

**PERFORMANCE SCRUTINY PANEL  
21ST AUGUST 2018**

PRESENT: The Chair (Councillor Fryer)  
The Vice Chair (Councillor Bebbington)  
Councillors Campsall, Forrest, Huddleston,  
Paling and Snartt

Harper-Davies (Cabinet Lead Member for  
Performance of Major Contracts) and Mercer  
(Cabinet Lead Member for Housing)

Head of Cleansing and Open Spaces  
Head of Landlord Services  
Head of Strategic Support  
Corporate Improvement and Policy Officer  
Democratic Services Officer (NC)

APOLOGIES: Councillor Gerrard and Hunt

The Chair stated that the meeting would be recorded and the sound recording subsequently made available via the Council's website. She 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.

10. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting of the Panel held on 23rd July 2018 were confirmed as a correct record and signed.

11. DISCLOSURES OF PECUNIARY AND PERSONAL INTEREST

No disclosures of pecuniary and personal interests were made.

12. DECLARATIONS - THE PARTY WHIP

No declarations of the existence of the Party Whip were made.

13. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURE 11.6

No questions had been submitted.

14. 2018-2019 QUARTER 1 PERFORMANCE MONITORING REPORT & 2017-2018 ANNUAL REPORT

A report of the Head of Strategic Support providing performance information for the first quarter of 2018 - 2019, in respect of the Corporate Plan objectives and key performance indicators together with a copy of the Annual Report for 2017-18 was submitted (item 6 on the agenda filed with these minutes).

The Corporate Improvement and Policy Officer and Head of Strategic Support attended to assist the Panel with the consideration of the item and drew the Panel's attention to the supplementary report regarding sickness.

A typographical error was noted with respect to DES2 PROG (1) (develop a cloud based booking system) whereby the success criteria should state that 'the system would be implemented and fully operational by July 2018 with 100 transactions taking place by March 2019'.

The Chair requested that the Corporate Improvement and Policy Officer reported to the Panel the amber indicators, but noted that as Cabinet Lead Members and Officers were not usually invited to the meeting for amber indicators, none were present.

In response to issues raised by the Panel regarding amber indicators, the following comments were made:

- with respect to SLE2 PR (complete milestones in the Local Development Scheme 2018-2021) revised time scales would be reported to the Project Board in August 2018.
- with respect to ERM1 RS (1) (undertake range of actions as part of the Food Hygiene Rating scheme) it was slightly behind its predicted target due to other priorities in the Service but it was anticipated to meet its target in Quarter 2. The increase in food complaints referred to all establishments that were required to meet level 3 of the Charnwood Food Hygiene Rating system.
- with respect to ERM5 SS (undertake regular satisfaction surveys with members of the public to ensure improvement in the web service they receive) the number of customers surveyed was low in comparison to the total number of users of the Council's website. The information was not sufficiently detailed regarding the type of complaints received to determine how to increase the number of responses.
- with respect to DES2 PROG (1) (develop a cloud based booking system) the 'Go Live' date had slipped to September 2018.
- with respect to DES3 SS (1) (deliver the Digital Democracy project), it might be considered a challenging target for 52 councillors to be successfully using the system; an update would be provided at the next quarter.

It was noted if an indicator was amber for the first two quarters it would be reviewed by the relevant Head of Service whether it should convert to a red indicator. At Quarter 3 the relevant Head of Service would be requested to predict if an indicator would convert to red at the end of Quarter 4.

The Corporate Improvement and Policy Officer noted that there was an error in the report with respect to the Business Plan Indicators. There were 11 green indicators (not 12) and 10 indicators not started.

In respect of the red Key Corporate Indicator KI10 (the number of working days / shifts lost to the local authority due to sickness absence) in response to issues raised by the Panel, the Head of Strategic Support and the Corporate Improvement and Policy Officer stated that:

- the supplementary report as requested by the Cabinet Lead Member for Equalities, Member and Strategic Services had been prepared by Human Resources.
- if sickness absence data was presented by Service or Directorate, individual members of staff could become identifiable as the Council's work force was relatively small.
- it was the responsibility of the Strategic Directors, the Heads of Service and Line Managers to manage sickness absence within their own Services. It was a matter for the Panel to consider the strategic organisational-wide level of sickness absence.
- details of the reasons for sickness absence and additional information regarding the stages of attendance management cases were provided in the quarterly performance report and the supplementary report.
- some customer facing and planning related performance indicators were not included in the Performance Monitoring Report as the Council had agreed to streamline the performance management framework. These indicators were monitored at Service level in service specific Business Plans and individual Heads of Service could supply further details if requested.

Members of the Panel stated that as the target was not being met for the sickness absence indicator, it merited further investigation. It was noted that other Local Authorities such as Melton Borough Council and Rutland County Council reported smaller numbers of sickness absence and that understanding the reasons for this could be of relevance to the Panel in their strategic consideration of sickness absence.

With respect to the Annual report 2017-2018 it was noted that Key Indicator KI12 (reduction in crime) had stayed red throughout the year, whereas linked objectives reported for Quarter 1 2018-2019 were green due to progress on related projects and crime prevention campaigns.

## **RESOLVED**

1. that the performance results, associated commentary and the explanations provided be noted;
2. that the Annual Report for 2016 – 2017 be noted;
3. that the Head of Regulatory Services provides the Panel with further clarification in relation to ERM1 RS1 (undertake actions as part of the Food Hygiene Rating) regarding the prioritisation of a significant number of Food Complaints and the kind of establishment this related to;
4. that the Head of Customer Experience submits a further report to the Panel at a future meeting in relation to ERM5 SS (undertake regular satisfaction surveys with members of the public to ensure improvement in the web service they receive), to consider the number of responses in relation to the number of hits on the website, why the number of customers surveyed was low, the kinds of complaints received and what could be done to improve the percentage of customers surveyed;

5. that the Head of Strategic Support submits a further report to the Panel at a future meeting in relation to KI10 (the number of working days / shifts lost to the local authority due to sickness absence) regarding sickness absence data reported by Directorate, and that the Chief Executive's team be merged with another directorate.

#### Reasons

1. To record the information contained in the 2017-18 Quarter 3 Performance Monitoring Information report.
2. Members of the Panel were satisfied with the information within the Annual Report.
3. Members of the Panel wished to further understand why this indicator had not met its success criteria / measure and whether the kinds of establishment and the number of complaints were of significant impact.
4. Members of the Panel wished to further understand how the number of satisfaction surveys completed with members of the public could be increased to drive further improvement in the web service they received.
5. Members of the Panel wished to further understand why this indicator was red and to consider more detailed information by Directorate. It was noted that the information should be provided in a manner to ensure that individual members of staff could not be identified and that the Head of Strategic Support submit the report as exempt if its considered to be necessary.

#### 15. HOUSING REPAIRS COMPLAINTS

A report of the Head of Landlord Services providing an update on the internal processes for dealing with rent arrears, the value of arrears by ward and the pattern of arrears was submitted (item 7 on the agenda filed with these minutes).

The Cabinet Lead Member for Housing and the Head of Landlord Services attended to assist the Panel with the consideration of the item and noted that the last table on page 3 of the report also included complaints that had not been upheld in addition to the upheld or partially upheld stage 1 & 2 complaints.

In response to issues raised by the Panel, the Cabinet Lead Member for Housing and the Head of Landlord Services stated that:

- the Council could consider supporting residents with respect to fencing between properties.
- the stage 0 complaints reported for Asset Management did not exclusively relate to the previous contractor, work carried out by other contractors was also included. The new contract had started at the end of March 2018 and this report did not cover complaints received relating to the new contractor.

- the increase observed for stage 0 complaints reported for Repairs was due to service delay, service failure and disagreements with policy.

**RESOLVED** that the information contained in the report of the Head of Landlord Services be noted.

#### Reason

The Panel was satisfied with the information provided.

#### 16. ZERO WASTE STRATEGY

A report of the Head of Cleansing and Open Services providing an update regarding the performance of the strategy approximately half way through its period was submitted (item 8 on the agenda filed with these minutes).

It was noted that this item had been included on the agenda to enable the Panel to scrutinise the Zero Waste Strategy part way through its review cycle as a test case to determine the benefits of the Panel scrutinising policies and strategies.

The Cabinet Lead Member for Performance of Major Contracts and the Head of Cleansing and Open Services attended to assist the Panel with the consideration of the item and in response to issues raised by the Panel stated that:

- when the strategy was initiated in 2012, the Council aspired to send zero waste to land fill. As Leicestershire County Council act as the Waste Disposal Authority, the amount of residual waste being sent to landfill was not within the Borough Council's direct control.
- the Government would be publishing a Resources and Waste Strategy later this year which could impact the Council's strategy; for example the implementation of a bottle deposit scheme could impact the waste recycle collection.
- although the Council were performing better than other local authorities, the targets were ambitious and it would be appropriate for the Council to review the Strategy and consider setting more realistic and obtainable targets.
- it was possible to improve the Council's performance in managing waste but it would require investment. Other local authorities performing well with respect to waste collection targets were providing free garden waste collections and food waste collection services but were reducing the frequency of the collection of other waste materials. To implement these schemes in Charnwood would require significant investment and it would be challenging for the Council to lose the £1.2million income provided by charging for collection of garden waste.
- the Council was not receiving many complaints regarding the waste collection service. Awareness campaigns were helping towards improving the achievement of the targets.
- the Council was part of a Local Government Association benchmarking group and was considered average within its audit family. The Council also monitored contamination of individual collection rounds to determine performance.
- 30-40% of residual waste collected was food waste. To collect food waste separately would require altering how residents disposed of their waste.

Members of the Panel made the following comments:

- the waste management situation had changed over the last six years and it was appropriate to review the strategy. The level of recycle collected had altered with respect to less glass being used and the reduction in popularity of newspapers.
- as achieving zero waste was no longer an attainable target of the Council it would be beneficial to change the name of the strategy from Zero Waste Strategy to Waste Management Strategy.
- the strategy had not achieved its targets over the last six years and as the report noted that the cost of providing the service was below average, the performance of the Council could be improved by the provision of additional resources. It was important to consider if additional investment would add value.
- waste prevention (not creating waste in the first place) offered the best outcome for the environment but the Borough Council was not able to influence this. It would be beneficial if the information was presented to show what the Borough Council could influence.

## RESOLVED

1. that it **be recommended to the Scrutiny Management Board** that the Board consider the Panel's views regarding the Zero Waste Strategy and that it be scrutinised by an appropriate scrutiny body after the publication of the Government's Resources and Waste Strategy;
2. that the Zero Waste Strategy be added to the Panel's Work Programme for their consideration once it had been scrutinised by an appropriate scrutiny body, as determined by the Scrutiny Management Board, and after it had been revised in light of the Government's published Resources and Waste Strategy;
3. that the Strategies and Policies list as considered at a previous meeting of the Panel be included as an appendix to the Work Programme item for the consideration of the Panel at its next meeting.

## Reasons

1. The Panel considered that the Strategy would benefit from the scrutiny of an appropriate scrutiny body, after the Government's publication of its Resources and Waste Strategy to determine whether the Strategy and its targets required revision.
2. The Panel wished to re-examine the Strategy once it had been revised.
3. The Panel considered that as a test case, it had been beneficial to review the Zero Waste Strategy and wished to choose a second major policy or strategy for consideration, approximately half way through the period it related to, at its next meeting.

## 17. WORK PROGRAMME

A report of the Head of Strategic Support was submitted to enable the Panel to consider its work programme and to propose to the Scrutiny Management Board any additions, deletions and amendments as appropriate (item 9 on the agenda filed with these minutes).

The Head of Strategic Support assisted the Panel with the consideration of this item.

### **RESOLVED**

1. that the scrutiny of the Lightbulb Service Implementation be added to the Panel's Work Programme and scheduled to its meeting to be held on 20th November 2018;
2. that a further report in relation to KI10 (the number of working days / shifts lost to the local authority due to sickness absence) be added to the Panel's Work Programme and scheduled to its meeting to be held on 20th November 2018;
3. that a further report in relation to ERM5 SS (undertake regular satisfaction surveys with members of the public to ensure improvement in the web services they receive) be added to the Panel's Work Programme and scheduled to its meeting to be held on 20th November 2018;
4. that the Strategic Director of Neighbourhoods and Community Wellbeing be requested to provide the Panel with the likely start date for the implementation of the Charnwood Lottery;
5. that the current position with the Panel's Work Programme be noted.

### Reasons

1. The Panel considered that it would be appropriate due to its workload to review the Lightbulb Service Implementation at its meeting in November 2018.
- 2 & 3. The Panel considered that it would be helpful to scrutinise these matters at its meeting in November 2018 to allow for two quarters of information to be considered.
4. The scrutiny of the Charnwood Lottery was currently scheduled for the Panel's meeting to be held on 19th February 2019 and it wished to understand whether this date was appropriate to monitor the performance of the Charnwood Lottery six clear months after commencement of the scheme.
5. To make the Panel aware of the current position with its Work Programme.

NOTES:

1. No reference may be made to these minutes at the Council meeting on 5th November 2018 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 Performance Scrutiny Panel.