

**PERFORMANCE SCRUTINY PANEL
10TH OCTOBER 2017**

PRESENT: Councillors Parsons (Chair)
 Councillor Jukes (Vice-chair)
 Councillors Bebbington, Brookes, Campsall, K. Harris, Jones,
 Rollings, Savage, Seaton, Smidowicz and Tassell

Councillor Fryer – Cabinet Lead Member for Open Spaces and Leisure (item 6)

Strategic Director of Corporate Services
 Head of Customer Experience
 Head of Cleansing and Open Spaces
 Head of Neighbourhood Services
 Head of Strategic and Private Sector Housing
 Corporate Improvement and Policy Officer
 Sustainability Officer
 Group Accountant
 Democratic Services Officer (NC)

APOLOGIES: Councillors Huddlestone, Paling and Radford

It was noted that Councillor K. Harris had stepped down from the Panel due to other commitments.

21. MINUTES

The minutes of the meeting of the Panel held on 22nd August 2017 were confirmed as a correct record and signed.

22. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS

No disclosures of interest were made.

23. DECLARATIONS – THE PARTY WHIP

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

24. QUESTIONS UNDER OTHER COMMITTEE PROCEDURES 11.17

No questions had been submitted.

25. 2017-2018 QUARTER 1 PERFORMANCE MONITORING REPORT

A report of the Head of Strategic Support providing performance information for the first quarter of 2017 - 2018, in respect of the Corporate Plan objectives and key performance indicators, together with a copy of the Annual Report for 2016-17, were submitted (item 6 on the agenda filed with these minutes).

The Corporate Improvement and Policy Officer attended to assist the Panel with the consideration of the item.

At the invitation of the Panel, the Strategic Director of Corporate Services, the Head of Customer Experience, the Head of Cleansing and Open Spaces, the Head of Neighbourhood Services, and the Head of Strategic and Private Sector Housing attended the meeting to assist with consideration of the item.

At the invitation of the Panel, the Cabinet Lead Member for Open Spaces and Leisure, attended to assist the Panel with the consideration of the item.

Red Performance Indicators considered

In respect of Indicator DES3 - CIS(2) (Pilot new telephony technology to investigate the potential for home working amongst Contact Centre teams) in addition to the information provided within the report and in response to issues raised by the Panel, the Head of Customer Experience stated that the project had not started due to a delay in the introduction of the upgrade to the telephony system. The technology this upgrade provided was required before the pilot for homeworking could be progressed.

In respect of Business Plan Indicator BP2 (percentage occupancy rate of industrial units), the Corporate Improvement and Policy Officer and the Strategic Director of Corporate Services explained that the drop in percentage occupancy of the Oak Business Centre was unlikely to influence the uptake of units at the Science and Enterprise Park on the University Campus as the units were of a different nature architecturally and were likely to appeal to a different market. One company had recently moved out of several units at the Oak Business Centre which had impacted the achievement of the target.

In respect of Indicator BP10 (number of journeys customers can undertake online), in addition to the information provided within the report and in response to issues raised by the Panel, the Strategic Director of Corporate Services stated that although the number of journeys completed at the end of Quarter 1 had not met the 5 journey target it was expected that the target would be met by the end of Quarter 3. The implementation of the garden waste sticker scheme had delayed the creation of the garden waste customer journeys online.

In respect of Indicator BP14 (Percentage of customers satisfied with the web service they receive for those services use Gov metric) in addition to the information provided within the report and in response to issues raised by the Panel, the Head of Customer Experience stated that there did not appear to be one clear factor behind customer dissatisfaction. By working with the website provider to improve the layout and customer friendliness of the Council's website, adding more customer journeys and the introduction of the Customer Portal, it was hoped to increase customer satisfaction and this would be monitored closely in Quarter 2.

In respect of Indicator (NI 191 Residual household waste per household) in addition to the information provided within the report and in response to issues raised by the Panel, the Head of Cleansing and Open Spaces stated that:

- the calculation was on a 12 month rolling basis to account for seasonal fluctuations and covered the period from July 2016 to June 2017.
- when replacement residual waste bins or bins for new properties were requested, smaller bins were being issued and residents were being advised about correct usage.
- the success of the campaign to reduce contamination in recycling also impacted this indicator as contaminated recycling waste was included in the tonnage of residual waste.
- targets for this indicator were reported in kilograms and targets for indicator KI4 (percentage of household waste sent for reuse, recycling and composting) were reported in percentages. This was determined by DEFRA requirements and data was benchmarked with other local authorities.

In respect of Indicator KI4 (percentage of household waste sent for reuse, recycling and composting) in addition to the information provided within the report and in response to issues raised by the Panel, the Head of Cleansing and Open Spaces stated that:

- manufacturers using thinner glass, recycling pouches and generally less packaging impacted the weight of materials recycled.
- the issuing of smaller residual waste bins did not appear to be increasing littering around the borough or impacting recyclate contamination. This was usually at 10% of the total weight collected and mostly due to food, nappies and textiles being disposed of incorrectly in the recycling bins reflecting a lack of understanding of the recycling scheme.
- street sweepings would be included from April and plans to improve the uptake of garden waste subscriptions was also anticipated to improve this indicator's performance.
- it was not financially beneficial to consider converting road sweepings into concrete blocks as the Council would be transferring recycling arrangements to the County Council as the collection Local Authority in April 2018.
- it was possible that the reduction in opening times by the County Council of regional refuse collection sites was a factor in increased fly tipping, it was the Borough Council's responsibility to collect the rubbish in accordance with the Environmental Protection Act.

In respect of Indicator KI11 (Percentage rent loss from void properties), in addition to the information provided within the report and in response to issues raised by the Panel, the Head of Strategic and Private Sector Housing, stated that:

- the Voids Working Group had been restructured into a Strategic and Operational Group. The Groups met on a regular basis to review the void process, identify areas for improvement and to discuss individual cases to understand the causes for delays and take the appropriate action to reduce future turnaround times.

- A number of areas in the property allocation process have been tightened up and were being monitored, for example: ensuring that keys for new voids were passed to repairs within 1 working day of receipt, and that Council properties were allocated within 1 working day of advert closing date.
- On the repairs side the number of properties that required major works, the reasons for this and the time taken to complete the works were being reviewed.
- the time taken to turn around 23 properties having major works was considered too long, the time taken depended on the type of work being carried out and the standard of the works being completed, resulting in a delay when the works were having to be completed again.
- there were 176 Void properties with approximately half of these being sheltered accommodation predominately bedsits with shared washing facilities. These bedsits were hard to let due to the nature of the accommodation and a Sheltered Housing review was currently being progressed.
- the Council currently had 2,618 households on the Housing Register with 1,271 of these in the low band.
- The void turnaround target of 27 days had been determined following a mapping of the process. Void turnaround times fluctuated depending on the number of void properties, the works required to bring them back to a lettable standard and whether the properties were let on the first bidding round.

In respect of Indicator KI12 (significant reduction in crime), in addition to the information provided within the report and in response to issues raised by the Panel, the Head of Neighbourhood Services stated the following:

- the Council worked with a range of partners including the Police to tackle crime and to target crime hotspots. Hotspot locations for car crime were being specifically targeted.
- although during Quarter 1 all categories of crime were showing an increase, there had been a decrease from previous figures in All Burglary, Shoplifting and Cycle Theft. The Partnership had moved to 7/15 in its family group and all Partnerships in this group were seeing an increase in crime.
- initiatives had been introduced for particularly high crime threat areas in the Borough which included the Town Centre, Loughborough East and South Charnwood. Crime hotspot areas in villages were also monitored.
- baseline crime figures obtained from Leicestershire Police could rise in later Quarters as it had been noted that there had been an underreporting of incidents in this County.

Other Performance Indicators considered

Other Performance Indicators were also discussed by Members of the Panel and the Heads of Service present provided responses as follows:

In respect of Indicator ERM2 – LS (invest in our housing stock to provide fit for purpose homes), in addition to the information provided within the report and in response to issues raised by the Panel, the Head of Strategic and Private Sector

Housing, stated that rent loss resulting from a delay in occupancy of a property due to unplanned maintenance requirements, was not related to the underspend in investment in the Council's housing stock to provide fit for purpose homes (ERM2-LS) as this involved scheduled maintenance.

In respect of indicator ERM2 – COS (utilise the Ranger Service to deliver volunteering opportunities) in addition to the information provided within the report and in response to issues raised by the Panel, the Head of Cleansing and Open Spaces stated that volunteer opportunities were usually provided through the Grounds Maintenance Contract and this included green space sites owned or maintained by the Borough Council around Loughborough.

In respect of indicator ERM2 – NS (provide funding and support to develop capacity in our voluntary and community sector) in addition to the information provided within the report and in response to issues raised by the Panel, the Head of Neighbourhood Services stated that the focus on BME communities to raise awareness of mental health concerns was in line with national and regional data suggesting there were high numbers of incidents observed in these communities. The establishing of the Community Hub in Thorpe Acre was continuing to prove difficult but the funding was in place and negotiations were ongoing.

In respect of ERM3 – LC (work proactively with Fusion and Recreational Service Team to develop opportunities and participation by the Supporting Leicestershire Families) in addition to the information provided within the report and in response to issues raised by the Panel, the Head of Neighbourhood Services stated that the progress had halted with respect to access to leisure centres as the SLF team wished to obtain feedback from families to consider introducing a wider range of activities in addition to swimming.

In respect of ERM5 – CIS (2) (undertake regular satisfaction surveys with members of the public) in addition to the information provided within the report and in response to issues raised by the Panel, the Head of Customer Experience stated that the 52% satisfaction target was considered acceptable nationally for on-line communication. At present the number of customer journeys available on line was limited so customers were contacting the Council by telephone or face-to-face which was influencing the on-line satisfaction target. Initiatives to improve customer satisfaction were planned over the next 18 months, including improvements to the website and the possible provision of a 'webchat' facility.

Brief reference was made to telephone messages requiring updating or being repeated, the Head of Customer Experience agreed to investigate concerns.

During the discussion of this item Panel Members also made the following comments:

- it was difficult in some cases to understand the measure or success criteria and the objectives could appear contradictory.
- It was important to improve IT services provided by the Council, including access to the Planning Portal, for customers and councillors.

- whether it was possible to introduce voice recognition software as this had been implemented in other Local Authorities.
- In respect of Indicator SLE3 – RS(2) (replace existing lights within Beehive Lane Carpark with LED lighting) - this appeared to contradict reports stating the Council's carbon footprint was increasing.
- In respect of indicator SLE4 – LC(1) (work with partners and stakeholders to make Loughborough town centre thrive) – as 4187 stalls had been let for Quarter 1, whether the success criteria of 5,515 stall lets annually was set too low.
- In respect of indicator SLE4 – LC(2) (work with our partners to provide high profile events) – whether the average of 231 additional cars was increasing the C02 levels which the Climate Local Action Plan was trying to reduce.
- In respect of indicator ERM1 – LS (1) (spend £200K upgrading and fitting new door entry systems) – whether the measure of less than 80 reports was set at the right level.
- In respect of indicator ERM1 (LS2) (Social media/newsletter campaign to encourage council tenants to be considerate to neighbours) – how the measure of '20 anti-social behaviour referred' related to the number of incidents being reported.
- In respect of indicator ERM1 (NS2) (deliver a range of initiatives aimed at reducing crime and ASB) – although the Council did not have full responsibility for the initiatives to be delivered, the measures stated reflected activities completed and did not appear to measure the impact of those activities.
- In respect of indicator ERM2 – LS (invest in our housing stock to provide fit for purpose homes) – how the spending was phased over the four quarters if in one quarter there was an underspend, and how this related to not meeting the target for percentage rent loss from void properties.
- In respect of indicator ERM2 – COS (utilise the Ranger Service to deliver volunteering opportunities) – it was difficult to measure the success of this indicator as there were no figures to measure the performance against.

In respect of the Annual Report 2016 – 2017, Members of the Panel considered the format of the report, the need for transparency and the inclusion of targets not achieved.

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 Panel be provided with further information by the Head of Service in relation to Indicator SLE3 – RS(2) (replace existing lights within Beehive Lane Carpark with LED lighting) as to why further replacements were only being considered and how this impacted the Council's carbon footprint;

4. that the Panel be provided with further information by the Head of Service in relation to Indicator ERM1 – LS (1) (spend £200K upgrading and fitting new door entry systems) as to how the measure of less than 80 reports had been determined;
5. that the Panel be provided with further information by the Head of Service in relation to Indicator BP2 (percentage occupancy rate of industrial units) explaining how the target is measured; whether one unit of office space was weighted as the same as one unit of warehouse space and whether it would impact on the take up of units in the Science and Enterprise park on the University Campus;
6. that the Panel be provided with further information by the Head of Service in relation to Indicator KI11 (Percentage rent loss from void properties), explaining the number of Void properties, the number comprising of sheltered accommodation and the exact figure of households on the waiting list;
7. that the next Performance Monitoring report submitted to the Panel included numerical data in the progress column to measure the performance for indicator ERM2 – COS (utilise the Ranger Service to deliver volunteering opportunities);
8. that Members of the Panel liaise with relevant officers to:
 - (i) arrange to view Void properties undergoing major works,
 - (ii) consider volunteering opportunities in green space sites not maintained or owned by the Council;
9. that the Corporate Improvement and Policy Officer be asked to discuss with the Leader of the Council whether the Leader's Introduction to the Annual Report 2016 - 2017 be amended to highlight that the Council recognised their performance for the year included targets that have not been achieved.

Reasons

1. To record the information contained in the 2017-18 Quarter 1 Performance Monitoring Information report.
2. Members of the Panel were satisfied with the information within the Annual Report.
- 3 - 6. To provide Members of the Panel with further clarification regarding various key performance indicators where the information provided was not satisfactory.
7. To enable the Panel to measure success effectively for this indicator in relation to the Council's performance.

8. To enable Members of the Panel, if they wished to do so, to further understand how work was carried out in VOID properties and to consider other areas outside of Loughborough and not maintained by the Borough Council that may provide opportunities for volunteering.
9. The Panel wished to be transparent in providing information to stakeholders concerning the performance of the Council.

26. CAPITAL PLAN AMENDMENT REPORT

A report of the Head of Finance and Property Services detailing Capital Plan Amendments was submitted (item 7 on the agenda filed with these minutes).

The Group Accountant attended to assist the Panel with the consideration of the item and stated that there had not been many changes up to August 2017.

Members of the Panel noted that the Capital Plan Amendment report was presented to the Panel in every Quarter and had usually been submitted to the Cabinet before its consideration. The Panel's remit included reviewing the annual performance of the Capital Plan, but it was noted that the Panel's scrutiny of the quarterly report could not affect decisions already taken by the Cabinet.

RESOLVED that the information contained in the report of the Head of Finance and Property Services be noted.

Reason

The Panel was satisfied with the information provided.

27. DELIVERY OF THE CLIMATE LOCAL ACTION PLAN

A report of the Head of Planning and Regeneration providing an update on the progress in implementing the Council's Climate Local Action Plan was submitted (item 8 on the agenda filed with these minutes).

The Sustainability Officer attended to assist the Panel with the consideration of the item and in addition to the information provided within the report and in response to issues raised by the Panel, stated that:

- the financial pay back from the installation of some LED lighting schemes would be achieved within 10 years. There was a strict business plan in place and this was monitored by the Carbon Management Board. Where the financial payback did not meet Charnwood Borough Council guidelines projects were either revised or not implemented.
- the technology surrounding electric cars had improved and new cars could achieve 160-180mph before recharging. The Council leased vehicles were older and had a range of 90 miles which was sufficient for their travel requirements of 40—50 miles a day.

- the Council were working hard to achieve the target for reducing carbon emissions but the failure to reduce road transport carbon dioxide emissions through the delivery of a sustainable transport improvement programme was impacting on this achievement.
- the environmental education programmes promoted in schools included a range of topics as well as recycling.
- it wasn't a statutory requirement to produce a Climate Local Action Plan. The Plan had been implemented over 3 years and a new plan would be submitted at a future meeting of the Cabinet.

RESOLVED

1. that the information contained in the report of Head of Planning and Regeneration be noted;
2. that the Head of Planning and Regeneration submit an update in relation to the delivery of the Climate Local Action Plan at the Panel's meeting in October 2018.

Reasons

1. The Panel was satisfied with the information provided.
2. the Panel wished to review the performance of the Climate Local Action Plan in one year's time.

28. FUTURE OPERATION OF THE PERFORMANCE SCRUTINY PANEL

This item was included on the agenda at the request of the Chair under Scrutiny Committee Procedure 11.10(a), which stated that “any member of a scrutiny body can put an item on that body’s agenda if they write to the Head of Strategic Support by noon on the sixth working day before the meeting. The item must be relevant to the work of that body. The purpose of the item will be to consider whether the matter should be included in the work programme or to recommend to Scrutiny Management Board that it is included”.

The Chair of the Panel brought to the attention of the Panel some options he wished to consider that could improve the operation of the Panel, and commented on the current operation of the Panel as follows:

- that the Performance Monitoring report had previously been submitted to the Panel for its consideration up to four months after the end of the Quarter which affected the Panel’s ability to effectively monitor the performance of some of the indicators and recommend ways in which the performance could be improved in a timely manner.
- that if an eight meeting cycle was introduced, with two meetings held one month apart, the Panel could identify issues it considered required investigation within the Performance Monitoring report at the first meeting. Members of the Panel would then explore these issues with relevant officers

and report back to the Panel at its next meeting to consider best practices and how the issues could be resolved.

- that the introduction of a ‘local issues’ section at the end of the agenda whereby members of Panel could submit a paragraph to the Chair for inclusion on the agenda under Scrutiny Committee Procedure 11.10(a) would enable the Panel to identify issues that could be of wider concern to the Borough. In the past a local issue had been raised in a different forum, which had resulted in the creation of a Scrutiny Panel and the Council improving its performance, so there could be benefit to implementing this process. It would be structured tightly to ensure that issues raised were not discussed in detail but only identified as requiring further scrutiny.
- that the three corporate themes of the Corporate Plan were divided between the Members of the Panel for Members to shadow the relevant teams and to benchmark best practices at other local authorities in relation to these topics. If issues were identified within these themes the Panel Members would be able to provide advice and knowledge to support the Panels’ understanding and scrutiny.
- although policies were reviewed by the Policy Scrutiny Group in accordance with the Council’s forward programme of policies and strategies to identify potential items for future scrutiny, the Panel should consider scrutinising the performance of these policies and their related Action Plans to recommend amendments to policies to improve their function. Recommendations arising from its scrutiny could be forwarded to the Scrutiny Management Board.

In response, Members of the Panel raised the following points:

- The Panel would always be scrutinising the performance of the Council in retrospect and whether there was added value to scrutinising performance closer to the end of each quarter. It was possible that problems would be identified earlier enabling them to be resolved quickly.
- There were other methods already in place to identify Ward issues that could be of wider concern, and the introduction of a ‘local issues’ section could result in detailed discussions.
- Whether the Performance Monitoring report could be amended to enable a quantifiable comparison of data and to allow for trending with the previous Quarters’ data.

RESOLVED that in accordance with Committee Procedures 11.20, the time of the meeting be extended by up to 30 minutes to conclude the item of business.

Consideration of the item resumed.

- When was an appropriate time during the review cycle of a policy for the Panel to scrutinise its performance in relation to the schedule of the Policy Scrutiny Group.
- Whether the Council benchmarked their performance with other local authorities and how this information was presented to the Panel.

The Strategic Director of Corporate Services stated that there could be logistical and resource implications to the implementation of some options and that the Council was part of benchmarking groups.

RESOLVED

1. that delegated authority be given to the Chair and Vice-chair of the Panel in consultation with relevant officers to investigate the viability of the following options to improve the scrutiny by and the operation of the Panel:
 - (a) the submission of the Performance Monitoring report to the Panel for its consideration within four weeks or as soon as practically possible after the end of the Quarter;
 - (b) the introduction of an eight meeting cycle, whereby two meetings are held one month apart to allow for members of the Panel to identify concerns within the Performance Monitoring report and investigate these concerns prior to the next meeting;
 - (c) the introduction of a 'local issues' section at the end of the agenda whereby members of Panel can submit a paragraph to the Chair for inclusion on the agenda under Scrutiny Committee Procedure 11.10(a) to enable the Panel to identify whether it's a wider concern to the Borough;
 - (d) the three corporate themes of the Corporate Plan be divided between the Members of the Panel for Members to shadow relevant teams and to benchmark best practices at other local authorities in relation to these topics;
 - (e) that the Panel consider and monitor the performance of policies and make recommendations to the Scrutiny Management Board as required.
2. that the Chair and Vice-chair, with the relevant officers, present their findings to the Panel at its meeting scheduled to be held on 12th December 2017.

Reasons

1. The Panel wished to consider ways in which it could improve its scrutiny of the performance of the Council and fulfil its functions.
2. To enable the Panel to make a considered decision in relation to the future operation of the Panel.

29. WORK PROGRAMME

Having reached the maximum time allowed in accordance with Committee Procedures 11.20 this item was not considered.

NOTES:

1. No reference may be made to these minutes at the Council meeting on 6th November 2017 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 the minutes.
2. These minutes are subject to confirmation as a correct record at the next meeting of the Panel.