

## **POLICY SCRUTINY GROUP – 5TH FEBRUARY 2019**

### **Report of the Chief Executive Lead Member: Councillor Jonathan Morgan**

#### **ITEM 7 BUSINESS PLAN AND CORPORATE BUSINESS PLANNING PROCESS**

##### Purpose of Report

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

##### Action Requested

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

##### Reasons

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

##### Background

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

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

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

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

## Corporate Business Planning Process

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

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

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

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

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

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

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

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

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

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

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

Specific Questions asked by Policy Scrutiny Group

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

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

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

Background Papers:

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

Officers to contact:

Geoff Parker  
Chief Executive  
01509 634600  
[geoff.parker@charnwood.gov.uk](mailto:geoff.parker@charnwood.gov.uk)

Adrian Ward  
Head of Strategic Support  
01509 634573  
[adrian.ward@charnwood.gov.uk](mailto:adrian.ward@charnwood.gov.uk)

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

## Appendices

Appendix A - Elected Member Performance Management Guide

Appendix B - Draft Corporate Business Plan 2019/20

# **Charnwood Borough Council**

## **Elected Member Performance Management Guide**

**February 2018**

**v0.1**

## Introduction

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

## Background

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

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

1. Managing performance is important as it enables us and others to assess:
  - whether, and to what extent, we are achieving what we have said we will do;
  - whether we are delivering value for money; and
  - whether we are providing better opportunities for our residents and service users.
  
2. It also enables us to ensure that:
  - we are focussed on our key priorities;
  - areas of poor performance are questioned;
  - others can scrutinise the Council in order to check that we are achieving what we say that we are going to do; and
  - we can compare, or benchmark, our progress against that of other organisations.



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

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

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

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

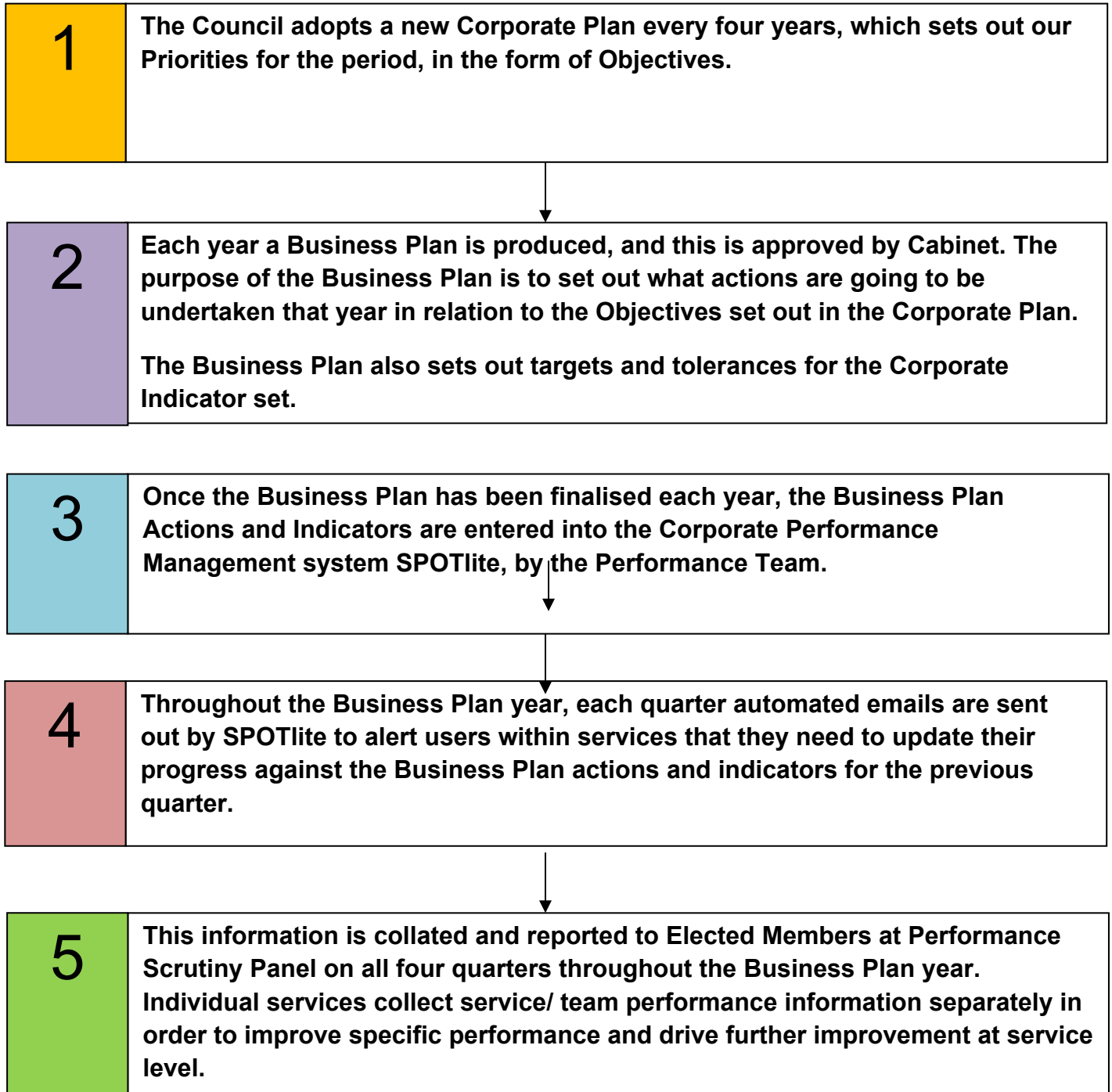
## ■ **The benefits of undertaking performance management**

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

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

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

## Charnwood Borough Council's Corporate Performance Framework



## Strategic Performance Online Tool (SPOTlite)

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

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

The email schedule is:-

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

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

## Corporate performance objectives and indicators

### ■ What is a performance objective?

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

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

### ■ What is a performance indicator?

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

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

## Defining the status of objectives & indicators

<p><b>Red</b></p>	<p><b>Red</b> means that there are significant issues in meeting the Business Plan Actions which will mean the action cannot be met, or it requires lots of corrective action to meet overall objective. Usually it means that one or more aspects of an objective, in terms of time, cost and scope, have exceeded agreed tolerances. For example:</p> <ul style="list-style-type: none"> <li>▪ It may no longer viable to complete actions within the Business Plan;</li> <li>▪ It will no longer be completed within the Business Plan year timescales as originally anticipated.</li> <li>▪ The cost of meeting the objective is exceeded the original anticipated budget.</li> </ul>
<p><b>Amber</b></p>	<p><b>Amber</b> means that a problem is having a negative effect on Business Plan actions but can be addressed / turned around OR a potential problem has been identified and no action may be taken at this time but it is being carefully monitored. Usually it means that one or more aspects of an objective, in terms of time, cost and scope, is at risk but has not exceeded agreed tolerances.</p>
<p><b>Green</b></p>	<p><b>Green</b> means that the project is performing well and going to plan. All aspects of project viability are within tolerance.</p>
<p><b>Completed</b></p>	<p><b>Completed</b> should be used as a status once the target of the Objective has been met. Once an Objective is completed, it should no longer be updated during the Quarterly reporting period</p>
<p><b>Not Started</b></p> <div data-bbox="196 1688 293 1770" style="border: 1px solid black; background-color: #d3d3d3; padding: 5px; display: inline-block; margin-top: 10px;"> <p><b>NS</b></p> </div>	<p>The <b>Not Started</b> status can be used in the Quarterly Performance Report, when timescales are known and work is anticipated to begin in future quarters throughout the business plan year. Only the Performance Management Team will be able to allocate this status to an Objective, upon the request of the owner of the Objective.</p>

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

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

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

### **How performance information is collated each quarter**

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

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

## **What are the key roles and responsibilities of Elected Members**

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

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

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



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

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

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

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

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

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

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

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

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

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

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

## **Additional information & support**

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



**Charnwood Borough Council**  
**DRAFT Business Plan 2019- 2020**

# Introduction

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

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

# Creating a Strong and Lasting Economy

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

# Creating a Strong and Lasting Economy

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

# Creating a Strong and Lasting Economy

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

# Every Resident Matters

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



# Every Resident Matters

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

# Every Resident Matters

Intended Outcome	Action	Success criteria	Lead Service	Start Date/ End Date	
	Maintain our support to the voluntary and community sector through continued growth of the Charnwood Lottery Scheme.	Charnwood Lottery Scheme reaches 65 registered organisations and weekly ticket sales of 1000 (52,000 per annum).	Neighbourhood Services	Qtr. 1	Qtr. 4
	Facilitate the development of a Community Hub in Thorpe Acre.	Community Hub fully established in Thorpe Acre.	Neighbourhood Services	Qtr. 1	Qtr. 4
	Deploy available resources from the Right to Buy Receipts to acquire additional properties, to meet the housing needs of households on the housing register.	Spend the allocated budget of £2,797k (purchasing between 10 and 12 properties) in 2019-2020) to meet the housing needs of the Borough.	Strategic and Private Sector Housing	Qtr. 1	Qtr. 4
	Ensure there is a sufficient supply of suitable temporary accommodation (excluding bed & breakfast) within Charnwood that meets the needs of homeless applicants.	50% of suitable temporary accommodation (excluding bed & breakfast) meeting the needs of homeless applicants.	Strategic and Private Sector Housing	Qtr. 1	Qtr. 4
Encourage healthy lifestyles for all our residents through physical activity programmes and the provision of sports facilities and green spaces.	Deliver the 'Hit the Street' sport and physical activity programme (specifically targeting 14-25 year olds living in priority neighbourhoods) in order to increase participation.	290 14-25 year olds, living in priority neighbourhoods, engaged in the programme.	Neighbourhood Services	Qtr. 1	Qtr. 4

# Every Resident Matters

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

# Every Resident Matters

Intended Outcome	Action	Success criteria	Lead Service	Start Date/ End Date	
	Undertake regular satisfaction surveys with members of the public to ensure improvement in those services that use Govmetric and the Contact/ Customer Service Centre.	A) 87% of customers satisfied with the face to face service. B) 87% of customers satisfied with the telephone service they received for calls taken in the contact centre.	Customer and Information Services	Qtr. 1	Qtr. 4
	Review the Customer Standards Policy with an aim to increasing customer satisfaction with council services.	A) Implement a new 'Customer 'Promise' by April 2020. B) Implement a consistent method of collecting Customer Satisfaction feedback across the Council.	Customer and Information Services	Qtr. 1	Qtr. 4
	Provide opportunities for hard to reach groups (i.e. children and young people; the Armed Forces Community) to be involved in service design and delivery within Charnwood.	3 opportunities provided for hard to reach groups to be involved.	Neighbourhood Services	Qtr. 1	Qtr. 4
	Undertake regular satisfaction surveys with members of the public to ensure improvement in the web service they receive.	Increased levels of customer satisfaction with the web related service they receive, from a baseline of 52%.	Strategic Support	Qtr. 1	Qtr. 4

# Delivering Excellent Services

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

# Delivering Excellent Services

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

# Business Plan Indicators 2019-2020

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

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



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

# Key Indicators 2019-2020

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

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

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

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

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