is expected at year end £20K	20	5.9%

General Fund Variance Report 31st December 2019

Appendix 1

Service	P9 Amended Under/ (Overspend) December 2019	Head of Service Comments	Year End Forecast Under/ (Overspend) Spend
	£'000		£'000
Housing, Planning & Regeneration Director	(21)	Managed Vacancy saving to be found	0
	(21)	Total Variance Under/(Overspend)	0
Head of Strategic & Private Sector Housing	16	Underspend on B&B accommodation - to be offset by a contribution to bad debt provision for the corresponding amount.	0
	13	Various underspends including £8k in salaries for Housing Renewal - to be utilised in the service during 2019/20.	0
	29	Total Variance Under/(Overspend)	0
Head of Landlord Services	13	Additional private sector lifeline income.	17
	13	Total Variance Under/(Overspend)	17
Head of Planning & Regeneration	(223)	Planning fee shortfall - significant planning application fee income due from West of Loughborough SUE before year end.	(100)
	150	Local Plans - underspend on consultant fees relating to various studies which will be spent by year end.	0
	(66)	Building Control fees shortfall - predicted year end shortfall of £100k, this service is under review.	(100)
	(62)	Appeals & Enforcements costs awarded against the council not anticipated.	(80)
	33	Building Control salaries underspend - consultancy fees due for the Building Control project before year end.	15
	(30)	Various small under/overspends	0
	(198)	Total Variance Under/(Overspend)	(265)
Head of Regulatory Services	19	Additional premises Licence Income, full year is expected to be on target, Private Hire Taxi Licences income down and this is expected to be a shortfall of £10K at year end.	(10)
	20	Staffing vacancies in Occupational Health, Food Hygiene & Street Management, £20K to be transferred to MVS.	0
	12	Environmental protection equipment & sampling underspend is expected to be an underspend £5K at year end.	5
	(27)	Beehive Lane Car Park usage & income down £20k, overall predicted year end shortfall £20k.	(20)
	8	Browns Lane Car Park, underspend on building R&M & additional income, predicted £7k at year end additional Income.	7

Service	P9 Amended Under/ (Overspend) December 2019	Head of Service Comments	Year End Forecast (Over)/Under Spend
	(14)	Granby Street Car park income is down & machine repairs overspent £5K - year end prediction is an overspend of £5K	(5)
	5	Underspends & additional income at Southfields extension & District car parks £5K and expected to be £10K by year end	10
	(3)	various small under/overspends	2
	20	Total Variance Under/(Overspend)	(11)
Neighbourhood & Community Wellbeing Director	1	Vacant Director post used for Consultant Costs	0
	1	Total Variance Under/(Overspend)	0
Head of Waste, Engineering & Open Spaces	18	Salary underspends in both the contracts & green spaces development services £15K, £12K to be transferred to MVS.	0
	37	Underspends on Open Spaces tree maintenance, play equipment and a developer contribution has been received for capital play equipment.	0
	0	Income shortfall Crematorium/Mausoleum turnover Commission expected year end.	(15)
	(16)	Overspend at P9 is mainly due to Derby Road Depot roof repair, this is expected to be an overspend at year end.	(12)
	(15)	£5K overpend on Britain in Bloom is expected to be on budget by year end. £9K overspend on building repair & maintenance due to unplanned work required at both Queens & Southfields park is expected to be £5K overspent at year end.	(5)
	(6)	Closed Churchyard overspent on maintenance of trees and building repair and maintenance, expected to be offset by underspends elsewhere by year end.	0
	(14)	Trade waste costs overspent however income due by year end will offset this cost.	0
	(4)	Garden Waste Bin income shortfall £50K, estimated to be £65K year end. Income from recycling credits is expected to offset gate fee expenditure by an additional £9K at year end. The Serco contract underspend expected at year end £20K due to reduced GWB subscribers. The Serco contract KPI's which are calculated at year end are expected to be a £30k payment to the Council, although this will depend on contract performance for remainder of year.	(6)
	(5)	various small under/overspends.	0
	(5)	Total Variance Under/(Overspend)	(38)

Service	P9 Amended Under/ (Overspend) December 2019	Head of Service Comments	Year End Forecast (Over)/Under Spend
Head of Leisure & Culture	(16)	Market income shortfall £5K - this is expected to be £15K by year end due to bad weather (Plus recovery of £22K outstanding traders' debts ongoing) and Salary overspend £11K.	(26)
	(16)	Leisure Centre Utility rate contract adjustment income shortfall at year end	(16)
	(12)	Public Convenience overspend on salaries, building repairs & maintenance & refuse collection as well as an income shortfall at period 9	(6)
	142	There are various over/underspends within the Town Hall budgets including additional show / bar / room hire income offset by additional spend on Equipment / Building R&M / Artist Fees etc. Estimated year end position is an overall additional net income figure of £38K	38
	(8)	Salary overspend at the museum is due to long term sickness cover, this is expected to be £3k at year end	(3)
	(7)	various small under/overspends which are expected to balance out at year end including Town Centre management	0
	83	Total Variance Under/(Overspend)	(13)
Head of Neighbourhood Services	39	Uncleared previous year Grant reserves £3K and delay paying Strategic Partner Grants which are likely to be underspent at year end by £5K, Lottery income shortfall £16K - this is likely to be £14K at year end	(9)
	9	CCTV salary underspend £10K, this is likely to be £6K at year end. Contractor payments are estimated underspent £5K at year end.	11
	8	Crime Prevention salaries underspent £9K, 2 members of staff are due back from maternity leave Jan/Feb but will be on annual leave, requiring the cover staff to stay on to cover work commitments resulting in a possible overspend at year end £8K.	(8)
	8	Leisure Development Fees & Facility Hire overspend will be offset by underspends in the Sports Development budget	0
	13	Externally funded posts underspend - this will be offset at year end by less contribution towards costs. Underspend on the children, families and partnership manager post is expected to be underspent by £4k at year end & subject to other possible salary overspends by year end may be transferred to MVS.	4
	6	Externally funded Leisure posts underspend - this will be offset at year end by less contribution towards costs.	0
	83	Total Variance Under/(Overspend)	(2)

Service	P9 Amended Under/ (Overspend) December 2019	Head of Service Comments	Year End Forecast (Over)/Under Spend
Corporate Services Director	27	Managed Vacancy saving to be found	0
	27	Total Variance Under/(Overspend)	0
Chief Executives Team	0	No Comment	0
	0	Total Variance Under/(Overspend)	0
Head of Finance & Property Services	(202)	£300k non specific savings target 2019/20 reduced by £22.5k NDR and estimated £50k additional salary savings in addition to MVS.	(228)
	10	Treasury Management: Brokerage Fees underspend on Property Funds.	10
	12	Property Services: salary savings and lower repairs and maintenance costs than anticipated.	7
	(11)	Woodgate Chambers: valuations costs due to end of 10-year lease, £3k emergency lighting and various maintenance requirements.	(12)
	(18)	Misc Land & Property: Significant repairs and maintenance at Gorse Covert.	(20)
	(8)	Meadow Lane Ind Site: Drainage works to be carried out.	(12)
	9	Ark Business Centre: Income down due to occupancy levels and increased maintenance works.	(2)
	(8)	Oak Business Centre: Income down due to occupancy levels and increased maintenance works.	(9)
	21	Various small under/overspends.	(9)
	(195)	Total Variance Under/(Overspend)	(275)
Head of Customer Experience	28	Council Tax: Underspend Capita Contract due to inflation adjustment £37K and estimated court costs recovered Income £25K	62
	(8)	Localisation of Council Tax: Loss of DCLG Grant funding.	(8)
	(54)	Benefits Admin: DWP Housing Benefit Admin Subsidy Grant reduced funding.	(72)
	(438)	Supported living Housing Benefit costs above DWP subsidy allowance. This issue has been raised directly with DWP by Head of Customer Experience, Capita, and other Local Authorities in the same position.	(584)
	11	Various small under/overspends.	(3)
	(461)	Total Variance Under/(Overspend)	(605)
Head of Strategic Support	(6)	Improvement & Organisational Improvement: Web Accessibility.	(7)
	(16)	Insurance: Overspend on insurance premium costs and GF Valuations.	(17)
	(30)	Elections: Not yet received funding for EU elections. Overspend on borough elections.	(30)
	3	Legal Services: Vacant posts being advertised and covered by agency personnel.	(19)

Service	P9 Amended Under/ (Overspend) December 2019	Head of Service Comments	Year End Forecast (Over)/Under Spend
	(35)	Register of Electors: Significant increase in postage for registration applications as a result of the snap general election.	(40)
	(42)	Land Charges: Income shortfall as demand led.	(40)
	50	Emergency Planning: Brexit grant received (£52.4k) less cost of Brexit mailing letters. Balance of grant not yet allocated and will roll over to next year subject to Cabinet approval.	50
	(10)	Various small under/overspends.	(2)
	(86)	Total Variance Under/(Overspend)	(103)
Total General Fund Overspend	(710)		(1,295)

Loughborough Special Expenses Variance Report 31st December 2019

Appendix 2						
Period 9 Figures 2019/20						
Service	Full Year Original Budget 2019/20	P9 Profiled Original Budget	P9 Actuals	Variance (Over) / Under	Year end Forcast (over)/under	Period 9 monitoring comments
	£	£	£	£	£	
Loughborough CCTV	67,800	44,640	40,124	4,517	2,500	Salary / Contractor Payments underspend @period 9. This is expected to be approx £11K at year end, 23% of which is charged to the Loughborough Special Rate.
Community Grants / Fearon Hall / Gorse Covert	81,800	32,987	12,749	20,238	0	No Change to Budget expected at this stage. Period 9 underspend is mainly due to uncleared previous year reserves for Loughborough Community Grant and only three current year payment being made to date.
Marios Tinetti Centre / Altogether Place / Community Hubs	44,900	26,962	30,427	(3,465)	0	No Change to Budget expected at this stage
Chamwood Water Toilets	9,600	7,081	6,112	969	0	No Change to Budget expected at this stage
Voluntary & Community Sector Dev Officer Post (75%LSX)	34,500	25,875	32,773	(6,898)	(7,000)	Overspend @ period 9 and year end prediction is due to additional maternity cover costs
Biggins Street Toilet - Friday Opening	4,400	3,300	3,289	11	0	No Change to Budget expected at this stage
Contribution towards Loughborough Open Spaces	120,000	80,000	80,031	(31)	0	No Change to Budget expected at this stage
November Fair	(5,100)	(64,419)	(63,979)	(440)	0	No Change to Budget expected at this stage
<u>Parks:</u>						
Loughborough	404,700	145,238	165,255	(20,017)	(5,000)	Britain in Bloom overspent £5K @period 9, this is expected to be within budget by year end. Building Repair & Maintenance overspent £9K @period 9, this is due to unplanned work required at both Queens and Southfields Park, this is expected to be overspent £5K at year end
Gorse Covert and Booths Wood	68,200	36,868	36,408	460	0	No Change to Budget expected at this stage
<u>Sports Grounds:</u>						
Derby Road	112,700	75,934	93,715	(17,781)	(12,400)	The year end prediction is the cost of essential Depot roof repairs and the main reason for the period 9 overspend.
Lodge Farm	43,700	24,004	23,449	554	0	No Change to Budget expected at this stage
Nanpantan	72,900	28,542	21,069	7,474	0	No Change to Budget expected at this stage. Additional Income received @P9
Park Road	20,200	7,567	6,236	1,331	0	No Change to Budget expected at this stage
Shelthorpe Golf Course	21,400	31,158	31,975	(817)	0	No Change to Budget expected at this stage
Loughborough Cemetery	45,100	(7,934)	(8,734)	800	0	No Change to Budget expected at this stage
Allotments - Loughborough	52,000	9,625	14,309	(4,683)	0	No Change to Budget expected at this stage. Metered Water charge overspent @P9
Carillon Tower	15,600	4,336	3,656	680	0	No Change to Budget expected at this stage. 50% of the total cost of this service is charged to the Loughborough Special Rate
Festive Decorations and Illuminations	51,200	24,291	22,354	1,937	0	No Change to Budget expected at this stage
Town Centre Management	102,500	20,968	19,288	1,680	0	No Change to Budget expected at this stage
	1,368,100	557,023	570,504	(13,481)	(21,900)	

Housing Revenue Account Appendix 3 & 4

There is a current underspend of £838k (10%) at the end of December 2019, with £292k (7%) related to Employee related Costs, £636k (16%) underspend for Controllable Costs (20%), non-rental income being £55k (20%) below budget and rental income being £35k (0%) below budget. This includes actuals processed in the general ledger together with commitments and timing differences to the end of December 2019 to the net value of (£200k).

Summary	Actual and Commitments	Current Budget	Variance Under/ (Over)
	31st December 2019	31st December 2019	31st December 2019
	£000	£000	£000
Employee	4,090	4,382	292
Other controllable	3,291	3,927	636
Income (non-rent)	(213)	(268)	(55)
Rent & Service charge	(16,067)	(16,102)	(35)
Total	(8,899)	(8,061)	838

The full year 2% managed vacancy savings budget for the HRA was set at £119k. This has been found in full by both Services.

Head of Service Area	2% Target to December 2019	Salary & Agency Underspend to December 2019	Vired to Savings Budget	Salary Agency Balance Retained December 2019	Comments
	£'000	£'000	£'000	£'000	
Landlord Services	73	279	73	206	The full year MVS target of £98k has been met with the remainder required for posts and software within the service.
Strategy & Private Sector Housing	15	15	15	0	Full year MVS has been met.
Total HRA	88	294	88	206	

Void percentages refer to the level of empty properties in the HRA causing rent and service charge losses. The void percentage for housing rents is 2.44% compared with the budget of 2.2% which is a loss of income of £38k. The void percentage for Garages is 28.92%, there is a review relating to the alternative uses for garage sites. Within the Council's sheltered scheme courts there are several service charges that relate to the recovery of costs associated with the communal area. The void percentage for Central Heating charges within the sheltered courts is 22%, Council Tax 32% and Communal Facilities 19%. There is a project team currently considering the options for Sheltered Units which, when complete will assist in making the sheltered units more lettable.

Rent arrears have increased by £158k since the end of December 2018. Former tenant arrears have reduced by £4k over the same period. Court cost arrears have reduced by £3k and the total amount written off by £6k.

The numbers of tenants receiving universal credit (UC) continues to rise. At the end of September 2019 820 tenants were receiving universal credit; at the end of week commencing 16 December 2019 that figure had risen to 906. As expected, and in line with the experience of other landlords, rent arrears have increased. UC is paid to the claimant as a single monthly payment in arrears. It takes at least five weeks for the Department for Work and Pensions to assess a claim and for tenants to receive their first payment of the benefit. A rent debt is often accrued as a result. In some instances, on receipt of the benefit tenants do not pay the rent to the council. Advice and support are offered to all tenants moving to universal credit by the landlord services financial inclusion and tenancy support teams. Where tenants have vulnerabilities and/or owe eight or more weeks' rent our universal credit officer makes applications to the DWP to switch payment of the housing element of UC from the tenant to the Council. Rent recovery action is taken where necessary.

Service	Under/ (Overspend) to December 2019	Comments	Year End Forecast Underspend/ (overspend)
	Period 9		
Head of Landlord Services	£'000		£'000
	(99)	Responsive Repairs – higher materials costs due to volume of work £130k offset by minor underspends.	0
	(65)	Voids Repairs - Due to a software issue it has not been possible to extract data to capitalise void work. There is a corresponding underspend in the HRA capital programme.	(100)
	(47)	Rechargeable Repairs - Fewer rechargeable repairs have been identified compared with previous years.	(61)
	26	Housing Income Team - Small underspend on salaries £12k (4.5%) and other minor underspends including £7k (29%) for bank charges.	15
	29	Wardens Services - £17K (100%) underspend on Furniture to be utilised in other budgets.	22
	49	Health and Safety - underspend on salaries £21k (30%) and training £18k (86%)	26
	530	Capital Team and Planned Maintenance – Includes Planned Maintenance £607k (86%). Slower than expected start on facia and soffit replacement and painting works. The work has been programmed in and has started on site.	400
	397	Compliance – Delivery is slower than expected. Two additional contractors are being brought on board to increase delivery in the final quarter. Underspends include on electrical works, asbestos surveys and gas servicing.	263
	(28)	Central Control – small underspend with marketing costs and lifeline equipment offset with £30k commitment on legal fees.	5
	18	Anti-Social Behaviour Prevention - Small underspend on salaries £18k (13%),	25

Service	Under/ (Overspend) to December 2019	Comments	Year End Forecast Underspend/ (overspend)
	28	Tenancy Services – small underspend on salary £10k, Tree survey £15k. There are fewer assisted transfer payments due to a reduction in the number of tenants eligible for the payment.	20
	3	Tenant Participation and Consultation – small underspend on salaries	9
	5	Minor underspends	0
	846	Total Variance Under/(Overspend)	624
Head of Landlord Services	(35)	Void loss from rent income is higher than the budget, offset by reductions in minor service charges increases (£3k).	(50)
	(35)	Total Variance Under/Overspend	(50)
Head of Strategic & Private Sector Housing	(15)	Registered Providers are not paying for Choice Based Lettings webhosting	0
	44	Salary underspends in Housing Strategy and Administration – to be utilised in the service	0
	2	Other minor overspends	0
	31	Total Variance Under/(Overspend)	0
Head of Finance & Property Services	(4)	Minor overspends in Right to Buy Administration.	0
	(4)	Total Variance Under/(Overspend)	0
Total HRA Underspend	838		574

Housing Revenue Account - Income from Rents and Service Charges**December 2019 - Period 201909****Table A - Dwelling Rents and Void Losses**

	Actual Income Due (Gross) £	Actual Void Loss £	Void Loss as a % of Income Due %	Original Budget Void Loss % Assumption %
Dwelling Rents	16,119,978	392,725	2.44%	2.20%
Non-Dwelling Rent				
Land	6,850	0	0.00%	0.00%
Garages	267,902	76,544	28.57%	28.92%
Shops	104,287	20,280	19.45%	12.32%
Service Charges				
Landlord Warden Charge	48,165	5,870	12.19%	11.29%
Central Heating	73,288	16,105	21.98%	21.87%
Communal Facilities	251,157	46,565	18.54%	19.14%
Hostel	21,762	1,865	8.57%	14.70%
Council Tax	13,061	4,721	36.15%	32.34%
Off-Street Parking	0	0		
	16,906,449	564,676	3.34%	

(Gross means Gross of Void Loss)

Table B - Cumulative Rent and Service Charges Arrears

As at Period 09 - 2019	2018/19 £000	2019/20 £000
Arrears at the beginning of the year	866	965
Court Costs at the beginning of the year	95	104
	961	1,069
Arrears at the end of the December	1,024	1,182
Court Costs at the end of the December	107	111
	1,131	1,293
Amount written off in the year to date	101	95

Table C - Cumulative Current Tenant Arrears - Dwellings only

As at Period 09 - 2019	2018/19	2018/19	2019/20	2019/20
	Number	£000	Number	£000
Less than £150	435	29	723	36
£150 - £300	244	53	290	63
£300 - 450	148	55	198	73
£450 - £600	97	51	130	68
£600 - 750	72	48	96	64
£750 - 900	51	42	71	58
£900 - £1,200	86	89	95	99
£1,200 - £2,000	57	86	96	150
£2,000	23	58	21	55
Total	1,213	511	1,720	666

Table D - Cumulative Former Tenant Arrears - Dwellings only

As at Period 09 - 2019	2018/19	2018/19	2019/20	2019/20
	Number	£000	Number	£000
Less than £150	113	8	125	9
£150 - £300	89	20	86	19
£300 - £450	40	14	44	16
£450 - £600	32	17	28	15
£600 - £750	30	21	30	20
£750 - £900	19	16	18	15
£900 - £1,200	34	36	40	43
£1,200 - £2,000	67	105	68	107
£2,000	96	276	93	272
Total	520	513	532	516
Total	1,733	1,024	2,252	1,182

Appendix 1 - General Fund Variance Report 31st December 2019

Appendix 2 - Loughborough Special Expenses 31st December 2019

Appendix 3 - HRA Variance Report 31st December 2019

Appendix 4 - HRA Income and Voids Report 31st December 2019

Officers to contact: Lesley Tansey, Ext 4828, Lesley.tansey@charnwood.gov.uk

Ian Allwyn, Ext 4824, ian.allwyn@charnwood.gov.uk

CORPORATE SERVICES SCRUTINY COMMITTEE 4TH MARCH 2020

Report of the Head of Strategic Support

ITEM 9 WORK PROGRAMME

Purpose of the Report

To review and plan the scrutiny work the Committee will undertake moving forward.

Actions Requested

1. To review and agree the Committee's scrutiny work programme.
2. To consider a request of the Scrutiny Commission (Minute 94, 13th January 2020) that this Committee "review the Budget Scrutiny Panel report [submitted to the Scrutiny Commission at that meeting] on a quarterly basis, to commence at this Committee's September 2020 meeting".
3. To consider, at the request of the Chair, the dates of future scheduled meetings of the Committee.

Reason

1. To enable the Council's scrutiny arrangements to operate efficiently and effectively.
2. The reason for the Commission's request was "to ensure the recommendations within the report are being delivered against the required targets".
3. The Chair wishes to consider this matter, to ensure that meeting dates are suitable for the scrutiny work the Committee wishes to undertake.

Policy Justification and Previous Decisions

The Council's Corporate Plan 2020-2024 commits the Council to continue to improve customer service and deliver outstanding services.

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.

Action Requested 1

Currently, the Committee's work programme remains subject to review by the Chair and Vice-chair of the Committee in due course, in accordance with the decisions of the Committee on 17th September 2019 and 3rd December 2019, set out below:

17th September 2019 – Minute 19 (extract)

“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.”*

3rd December 2019 – Minutes 24 (extracts)

“(viii) DES1 – SS (2) (agenda page 22): Review of this Committee's work programme by the Chair and Vice-chair (to ensure scrutiny reflected the priorities of the Council and that the Committee could be a better critical friend) had been delayed pending availability of the new draft Corporate Plan and draft Business Plan. Those documents not yet available. Corporate Plan due to be considered by Cabinet in January. The Chair considered that access to the Cabinet Forward Programme was also necessary to undertake the review of the work programme effectively, Committee agreed with that view and that access to the document should be requested. Noted that Key Decision Notice provided details of many of the matters to be considered by Cabinet over next 12 months, however Chair's view that that did not provide complete picture.

RESOLVED

- 2. that the Committee's wish to have access to the Cabinet Forward Programme, to assist the review of its scrutiny work programme as outlined in (viii) above, be recorded;*

3. *that resolution 2 above be actioned by way of a note to be provided by the Chair of the Committee making that request, to be sent via the Democratic Services Officer to the Leader and Chief Executive;*

Reasons

2. *The Committee considered that access to the information in the Forward Programme was necessary to ensure its scrutiny work reflected the Council's priorities and direction of travel.*
3. *To ensure that the Committee's request was actioned and included the Chair's rationale for that request."*

Further to the above decisions, the Chair would like the review of the Committee's work programme to be undertaken at this meeting. To assist that, the following documents are attached as appendices:

Appendix 1 - The Committee's scrutiny work programme following its last meeting on 3rd December 2019 and subsequently agreed by the Scrutiny Commission.

Appendix 2 – The Council's Corporate Plan (Strategy) 2020-2024, agreed by Cabinet 16th January 2020 and by Council on 24th February 2020.

Appendix 3 – The Council's Corporate Delivery Plan 2020/21, to be considered by Cabinet on 12th March 2020. **To Follow.**

Appendix 4 – The current Notice of Forthcoming Key Decisions, published 12th February 2020.

The Committee has 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.

Action Requested 2

At its meeting on 13th January 2020, Scrutiny Commission considered a report of the Budget Scrutiny Panel following its scrutiny of the Council's draft budget 2020/21. The following minute extract sets out the outcome of that consideration:

" 94. BUDGET SCRUTINY PANEL

A report of the Budget Scrutiny Panel to consider recommendations and observations of the Panel was submitted (item 10 on the agenda filed with these minutes).

The Chair of the Budget Scrutiny Panel was in attendance and assisted with the consideration of the item. The following summarises the discussion:

The Budget Scrutiny Panel had reviewed the recommendations of the previous year's panel and maintained the process of budgeting underspend and finding savings where available. There was less scope for underspend anticipated in future budgets, but conscious savings were potentially achievable.

RESOLVED

1. *That the Budget Scrutiny Panel report be submitted to Cabinet at its meeting on 13th February 2020.*
2. *The Corporate Services Scrutiny Committee review the Budget Scrutiny Panel report, submitted to the Scrutiny Commission for its meeting on 13th January 2020 on a quarterly basis, to commence at its September 2020 meeting.*

Reasons

1. *The Commission, having carefully considered the report, felt the Cabinet should receive the report of the Budget Scrutiny Panel.*
2. *To ensure the recommendations within the report are being delivered against the required targets."*

The Committee is asked to consider the Commission's request to add this matter to its work programme.

The decisions of the Cabinet on 13th February 2020 in respect of the Budget Scrutiny Panel's recommendations are set out at Appendix 5, for the Committee's information.

Since the last meeting of the Committee on 3rd December 2019, the Scrutiny Commission has not asked that any further additions, deletions or amendments be made to this Committee's scrutiny work programme.

Action Requested 3

Further meetings of the Committee have been agreed by Council as follows:

7th July 2020, 8th September 2020 and 1st December 2020.

The new scrutiny arrangements agreed by Council on 25th February 2019 set out that the Committee would meet quarterly to allow relevant corporate performance data to be scrutinised.

Therefore, the above dates accommodate the end of quarter Key Performance Indicator reporting schedule, although also taken into account is the need for the other two Directorate-based scrutiny committees to meet on a similar basis, such that the time between meetings will sometimes be slightly shorter or longer than quarterly.

Notwithstanding the above, the Committee is able to convene additional meetings as provided for within the Constitution. However, the Committee is asked to note that there are limited resources to support a regular increase in the frequency of meetings.

Appendices

- Appendix 1 Current Corporate Services Scrutiny Committee Scrutiny Work Programme
- Appendix 2 Corporate Plan (Strategy) 2020-24
- Appendix 3 Corporate Delivery Plan 2020/21 (to be considered by Cabinet 12th March 2020). **To Follow.**
- Appendix 4 Current Notice of Forthcoming Key Decisions, published 12th February 2020.
- Appendix 5 Decisions of Cabinet, 13th February 2020, Budget Scrutiny Panel recommendations.

Background Papers: None

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

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 (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 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 / S. Jackson	Quarter 3 Report considered at the same time annually.
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.

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	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 / S. Jackson	Quarter 4 Report considered at the same time annually.
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 / S. Jackson	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.

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	01 Dec 2020 (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 / S. Jackson	Quarter 2 Report considered at the same time annually.
CS	01 Dec 2020 (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.

Corporate Plan 2020-2024 (Text)

Leader introduction

Welcome to Charnwood Borough Council's Corporate Plan 2020-24.

This strategy sets out what the Council will be doing over the next four years to make Charnwood a stronger and more vibrant place for people to live, work, visit and invest in.

The priorities and aims have been shaped by Members, employees and residents whose views in our latest residents' survey have helped identify what is important to them.

The plan is ambitious yet realistic as there are challenges ahead for local government finances. However, we are prepared.

We recognise that any future success will rely on closer collaboration with partners, other organisations and our communities.

The corporate plan outlines what the Council wants to achieve and is supported by a more detailed business plan which will be rigorously monitored to ensure we are on track.

I am confident that in four years' time Charnwood will be a stronger, more vibrant and a more prosperous place.

Cllr Jonathan Morgan, leader of Charnwood Borough Council

The vision

Charnwood is a borough for innovation and growth, delivering high-quality living in urban and rural settings, with a range of jobs and services to suit all skills and abilities and meet the needs of our diverse community.

With a highly-acclaimed university, a thriving market town and a network of vibrant villages, and within easy reach of national and international markets, Charnwood provides everything a business needs to succeed.

At the forefront of technology while protecting our beautiful environment for future generations, Charnwood is a borough of contrasts, and provides a world of opportunity.

Our values

Employees and members will work together as one council, living and breathing our core values:

Pride in Charnwood

We take pride in our work and our borough and are ambitious for improvement

Customer Focused

We listen to our customers and are focused on delivering excellent services

Working Together

We work together with pace and positivity as one council and in partnership with others

Theme 1 - Caring for the environment

We care deeply about the environment and we are committed to looking after it for future generations.

We have already reduced our carbon footprint and we have pledged to become a carbon neutral organisation by 2030 to help tackle **climate change**.

Our **parks and open spaces** are award-winning and treasured by our communities and we will continue to care for them so they can be enjoyed by everyone. We will also continue to develop and improve our open spaces, supported by our pledge to ensure 100,000 trees are planted.

We will help **protect our environment** by using all powers available to tackle those who threaten it, such as the fly-tippers and litterers.

We will improve and develop our outstanding **waste and recycling** service to make it more efficient, more resilient and better for the environment.

Theme 2 - Healthy communities

We will continue to work with partners to make our towns and villages safer places to live, work and visit.

We will **support our communities** by investing in services to help those who are most vulnerable, while empowering people to make a positive difference in their local areas. Community cohesion will remain a priority.

We want **healthy and happy residents** and therefore we are committed to providing high-quality leisure facilities and sports activities for people and offer services to improve wellbeing, either directly or with our partners.

We are passionate about improving **housing** in the social and private sector and helping those in need of accommodation. We will continue to invest in our council homes and work with developers and the privately-rented sector to ensure high-quality homes are available to residents.

Theme 3 - A thriving economy

We will continue to support and foster strong **economic growth** in Charnwood. Our draft Charnwood Local Plan sets out a vision of future growth up until 2036 and this will drive the local economy while delivering millions of pounds of improvements for local infrastructure and services.

The borough's economic strength will be further supported by the **regeneration** and growth taking place across Charnwood. From the Enterprise Zone to our rapidly-changing town centres, we are committed to leading, supporting and collaborating with partners and the private sector to ensure future generations have access to high-quality jobs. We want to grow Charnwood's reputation as a place where businesses thrive, particularly those in the innovation sector.

And while high streets are facing enormous challenges, we will help them become more diverse places, filled with homes, services and facilities as well as successful retail businesses. We will also respect the heritage of our town centres.

We will continue to use both business regulation and business support to help local companies.

The **tourism** sector will continue to play an important role in our local economy and we will help make Charnwood and its beautiful open countryside and thriving market towns a key destination for local, national and international visitors.

Theme 4 - Your Council

We will continue to improve **customer service** and **develop our staff** to help them deliver outstanding services.

Our services will be increasingly available at the fingertips of residents through our **digital channels**. However, the opportunity to talk to our staff in person will always be there for people who need it.

We will build our digital services using **technology** that will help us be more effective, efficient and flexible to meet customers' needs.

We will continue to carefully manage our budgets, particularly by using **effective procurement** and well-managed contracts.

We recognise there are **financial** challenges ahead for local government and we will use them as an opportunity to transform into a more efficient, effective and innovative organisation.

The Council will be more commercial in the future and **invest in commercial property** to generate income. This will support the delivery of frontline services and help offset reductions in funding from other sources.

We will **collaborate** with partners, in the public and private sector, in a variety of ways to bring improvements to our services and the borough of Charnwood.

Our employees and elected members will work together as one council to bring positive change to Charnwood.

And we commit strongly to **listening, talking and engaging** with residents as we work together to create a more vibrant and prosperous Charnwood.



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

**Published
12th February 2020**

What is a Key Decision?

A key decision is one which:

- commits the Council to expenditure, savings or increases or reductions in income of £150,000 or more in any financial year;
- makes proposals in relation to the budget or the policy framework under Budget and Policy Framework Procedure 14.2(a); or
- will result in the closure of any facility from which Borough Council services are provided or a reduction by more than 10% in the level of a discrete service provided.

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

What is a Private Meeting?

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

Representations

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

Other information

This document supersedes all previous Forward Plans.

If you have any general queries, please contact:

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

FORTHCOMING EXECUTIVE KEY DECISIONS

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Capital Strategy, Treasury Management Strategy Statement, Minimum Revenue Provision Policy and Annual Investment Strategy 2020-21	To seek approval to a Capital Strategy, Treasury Management Strategy Statement, Annual Investment Strategy and Minimum Revenue Provision Policy for 2020-21 and the annual report on the Prudential Code, for recommendation to Council.	Cabinet Council	13th February 2020 24th February 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
2020-21 General Fund and HRA Revenue Budgets and Council Tax	To seek approval to the Revenue Budget, Capital Plan, Financial Plan for 2020-21 and to propose the Council Tax for approval by Council.	Cabinet Council	13th February 2020 24th February 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
New Capital Plan 2020-21 to 2022-23	To approve the Capital Plan.	Cabinet Council	13th February 2020 24th February 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Southfields Security Contract	To approve the tendering of a 4 year security contract.	Cabinet	12th March 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Enterprise Zone Update	To endorse the draft Legal Agreement between the Council and the Local Enterprise Partnership. To give delegated authority to the Leader and Chief Executive to amend and finalise the Legal Agreement subject to further negotiation with the LEP.	Cabinet	12th March 2020	Report	No	Rob Mitchell Chief Executive Tel: 01509 634600 chief.executive@charnwood.gov.uk

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Insurance Arrangements	To approve the most cost-effective future option for the provision of the Council's insurance cover.	Cabinet	12th March 2020	Report	No	Adrian Ward Head of Strategic Support Tel: 01509 634573 adrian.ward@charnwood.gov.uk
Charnwood Grants	To consider applications for revenue funding received in round four (additional) of the Community Facilities Capital Grants and Community Development Grant Schemes for 2019/20.	Cabinet	12th March 2020	Report	Yes	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@charnwood.gov.uk
Annual Procurement Plan 2020/21	To seek approval to the Annual Procurement Plan for 2020/21.	Cabinet	12th March 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Housing Capital Programme	To approve the annual investment programme for improvements to the Council's housing stock.	Cabinet	12th March 2020	Report	Yes	Peter Oliver Head of Landlord Services Tel: 01509 634952 peter.oliver@charnwood.gov.uk
Local Development Scheme	To approve a revised Local Development Scheme (LDS) so that the programme for the preparation of planning documents for Charnwood is agreed.	Cabinet	12th March 2020	Report	Yes	Richard Bennett Head of Planning and Regeneration Tel: 01509 634763 richard.bennett@charnwood.gov.uk
Corporate Delivery Plan 2020/21	To set out the Council's principal activities in delivering the Corporate Plan for the Council Year 2019/20.	Cabinet	12th March 2020	Report	Yes	Adrian Ward Head of Strategic Support Tel: 01509 634573 adrian.ward@charnwood.gov.uk

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Commercialisation Approach	To note the intention to secure additional staffing resources to support the Council's commercial activities. To approve use of the Reinvestment Reserve to fund additional staff resource for 1 year. To approve proposed process for evaluation and acquisition of commercial investment properties. To note the other actions the Council intends to take to support its commercialisation agenda.	Cabinet	12th March 2020	Report	Yes	Simon Jackson Strategic Director of Corporate Services Tel: 01509 634699 simon.jackson@charnwood.gov.uk
Sheltered Housing and Support Review	To outline on a scheme by scheme basis the recommended proposals of the Project Board and detail the next steps for implementation.	Cabinet	7th May 2020	Report	Yes	Alison Simmons Head of Strategic and Private Sector Housing Tel: 01509 634780 alison.simmons@charnwood.gov.uk
Equality, Diversity and Inclusion Strategy 2020-2024	To approve/adopt a revised Equality, Diversity and Inclusion Strategy 2020-24.	Cabinet	7th May 2020	Report	Yes	Simon Jackson Strategic Director of Corporate Services Tel: 01509 634699 simon.jackson@charnwood.gov.uk
Charnwood Grants	To consider applications for revenue funding received in round one of the Community Facilities Capital Grants and Community Development Grant Schemes for 2020/21.	Cabinet	4th June 2020	Report	Yes	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@charnwood.gov.uk
Private Sector Housing Licensing Scheme Update	To approve proposals for a Private Sector Licensing Scheme following the consultation exercise. To approve the Communication Strategy for the promotion and implementation of the Private Sector Licensing Scheme. To authorise the resources required to recruit Housing Standards Officers to enforce the Private Sector Licensing Scheme.	Cabinet	2nd July 2020	Report	Yes	Alison Simmons Head of Strategic and Private Sector Housing Tel: 01509 634780 alison.simmons@charnwood.gov.uk
Capital Plan Outturn 2019/20	To report the Council's capital expenditure results for 2019/20 subject to audit.	Cabinet	2nd July 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
General Fund and HRA Revenue Outturn Report (2019/20) and Carry Forward of Budgets	To report the Council's revenue expenditure results for 2019/20 subject to audit.	Cabinet	2nd July 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Capital Plan Amendment Report	To consider and approve amendments to the Capital Plan.	Cabinet Council	2nd July 2020 7th September 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Amendments to Annual Procurement Plan	To consider possible amendments to the Annual Procurement Plan.	Cabinet	2nd July 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Charnwood Grants	To consider applications for revenue funding received in round two of the Community Facilities Capital Grants and Community Development Grants Schemes for 2020/21.	Cabinet	17th September 2020	Report	Yes	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@charnwood.gov.uk
Amendments to Annual Procurement Plan	To consider possible amendments to the Annual Procurement Plan.	Cabinet	17th September 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Capital Plan Amendment Report	To consider and approve amendments to the Capital Plan.	Cabinet Council	17th September 2020 9th November 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Medium Term Financial Strategy 2021-2024	To present a revised MTFs to Cabinet and Council for approval.	Cabinet Council	19th November 2020 January 2021	Report Report	Yes Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Charnwood Grants	To enable Cabinet to consider applications for funding received in round three of the Community Facilities Capital Grants and Community Development Grants Schemes for 2020/21.	Cabinet	10th December 2020	Report	Yes	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@charnwood.gov.uk
Draft General Fund and HRA 2021-22 Budgets	To seek approval to the Draft Revenue Budget for 2021-22 as a basis for consultation.	Cabinet	10th December 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Capital Plan Amendment Report	To consider and approve amendments to the Capital Plan.	Cabinet Council	10th December 2020 January 2021	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Amendments to Annual Procurement Plan	To consider possible amendments to the Annual Procurement Plan.	Cabinet	10th December 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk

EXECUTIVE MEETINGS TO BE HELD IN PRIVATE

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

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Enterprise Zone Update	To endorse the draft Legal Agreement between the Council and the Local Enterprise Partnership. To give delegated authority to the Leader and Chief Executive to amend and finalise the Legal Agreement subject to further negotiation with the LEP.	Cabinet	12th March 2020	Report	No	Rob Mitchell Chief Executive Tel: 01509 634600 chief.executive@charnwood.gov.uk
Insurance Arrangements	To approve the most cost-effective future option for the provision of the Council's insurance cover.	Cabinet	12th March 2020	Report	No	Adrian Ward Head of Strategic Support Tel: 01509 634573 adrian.ward@charnwood.gov.uk

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

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

CABINET MEMBERS

Members of the Council's Cabinet are as follows:

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

Budget Scrutiny Panel Recommendation 1

In order to effectively scrutinise the budget going forward, a greater clarity of the “direction of travel” is required by the Budget Scrutiny Panel. Early dialogue with the Cabinet Lead Member and the Leader of the Council would provide the Panel with the context in which to consider the budget. Further, there may be scope for consideration of a longer budgetary timeframe than the Medium Term Financial Strategy provides for, in order to allow adequate time for the scale of change that may be required to meet the Council’s ambitions and to ensure the Budget Scrutiny Panel is able to fully scrutinise each budget in terms of its role within the overall cycle.

Cabinet Decision

That in respect of Panel Recommendation 1, Cabinet notes that officers will seek to facilitate a dialogue on the budget context and financial direction of travel as early as is practical in relation to the 2021/22 budget setting process.

Panel Recommendation 2

Recognising the need for the new Chief Executive to have the opportunity to contribute to these important issues, the Budget Scrutiny Panel is keen that progress on the pulling together of the Transformation Group and the creation and delivery of a realistic, achievable and effective Transformation Plan is continued at pace. The potential savings required are essential in managing a process towards a balanced budget and a Council able to live within its means and provide the necessary services to the public.

Cabinet Decision

That in respect of Panel Recommendation 2, Cabinet notes that Members can expect to see periodic reports reflecting progress with the Council’s transformation and commercialisation plans, and that Members can engage with proposals and general progress with transformation and commercialisation plans through the Council’s existing governance structures (Cabinet, Council and Scrutiny).

Panel Recommendation 3

The parallel plans for improved revenue generation are also essential and the Budget Scrutiny Panel will keenly monitor activity and progress in this area.

Cabinet Decision

That in respect of Panel Recommendation 3, Cabinet notes that Members can expect to see periodic reports reflecting progress with the Council’s transformation and commercialisation plans, and that Members can engage with proposals and general progress with transformation and commercialisation plans through the Council’s existing governance structures (Cabinet, Council and Scrutiny).

Panel Recommendation 4

That a significant communication effort be made with all Council stakeholders to ensure that everyone understands the importance and nature of the budget situation and that everyone's efforts are focused on clear and achievable goals. Much of the budget process and numbers are currently "out of focus" for many members and stakeholders, and this then does not allow for everyone to articulate and focus their efforts behind a clear and understandable set of aims and objectives. This clarity of language should be embedded in future budget consultation processes to ensure the public are able to easily access the headlines of the Council's budgets and plans.

Cabinet Decision

That in respect of Panel Recommendation 4, that communication styles, methods and language used should be an ongoing agenda item for the Budget Scrutiny Panel, allowing Members and Officers to work together and develop an effective communication programme in respect of the Council's budgets and plans.

Panel Recommendation 5

Further to communication with staff, the Panel would welcome asking them to come up with suggestions for reduction in controls. The experience of a Panel member is that less important areas are often over controlled while the more strategic areas are often not well controlled at all.

Cabinet Decision

That in respect of Panel Recommendation 5, Cabinet notes that process controls will be considered as part of the planned series of service reviews that will be developed under the Council's Transformation Programme and that, in addition, approval limits set out within the Council's Financial Regulations and Financial Procedures will be reviewed to ensure limits appropriately reflect current circumstances.

Panel Recommendation 6

Regarding increasing revenue generation, there is a need to match investment amounts with returns and at the level the investment opportunity may require. There is a feeling at present within the Budget Scrutiny Panel that "random" amounts of money are being committed/allocated for "general as yet unspecified revenue generation" rather than revenue generation ideas which might deliver the agreed and required return then being appropriately funded and the investment amount being allocated and agreed.

Cabinet Decision

That in respect of Panel Recommendation 6, Cabinet notes the evaluation and approval processes set out in the response of the Strategic Director of Corporate Services to the Panel's recommendation.

Panel Recommendation 7

Regarding increasing revenue generation, there is the need to ensure that the appropriate skills and culture change are embedded within all Council stakeholders.

Cabinet Decision

That in respect of Panel Recommendation 7, Cabinet notes that a Cabinet report will be prepared (envisaged for March/April 2020) that will provide further detail on the Council's commercialisation plans and address the specific matters raised by the Panel.

Panel Recommendation 8

Recognition that there are some major one-off incidents within the 2019/20 budget whose impact on the 2020/21 budget requires to be mitigated. These include the current slight overspend forecast on the General Fund, the one cost (at present) of the unforeseen, significant increase in Supported Living Allowance payments and the need to deliver on the budgeted savings already set out in the 2019/20 budget, which have not yet been achieved.

Cabinet Decision

That in respect of Panel Recommendation 8, Cabinet notes the Panel's observations.

Panel Recommendation 9

The HRA major budgetary issue would appear to be the assurance that adequate provisions are being made for the repayment of the long-term borrowing, against our housing stock. The Budget Scrutiny Panel remain comfortable at present that the HRA loan liabilities and repayment timeframes are being adequately planned for.

Cabinet Decision

That in respect of Panel Recommendation 9, Cabinet notes the Panel's observations.

Panel Recommendation 10

The draft Capital Plan would appear to be adequately covered in terms of the funding required in order to deliver it. What remains a constant issue is the annual underspend on this account, something which would appear to be likely again in the current year and leaves open the question for the 2020/21 Capital Plan. Continued effort is required, however, to ensure that all projects are viable, deliverable to the timeframes agreed when funding is allocated.

Cabinet Decision

That in respect of Panel Recommendation 10, Cabinet notes that the processes covering reporting and monitoring of the Capital Plan will be reviewed in the forthcoming financial year.

Reason

To acknowledge the work undertaken by and the views of the Budget Scrutiny Panel and to ensure implementation of scrutiny recommendations where agreed by the Cabinet.