

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 14 MARCH 2017

Report Title	2016/17 QUARTER 3 PERFORMANCE MANAGEMENT REPORT
Key Decision	a) Financial - No b) Community - No
Contacts	<p>Councillor Richard Blunt 01530 454510 richard.blunt@nwleicestershire.gov.uk</p> <p>Chief Executive 01530 454500 christine.fisher@nwleicestershire.gov.uk</p> <p>Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk</p> <p>Interim Director of Resources 01530 454833 andrew.hunkin@nwleicestershire.gov.uk</p> <p>Director of Housing 01530 454819 glyn.jones@nwleicestershire.gov.uk</p>
Purpose of report	The report provides members of the Cabinet with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for quarter 3 (Q3) (October - December).
Reason for Decision	The report is provided for members to effectively monitor the organisation's performance.
Council Priorities	The report addresses performance against each of the Council's five priorities for 2016/17
Implications	
Financial/Staff	The report contains summary performance data on staff management & financial information.
Link to relevant CAT	The report links to the work of all Corporate Action Teams.
Risk Management	Risk management is applicable to all areas of the Council's statutory duties and service provision. Any relevant risks relating to actions set out in the Council Delivery Plan are managed through the Corporate Risk Register.

Human Rights	No direct implications.
Transformational Government	No direct implications
Comments of Head of Paid Service	The report is satisfactory
Comments of Deputy Section 151 Officer	The report is satisfactory.
Comments of Monitoring Officer	The report is satisfactory
Consultees	Corporate Leadership Team
Background papers	Council Delivery Plan 2016/17
Recommendations	THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 3 PERFORMANCE REPORT (OCT – DEC 2016).

PERFORMANCE SUMMARY FOR QUARTER 3

1 Introduction

This report sets out the performance of the Council's key frontline services, progress against Council Delivery Plan priority actions, performance indicators, and finance and sickness absence management.

2 Performance summary of key frontline services

The Council's key frontline services are linked to the Council's five priorities

Front line Service	Building Confidence in Coalville	Value for Money	Business & Jobs	Homes & Communities	Green Footprints
Leisure	✓	✓		✓	✓
Housing	✓	✓	✓	✓	✓
Revenues and Benefits		✓			
Refuse and Recycling	✓	✓	✓	✓	✓
Development Control	✓	✓	✓	✓	✓
Environmental Health		✓	✓	✓	

The detailed evidence and statistics of the Council's performance for Q3 is included in Appendix 1

2.1 Leisure Services

The Council has developed proposals for a green gym (5 activity stations) at Melrose Road play area in Thringstone and an order was placed. The equipment was installed in January 2017 and will now provide new, local and free outdoor physical activity opportunities. Officers are also working with consultants to develop a Playing Pitch Strategy for the district which should be completed in April 2017 and will highlight areas and pitches for future investment linked to housing growth.

The annual Leisure Centre customer survey was undertaken between 7 and 29 November. Customers provided feedback on their customer experience including staff performance, levels of cleanliness, maintenance, provision and standard of information and catering. The results show that service standards have improved since the last survey in 2015. Hermitage Leisure Centre improved in 13 of the 16 areas surveyed, and Hood Park Leisure Centre in 12. Areas of strength were staff professionalism and performance, information provision both at sites (Including the centre's website and social media offer) and the standard of catering and its value for money. The areas that did not improve included at Hermitage the cleanliness and decoration of the building, speed at repairing broken items and being informed about equipment repairs, at Hood Park the speed of answering the telephone, catering opening times and twitter tweets. All of these will be focused upon during 2017/18 as part of leisure centre operational improvement plans.

602 people attended the 2016 North West Leicestershire Local Sports Alliance Sports Awards which was held at Hermitage Leisure Centre on Thursday 3 November. This included 21 schools and 235 school children. There were 42 nominations across the categories, and £2,550 of external sponsorship funding was attracted for the event and the awards through 16 organisations. Social Media tweets on the evening reached a potential 13,044 people, and social media posts were liked, retweeted and/or shared a total of 2,213 times giving wide exposure to the event and the sports nominees. The aim of the event is to recognise sporting success, motivate others to achieve and thank our volunteers in the sports community, the wide media profile contributes to this public recognition.

2.2 Housing Services

A total of 434 tenant's homes had been upgraded by the end of Q3 as part of the annual improvement programme. This equates to 83% of the 520 properties in the 2016/17 decent homes programme. Negotiations will start in Q4 to agree the price for the 2017/18 programme which is the last year of our contract with Kier and Lovell.

Tenants previously told us through the biannual STAR tenant satisfaction survey that additional off street parking is a priority for them, and in response we have commenced off street parking improvements in Greenhill and Worthington which will be completed in Q4.

The new community centre for the Linford and Verdon estate was completed on time in December 2017 and used for the tenants' Christmas party. The completion of this work will allow us to progress the demolition of the former Greenacres sheltered scheme building for redevelopment with new Council housing.

The Council's new build programme continues to progress with 24 new homes, all affordable rented, being built at Linford & Verdon Crescent (17) and Willesley estate

(7). Construction contractor Robert Woodhead Ltd has been appointed and initial contract mobilisation is underway with start on site expected in Q4.

The Service Improvement Plan for the Repairs and Improvement service (now known as the Asset Management Team) is now being implemented to improve the productivity of the existing workforce, and allow us to complete a greater proportion of our work to tenants' homes using the in-house team instead of external contractors. The tenant led Landlord Services Working Group is monitoring progress against this Plan.

The transfer of call handling from the customer contact centre into the asset management team has seen 5080 calls received since the change on 31 October 2017. Of these calls only 26 were not answered, representing a positive performance level of 99.5%.

The in house repairs Minor Works Team was formed in Q3 and is now completing a rolling programme of non urgent repairs in 90 day cycles across the district. Tenants are advised of appointment dates and times as part of the reporting process, and a majority of all repairs are now being completed by the in house team, with only limited use now being made of the support contractor.

Empty homes performance continues to show a significant improvement on last year's figures, with the average empty property period down to 37 days at the end of Q3. Further improvements are planned for Q4 following the introduction of minor voids and major voids works teams to manage the empty homes process even more efficiently.

Rent arrears levels were 1.69% of the gross debit outstanding at the end of Q3, against a target of 2.85%. This performance level was in part attributable to the successful pre Christmas rent arrears reduction campaign, as well as encouraging tenants to use the "free weeks" at Christmas to make payments to reduce their arrears, with over £110,000 collected in this two week period.

An assistive technology marketing plan was developed in Q3 and will be implemented in Q4. This will provide additional income to replace the funding removed when we made changes to the Older Persons Support Service in response to the end of Supporting People funding. Under the branding of "Safe and Well Services" the plan will introduce chargeable Support Officer visits for private lifeline customers (this was previously only available to Council tenants), as well as a range "telecare" sensors, which can be provided and then remotely monitored for a small weekly charge.

The continuing promotion of social activities in sheltered housing schemes provides positive results, with 570 events held at 10 locations during Q3. These include keep fit sessions, lunch clubs and a range of other activities as requested by tenants.

Two Syrian Refugee families were successfully rehoused into the District in Q3. Ongoing support is being provided to them by housing and community focus staff as well as specialist support officers procured through the joint approach being taken by Leicestershire Districts to the Governments Syrian Vulnerable Persons Relocation Scheme.

The Government has announced that it will not be proceeding with the proposed "pay to stay" scheme, through which higher earning Council tenants would have been required to pay a higher rents. The proposed end to lifetime tenancies for new Council tenants and their replacement with fixed term tenancies is still going ahead, with detailed guidance is expected to be issued in the summer, for implementation by

the autumn of 2017. As reported in the HRA 2017/18 budget report, the requirement to make a payment to Government under the high value void sales proposals has been further delayed, with no payments now required during 2017/18.

A £250 incentive together with a paint pack for redecoration has been introduced for tenants who move via a mutual exchange. This approach is designed to encourage more tenants to exchange homes, and therefore reduce the repair costs and rent loss we incur when tenants transfer into a new home.

The Tenant Scrutiny Panel completed their review of Anti Social Behaviour (ASB) and their report is being considered by Cabinet on this agenda. Many of the recommendations have already been incorporated into a revised ASB policy which will be approved in Q4.

Under a Section 106 planning agreement, 10 new properties on the Woodlands Reach development in Coalville were delivered to Waterloo Housing. These included bungalows and apartments and have been let to new tenants through the Choice Based Lettings system.

2.3 Revenues & Benefits

Since October 2016 the partnership has been using Risk Based Verification software (RBV). The software allows for a more intense verification activity to be focussed on claims more prone to fraud and error. Each new claim is ranked into one of 3 risk categories Low; Medium or High. The risk categories determines the level of evidence that must be provided in support of the claim if it is a low risk claim the level of evidence required to support the claim is minimal, thereby improving processing times, and conversely for high risk claims the level of scrutiny is significantly higher.

At the end of Q3 we are within target for processing new claims but marginally outside of target for processing change events. To improve this position we are monitoring the assessor trays daily to ensure the assessor commences work on the claim within three days. Comparing the current position with the same period last year the team is confident that the target will be met by year end.

The gross arrears Council Tax opening position at 1 April 2016 was £3.331m and the amount outstanding at the end of December 2016 is £2.421m. Reduction in arrears is £910K which equates in percentage terms to 27.3%. The reduction in arrears is due to a robust recovery strategy which incorporates the use of external Enforcement Agents to collect the debts on the council's behalf, attaching a customer's earnings, deducting from their benefits, making and monitoring payment arrangements or placing a charging order on the property. Where debts are deemed irrecoverable they are submitted for write off in line with the write off policy and good accounting practice.

The Non Domestic Rates (Business Rates) Arrears opening position at 1 April 2016 was £562K and the current amount outstanding is £386K. Reduction in arrears is £176K which equates in percentage terms to 31.3%. The arrears position for business rates is very positive. The business rates team was restructured in April 2015 and the new team has made substantial progress in reducing arrears. This is very important as business rates is one of the main sources of income to the council and its importance will increase as changes are made to the rates retention system from 2020.

A single person discount review is undertaken every two years. Where there is no response to review letters, the discounts are cancelled back to the date of the last review. The 2016/17 review raised additional debt due to the cancellation of discounts going back to 1 April 2015. The Council Tax collection rate is only

marginally down despite the increase in the collectible debit and the additional debt being spread over the remaining months to March 2017.

The Discretionary Housing Payments scheme is designed to support claimants requiring help with their rent who may be affected by welfare reform changes and the introduction of universal credit. The scheme is funded by the Department for Work and Pensions and our grant for this year was £114,965, and the spend to date is £67,818. Our spend is closely monitored and within budget, which was an overriding consideration when the forecasted spend was considered back in August 2016 and the decision subsequently made to not supplement the budget with additional contributions and to continue support at the current level.

We have a legal duty to safeguard public funds and to make sure that support is paid to those deserving of it. If council tax support fraud is not effectively tackled and prevented we will be left open to reputational and financial risks.

In respect of fraud investigations we have administered 11 sanctions, raised £5,945 in administrative penalties and required the paying back of £35,827 in Council Tax Support fraudulently obtained (£19,937.56 in respect of previous years and £15,889.84 in respect of the current year).

2.4 Refuse & Recycling

The sale of recyclables tender process was suspended due to Leicestershire County Councils decision to withdraw recycling credit payments from 1 April 2018 and to direct North West Leicestershire District Council on where to take its recyclable material. A decision on whether to re-run the tender process will be taken following the outcome of Leicestershire County Council's tender process for treatment of recyclate which is expected in June 2017. The District Council will be considering whether or not to submit a bid as part of the tender process in March 2017 in order to reduce the financial losses to the Council of the withdrawal of recycling credits. In the interim NWLDC recyclates will continue to be sold on a month by month spot sale basis.

Due to the increased and on-going growth in new housing we have increased our resources on recycling and refuse collections operating a fifth round on peak days and times. However, as an efficiency measure we have reduced crews from 4 to 3 on garden waste during the low growth and low presentation winter months. There will be no impact on residents from either measure as collections will still be maintained on the normal days.

The Waste Management software (Whitespace) has been successfully rolled out for use in-cab via iPads for trade waste covering our 725 contracts. iPads are also now being used for large bulky waste collections and for holiday requests, safety checklists and staff BEE valued reflection sessions. Each process used via the software leads to back office administration and efficiency savings which will allow staff more time to deliver further service enhancements including the roll out of iPads to Street Cleansing improving management data for work allocations, targeting resources to areas of highest need.

2.5 Development Control

The Local List of non-designated heritage assets call for nominations ran between 4 July and 30 September. The Conservation Officer has reviewed the nominations received and we now aim to consult occupiers of nominated buildings in Q1 2017-18. The Local List of non-designated heritage assets will offer those properties which are

included on the list an enhanced protection from inappropriate works, without preventing suitable developments.

Consultation ended on 12th December for the design guide for residential development, with a relatively small number of responses received. The document is on target to be adopted by the end of Q4 to assist the council to continue to secure better quality new housing developments going forward.

The high number of planning applications demonstrates that we continue to experience strong demand for new development within the District, and the planning service continues to deal with applications in a highly professional and timely manner. It is encouraging that the major developments that have been granted planning permission, such as DHL extension at the Airport, Amazon Fulfillment Centre at Bardon, and numerous high quality new housing developments, are getting underway quickly to deliver the new jobs and homes that drive the prosperity of the area.

Cabinet have approved the revised Local Development Order on the Coalville Conservation Area Shop Fronts Improvement scheme by removing the requirement for property owners to gain planning permission for the works that the grant supports. This means that, regardless of whether a grant is awarded, provided the works are covered by the Order and the property is within the area that is covered by the Order, then no planning permission is required. There is no application fee payable, so in effect the Local Development Order has done all of the work of gaining planning permission for those properties which are covered by it. It is a good example of different parts of the Council working together to achieve shared objectives, to bring about wider benefits.

2.6 Environmental Health

In September 2016 the RSPCA, for a fifth time, awarded the Council a 'gold footprint' award, the highest achievable award for the provision and care of stray dogs. The council is one of only fifteen Councils in the country that has maintained a service at a level to qualify for a Gold Stray Dog Footprint for five years. This success has continued with the Environmental Health team obtaining a conviction at Leicester Magistrates Court against a dog owner that failed to ensure that the registered keeper details were kept up to date. The owner was fined £220 for failing to update the registered keeper details and required to pay costs of £959. This conviction is one of the first nationally since it became the law in April 2016 for every dog owner in England to ensure that their dog has been micro chipped and that the registered keeper details are kept up to date.

A programme of checks was carried out during the run up to Christmas to assess compliance levels with alcohol and taxi licensing law. Door staff checks were carried out in early December with all 19 door staff checked found to be compliant. 32 licensed premises were visited by a licensing officer again with the majority found to be compliant. 12 taxi vehicles were checked during the run up to Christmas. The checks involved stopping and requiring the vehicles to attend the council garage for mechanical examination. 9 of the 12 vehicles were found with defects. 2 of the defective vehicles were considered to be unsafe. To ensure that these vehicles did not pose a risk to the public the licence plates were removed, preventing them from operating.

A 3 month consultation process focusing on proposed changes to taxi driver policy closed on 6 January. The proposed changes, scheduled for introduction in March 2017 are expected to further improve the knowledge and conduct of drivers. The

proposals include changes to the driver medical assessment, driver code of conduct, convictions policy and the introduction of safeguarding and child sexual exploitation training. A draft policy document will be presented to Licensing Committee in February for their consideration and approval.

3 Council Delivery Plan

Appendix 1 sets out a high level exception report for the remainder of the Council Delivery Plan and further information on key front line services. This provides commentary against actions and performance indicators that were not on target during Q3.

3.1 Building Confidence in Coalville

Cabinet reviewed a report on the progress of the Coalville Project on 17 January 2017. That reported highlighted the following:

The Coalville frontage scheme has gathered significant momentum. At the end of Quarter 3, 75% of businesses eligible to participate in the first phase of the scheme (Hotel Street and High Street) have received grants, had a grant approved, or were in discussion about obtaining a grant. Officers developed a proposal to allocate additional financial resources (£125,000 of Local Growth Plan fund) in order to support this level of interest. Also, 23% of businesses eligible to participate in phase 2 of the scheme (Belvoir Road and Marlborough Square) have made enquiries about participating in the scheme.

Work on the frontage of the Emporium has begun. The Leader and officers met with the owner of the bus depot in December, following which he confirmed the refurbishment would be going ahead. Renovation of the bus depot site will improve one of the key gateways into Coalville town centre, bring a vacant building back into use and bring new jobs into Coalville, including apprenticeships. This will further contribute to the transformation of the town centre supported by the frontages grant programme.

Meetings have been held with businesses and other stakeholders in Memorial Square and Marlborough Square resulting in provisional design concepts. Officers are now in discussion with LCC and will be meeting with local stakeholders again during Quarter 4 to seek their support to the proposal.

Cabinet approved the Parking Strategy for the District at its meeting in December which included the Free after Three initiative in all Coalville car parks, the scheme commenced on Monday 23 January 2017.

The Coalville Heroes community engagement contract has continued development and delivery of the programme of engagement with Coalville's young people and food growing, cooking and sharing opportunities. A notable success was the Christmas in Coalville song created through collaboration between King Edward VII, Belvoirdale and Warren Hills schools and Mount Saint Bernard Abbey lead by local band "Jack's Jokers". The song was performed at the Christmas in Coalville event on 3 December, and was promoted on social media and local radio.

The Christmas in Coalville event was delivered in collaboration with Coalville Town Team, culminating in the lights switch on and fireworks. The event was well attended and achieved significant positive media coverage.

A range of heritage and culture projects are underway. Officers are working with Coalville Heritage Society on a timeline of Coalville's history, for installation on the hoardings on Hotel Street. A series of activities are in progress or are being planned related to commemorating Coalville's contribution to the First World War, including a weekly serial in the Coalville Times telling the story of each of the Famous Fifty. The council is supporting an application to Heritage Lottery Fund to enable a celebration of Palitoy's 80th birthday. Engagement plans were developed to support distribution of 50 tickets to the Cinderella ballet performance on 19 May 2017 at Century Theatre.

3.2 Business & Jobs Priority

On 27 October, the Council hosted a celebration event for all recipients of Enterprising North West Leicestershire grants, attended by 48 delegates. Promotional films have been made of some of the case studies (available to see on the council's website [here](#)). The grant scheme has allocated £402,000 of grants to 24 SME businesses, delivering 66 new jobs and almost £3 million of new private sector investment. A schedule of monitoring visits was prepared, with the first nine undertaken early in Quarter 4, looking at evidence that the business has completed the whole of the project funded by the grant and taken on new staff as indicated in their application.

During Quarter 3, preparations were made for launch of the second phase of the business grant scheme. Called Enterprising Town Centres, the £250,000 allocated by Cabinet in October 2016 will provide business advice and grants to town centre businesses in Ashby, Castle Donington, Coalville, Ibstock, Kegworth and Measham. The scheme is targeting occupancy of vacant units, increased visitor numbers and spend in our town centres and new jobs. The scheme will be launched during Quarter 4.

On 28 October, a Coalville Jobs Fair was attended by 25+ businesses and more than 200 job seekers, delivered in partnership with Stephenson College and Jobcentre Plus. Anecdotal evidence from businesses indicated their satisfaction with the quality and number of job seekers, with many informing us of interviews and actual recruitment offers. A follow up jobs fair is planned for the start for Quarter 1, 2017/18.

Surinder Sharma, the High Sherriff of Leicestershire, visited North West Leicestershire on 21 November. He visited Belvoirdale Primary School, the Marlene Reid Centre, had a presentation about the Coalville Project, was provided with lunch by Coalville Heroes whilst meeting community groups involved with community safety. He also visited East Midlands Airport.

The Business Focus team facilitated a meeting between the Department for International Trade (DIT), the LLEP and the Winbro Group, Coalville to discuss the company's growth plans. Business Focus also began further work with DIT to prepare a comprehensive portfolio of employment sites to showcase the district's development and investment opportunities to potential foreign investors and to promote at MIPIM.

Business Focus, working with Environmental Health, have secured funding from the Leicestershire LEP to deliver a one off specialist business advice workshop for district retail businesses during Quarter 4 to help them grow their sales and town centre footfall, led by a retail expert.

As a result of our participation in the county-wide Market Towns Study, £20,000 funding has been secured from LCC's Enabling Growth Board to part-fund the provision of free wifi in Coalville town centre. Ashby will be considered during phase

2. Officers developed a plan to provide the remaining funding, using existing resources.

Business Focus developed a series of Christmas-themed activities for Coalville's town centre businesses including a 'Toy Trail' and 'Christmas Window Competition'. Both were designed to encourage shoppers to explore the town centre and visit shops, and other businesses, generating more than 200 entries to the shop window competition and more than fifty entries to the toy trail.

Increasing footfall into Coalville Market continues to be a focus and the Christmas events programme attracted new customers inside especially during the Christmas in Coalville event (3 December) which also signified the start of free Saturday December parking in Coalville and Ashby. A number of fixed trade stalls have been successfully removed which now opens up an area to use for internal events, exhibitions and fayres which it is hoped will attract further new customers to the market. Increased footfall gives increased confidence to traders and increased sales opportunities, a regular programme of internal events is being produced as one method of achieving this.

DHL– Canon on Bardon Industrial Estate was supported to deliver a project driven by their corporate social responsibility strategy. Business Focus and the Housing Options Team coordinated the project that saw the company's staff purchase and wrap Christmas presents for children of local families engaged with the Home Start North West Leicestershire charity.

The Business Focus Team have begun working with Roxhill, the developers of the Strategic Rail Freight Interchange to develop an Employment Strategy to ensure that local job seekers, local support agencies, local schools and colleges are engaged with the opportunities arising through the construction phase and the occupation phase of the development. Construction started in January 2017.

In November, the Government announced the revised preferred route for the second phase of HS2. The Business Focus Team proactively contacted all of the businesses potentially impacted by the revised route, sharing details of the route and guidance on how to engage with HS2. The team also offered support to business that may need to find alternative premises as a result of the route.

During Quarter 3 the Business Focus team responded to 32 new enquiries from local businesses seeking advice and issued 16 business briefings through the North West Leicestershire Business Champions networks, providing information on sources of funding, training opportunities and other types of business support or advice.

4 Financial management update

At the end of the third quarter of the financial year the General Fund and Special Expenses budgets are being managed effectively and there are projections of additional income - mainly from Planning and Recycling which are forecast to be £225k and £260k respectively above budget. There is also growth in the Business Rates Retained Income, current indications are an additional £280k can be expected by the year end.

The forecast under spend is just over £1.6m compared to the original budget of £1.08m. Cabinet has already allocated just over £1m of this under spend on projects such as the ICT road map, accommodation strategy and car parking strategy. Cabinet will consider how the remaining underspend should be managed.

The Housing Revenue Account is forecast to have a favourable variance of £467k. This is mainly due to increased Rental income of £197k and Forecast under spend on painting,

mechanical air extraction and defective double glazing of £183k. The increased forecast in rental income is a combination of reduced void levels, rental income from long term empty properties that have been let and income from the rent increase on supported properties.

HRA capital expenditure is currently expected to be in line with Budget, while the General Fund capital programme is forecasted to be some £400k under spent. Mainly due to slippages in the Fleet replacement due to being some uncertainty earlier in the year around future waste and recycling collections.

5 Sickness absence management update

The corporate sickness target for 2016/17 is an average of 7.4 days lost per full-time equivalent (fte) member of staff. Using the figures available as at the end of Q3, the current projected annual total is 8.92 days per fte.

In Quarter 3 there were 22 instances of long term sickness (down from 30 instances in Q2), accounting for 60% of all sickness. A number of employees who were absent as a result of long-term sickness have left the employment of the Council through ill health retirement or contract termination, which has resulted in a substantial decrease in long term sickness percentage for the year as a whole (previously 72% of all sickness). We are continuing to manage the long term cases to provide whatever support is possible to assist these employees to return to work.

Perhaps not unexpectedly, the instances of flu, colds and viral infections were high during the lead up to Christmas and New Year in Q3, accounting for over a quarter of all sicknesses (27%) while Musculoskeletal and Operation/Post-operation related absences have also increased to nearly 38%. These absence reasons continue to be more prevalent within the manual workforce, particularly in Waste Services and Housing Repairs and Investment.

6 Supporting evidence and statistics - Appendix 1

Appendix 1 sets out the following items:

- Progress against Council key front line services
- Progress against Business & Jobs priority
- Progress against remaining priorities
- Finance
- Management of Absence

Status definitions used in Appendix 1



Performance on track (milestones) or performance on or above target (PI's)



Performance under control (milestones)



Performance failing (milestones) or performance below target (PIs)



2 PERFORMANCE DASHBOARD – LEISURE CENTRES

Progress against CDP milestones			Progress against CDP Performance Indicators		
3  Green	0  Amber	0  Red	3  Green	0  Red	

Budgeted Cost to provide service	£405,244	Total FTE's (average)	80.95	Complaints received	2
Forecasted cost to provide service	£412,507	Total days lost to sickness	169.01 (409.01)*	Compliments received	1

*cumulative number of FTE days lost

- Membership income is down on target due to a reduction in membership levels potentially caused in part, by the opening of a new gym in Ashby. A number of actions are being taken to claw this back in Q4. These include the introduction of new fitness classes such as Yoga for Relaxation, P90X and Clubbercise, the introduction of new equipment such as Powerplates and Boditrax, the introduction of Wellness Memberships, refresher training with staff on sales systems, policies and procedures, an additional promotional offer for cancelled members, the addition of Instagram to our social media advertising portfolio, and a review of membership promotions. We will also be increasing staffing at peak times to convert new users to members through offers and promotions.
- Usage levels continue to exceed targets at what is historically always the quietest time of the year within the leisure centres. This included the active sourcing and securing of a number of new events to the programme including boxing at Hood Park and live music shows at Hermitage.

Performance Indicators	Q3 Target	Q3 Actual	Status
Leisure Centre Membership income	£741,88	£727,959	
Leisure Facility Usage Levels (cumulative)	640,000	727,929	

2 PERFORMANCE DASHBOARD – HOUSING

Progress against CDP milestones			Progress against CDP Performance Indicators		
14  Green	4  Amber	0  Red	16  Green	0  Red	

Budgeted Cost to provide service	£561,350	Total FTE's	86.90	Complaints received	12
Forecasted cost to provide service	£559,330	Total days lost to sickness	225.72 (950.48)	Compliments received	24

*cumulative number of FTE days lost

- The performance exceeds the quarter target of 2.42% due to the successful contact with tenants to make payments during the two weeks over Christmas when no rent is due. During this period, £110,000 was received, reducing the arrears to £303,000. The performance profile shows we are on track to meet the 2.13% yearend target.
- The stand alone performance for rent loss in December was our lowest this year at 1% resulting in the cumulative performance of 1.16%. Performance is anticipated to remain ahead of target for the remainder of the financial year as the overall number of empty homes has reduced since the beginning of the year and the average re-let time has improved.
- For satisfaction with new lettings, 30% of tenants responded of which, 96% of tenants were satisfied with the overall process. 100% of respondents also stated they would recommend NWLDC as a Council.
- The time taken to let properties has continued to improve and some low demand properties which had been empty for long periods have also been let in Q3. Performance has been maintained during Q3 with both the stand alone performance for December and the year to date performance being 37 days.

Service Performance Indicators	Q3 Target	Q3 Actual	Status
% rent arrears of current tenants	2.42%	1.69%	😊
% rent loss	1.80%	1%	😊
% tenants satisfied with the allocation and lettings process	95%	96%	😊
Average re-let times (days)	40	37	😊
% of properties empty and unavailable	2%	1.82%	😊
Percentage of customers satisfied with responsive repairs	85%	97%	😊
Percentage of repairs completed Right First time	80%	98%	😊
Appointments Made and Kept (%)	87%	99%	😊
Number of affordable homes delivered (Quarterly – Cumulative target 110)	N/A	N/A	






2 PERFORMANCE DASHBOARD – REVENUES & BENEFITS

Progress against CDP milestones			Progress against CDP Performance Indicators		
2  Green	0  Amber	0  Red	0  Green	0  Red	

Budgeted Cost to provide service	£582,440	Total FTE's (average)	22.40	Complaints received	2
Forecasted cost to provide service	£551,700	Total days lost to sickness	20.2 (124.12)*	Compliments received	2

*cumulative number of FTE days lost

- Non-domestic rates in year collection rate figures are higher than expected against the profiled target, however, the amount collected is on a par with last year's performance at this stage of the year.

Service Performance Indicators	Q3 Target	Q3 Actual	Status
Combined benefits performance	11 days	10.9 days	
Benefits New Claims	19 days	18.4 days	
Council Tax in year collection rate	84.3%	84.1%	
Non-domestic rates in year collection rate	82.4%	84.8%	
HB overpayments collection rate	26%	27%	



2 PERFORMANCE DASHBOARD – REFUSE & RECYCLING

Progress against CDP milestones			Progress against CDP Performance Indicators		
2  Green	0  Amber	0  Red	0  Green	0  Red	

Budgeted Cost to provide service	£2,153,100	Total FTE's (average)	74.79	Complaints received	2
Forecasted cost to provide service	£2,010,747	Total days lost to sickness	373.5 (833.98)*	Compliments received	34

*cumulative number of FTE days lost

- Recycling rate remains on track. This has been influenced by the Council issuing smaller refuse bins to all new houses and also as replacement bins. It is also influenced by the promotion of recycling messages at District Council events, road shows and on social media.
- The amount of black bin waste per household being sent to landfill also remains on track due to the replacement smaller bins, and through promoting recycling messages at District Council events, road shows and on social media.

Service Performance Indicators	Q3 Target	Q3 Actual	Status
Income from sale of recyclables cumulative	N/A	Annual target	N/A
% of waste recycled	46%	46.3%	
Kgs of waste sent to landfill	519	517	





2 PERFORMANCE DASHBOARD - DEVELOPMENT CONTROL

Progress against CDP milestones			Progress against CDP Performance Indicators		
0  Green	2  Amber	0  Red	0  Green	0  Red	

Budgeted Cost to provide service	-£358,030	Total FTE's (average)	13.85	Complaints received	0
Forecasted cost to provide service	-£674,240	Total days lost to sickness	5 (16.77)*	Compliments received	4

*cumulative number of FTE days lost

- Performance on major applications in Q3 therefore was 88.88% with 17 majors out of 19 determined within 13 weeks or with an extension of time. Cumulatively to the end of Quarter 3 performance is 90.38%. This is well above the national target of 60%.
- Performance on minor applications in Q3 was at 83.12% which is above the local target of 80%. Cumulatively to the end of Quarter 3 performance is at 80.93% well above the national target of 65% and an improvement on the Q2 figure of 79.41%.
- Performance on other applications in Q3 was 86.79% which is above the national target of 80%. Cumulatively, performance to the end of Quarter 3 was at 88.94%.

Service Performance Indicators	Q3 Target	Q3 Actual	Status
Percentage of customers very satisfied or satisfied with the Planning Service	90%	91.4%	
Percentage of major planning applications processed within period agreed with applicant	85%	89.47%	
Percentage of planning applications determined within 8 weeks for minor applications	80%	83%	
Percentage of planning applications determined within 8 weeks for other applications	80%	87%	


2 PERFORMANCE DASHBOARD - ENVIRONMENTAL HEALTH

Progress against CDP milestones			Progress against CDP Performance Indicators		
8  Green	0  Amber	0  Red	0  Green	0  Red	

Budgeted Cost to provide service	£390,750	Total FTE's (average)	14.14	Complaints received	0
Forecasted cost to provide service	£325,350	Total days lost to sickness	18.8 (39.67)*	Compliments received	2

*cumulative number of FTE days lost

- The targeted food establishments continue to receive compliance visits. 4 of the 10 food establishments receiving support are now compliant with the law. 2 businesses have ceased trading and 4 remain non compliant.

Service Performance Indicators	Q3 Target	Q3 Actual	Status
Proportion of businesses that described their relationship with Environmental Health as being 'good'	N/A	Annual target	N/A
Proportion of businesses that said the regulatory officer had an understanding of the challenges faced by running a business	N/A	Annual target	N/A
Proportion of businesses that said they felt confident that they could rely on the advice received from the regulatory officer	N/A	Annual target	N/A
Number of the 10 targeted food establishments remaining non compliant with food hygiene law	6	4	

3 COUNCIL DELIVERY PLAN - BUSINESS & JOBS PRIORITY

Progress against CDP milestones			Progress against CDP Performance Indicators		
9  Green	0  Amber	0  Red	0  Green	0  Red	

No applicable performance indicators for Q3 (reported annually)

4 PROGRESS AGAINST REMAINING CDP PRIORITIES

Progress against CDP milestones			Progress against CDP Performance Indicators		
20  Green	4  Amber	0  Red	4  Green	0  Red	

No Performance Indicators Applicable for this priority.

5 FINANCE UPDATE

This section sets out the projected financial position of the Council for the year ending 31 March 2017. The Council set its Revenue Budget at £12,002,000 on 23 February 2016.

General Fund – Summary of Net Expenditure	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement).	12,002	10,354	1,648

Special Expenses – Summary of Net Expenditure	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement).	488	509	21

HRA SUMMARY	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
Net cost of service (Total rent income less total expenditure)	(2,395)	(2,862)	(467)

Capital Expenditure	General Fund £ 000	Special Expenses £	HRA £ 000	Total
Approved Budget for the Year	2,799	0	8,165	10,963
C/F from 2015/16	515	79	187	781
Approved projects in year	1,145	12	0	1,157
Slippage Identified in Year	(1,333)	0	0	(1,333)
Revised budget for 2016/17	3,126	91	8,352	11,569
Likely outturn for 2016/17 (provisional)	2,722	91	8,352	11,165

Comments on General Fund Variances

- Recycling income is forecast to be £225k more than budget.
- Investment income is forecast to be £27k more than budget.
- Planning Income is forecast to be £260k more than budget.
- Licensing income is forecast to be £29k more than budget.
- Human Resources Interim Support forecast spend of £28k against a budget of zero, plus £8k due to new HR/Payroll system.
- Head of Legal & Support salaries £35k under spend after offset of redundancy costs (vacant post and deleted post).
- Head of Transformation £32k more than budget and to be offset against Head of Finance vacancy.
- ICT £62k over spend (£21k equipment maintenance, £21k Licences, £6k salaries/agency and £8k CAPS recharges). Savings projected for 2017/18 that will offset this.
- There are areas of rent allowance expenditure where a local authority is unable to claim full subsidy and that needs to be funded by the local authority. Currently rent allowances net of subsidy is forecast as a £45k over spend.
- Our contribution to Revenues & Benefits partnership £41k under spend due to Fraud posts transferred to DWP.
- Refuse & recycling salaries/agency £62k over spend.
- Recharges to HRA for Customer Services are forecast to be £160k less, due to a change in methodology on recharges and repairs posts transferring to HRA.

Comments on Special Expenses Variances

- £12k reduced burial fees.
- £5k Coalville Events

Comments on HRA Variances

- Increased rent income of £197k and interest income on balances £24k.
- Increased Staff cost (Asset Management) - £128k –mainly due to agency staff and reduction in capitalisation of salaries.
- Reduction in recharges from General Fund approximately £150k.
- Forecast under spend on painting, mechanical air extraction and defective double glazing of £183k.

Comments on Capital Budget

N/A

General Fund

There is a forecast under spend of £126k on Transport Account Vehicles.
There is slippage this year of £258k on Ashby Health Car Park.

Housing Revenue Account

Forecast outturn is in line with the revised budget.

6 MANAGEMENT OF ABSENCE

Quarter 1	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	41 days long 1 day short	215.90 days long 140.19 days short	0 days long 28.54 days short	158.00 days long 78.28 days short	32.52 days long 45.75 days short	20.40 days long 9.77 days short	467.81 long 303.52 short
Total days lost in qtr	42 days	356.09 days	28.54 days	236.28 days	78.27 days	30.17 days	771.35 days
Number of FTE's	21.01	193.28	53.01	92.72	58.82	27.56	446.40
Average Cumulative no of days lost per FTE	2 days	1.84 days	0.54 days	2.55 days	1.33 days	1.09 days	1.73 days

Quarter 2	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 days long 1.7days short	276.29 days long 163.97 days short	143.69 days long 19.47 days short	375.39 days long 94.59 days short	54.87 days long 53.06 days short	24 days long 9.35 days short	874.23 days long 342.14 days short
Total days lost in qtr	1.70 days	440.26 days	163.16 days	469.98 days	107.93 days	33.35 days	1216.37 days
Number of FTE's	20.67	194.09	51.16	90.29	58.92	27.74	442.88
Average Cumulative no of days lost per FTE	0.08 days	2.27 days	3.19 days	5.21 days	1.83 days	1.20 days	2.75 days

Quarter 3	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 days long 7.5 days short	324.71 days long 222.21 days short	42 days long 12.36 days short	145 days long 86 days short	81.39 days long 43.72 days short	0 days long 22.22 days short	593.10 days long 394.01 days short
Total days lost in qtr	7.5 days	546.92 days	54.36 days	231 days	125.11 days	22.22 days	987.11 days
Number of FTE's	20.85	194.63	53.12	89.53	58.99	28.9	446.02
Average Cumulative no of days lost per FTE	0.36 days	2.81 days	1.02 days	2.58 days	2.12 days	0.77 days	2.21 days

Appendix 2

Corporate Risk Register							
Risk Area	Inherent Risk			Control Measures	Residual Risk		
	Impact	Likelihood	Rating		Impact	Likelihood	Rating
Safeguarding Adults at risk and Children	4	4	16	<p>The organisation has the following structures in place;</p> <ul style="list-style-type: none"> - An identified Corporate Lead (Head of Service) with a Portfolio Holder lead - An identified Team responsible for Safeguarding (Safer & Stronger) with responsibility embedded into Team Leader role and an officer (Child & Adults at risk Officer) - An agreed Safeguarding Policy refreshed as required with delegation to Director of Services for updates - An identified group of Designated Safeguarding Officers (DSO's) in most service areas - A programme of regular DSO meetings which consider training, best practice and case issues - An annual training programme to ensure new DSO's are well informed and trained - A quarterly senior management review of all cases to check progress/close cases - A quarterly briefing with the Chief Executive, a 6 monthly report to CLT and an annual report to Cabinet - Annual report is to review previous year and endorse an action plan for the year ahead 	4	3	12
Finance & Budget	4	4	16	<p>Monthly management reviews are performed of actual against budgets and forecast to the end of the year. Monthly reporting and challenging at CLT, and reported to Cabinet quarterly Sound policies and procedures are in place. Financial planning processes have been documented and are reviewed regularly. Internal and External audit of systems and accounts. This risk may also need to be reviewed further once the outcome of the Governments spending review is known particularly in the light of the impact it could have on major projects being developed by the Council such as the Coalville project.</p>	4	1	4
Resource Capacity & Capability	4	4	16	<p>Advance planning will mitigate this risk; however should it occur diverting resources from other services, bringing in additional resources from other sources (e.g. Agencies, Consultants, Voluntary/Community sector etc.) would be activated. Market conditions are tested through recruitment processes. The Council offers a package of additional</p>	3	2	6

				benefits to enhance the recruitment offer. Linked to the above, the Council has developed innovative partnering relationships with other sectors including the private sector to make posts uniquely attractive. Best Employee Experience is a programme to attract and develop the right skills. It is a programme developing the talent within the staff resource through secondments and tailored development programmes.			
Contract Management & Procurement	4	4	16	Corporate procurement staff and legal team to support where necessary on contract management. Policies and procedures are in place. A Senior Procurement Officer oversees a procurement planning process. Training programme in place for staff. Given the progress that has been made to date the likelihood of this risk materialising could potentially be reduced although this needs to be balanced against future key staffing changes.	3	2	6
Information Governance & Data Protection	4	4	16	Policies and procedures are in place although not yet rolled out and fully embedded. Corporate Governance training is undertaken annually and includes information governance as appropriate to reflect changes in legislation. The Council has a dedicated SIRO. Corporate Governance Groups are in place to scrutinise impacts/issues arising.	4	3	12
Emergency Planning & Business Continuity arrangements	4	4	16	Business continuity plans have been documented, policies and procedures are in place. Currently however the Council does not have access to alternative arrangements in the event of an incident affecting the Council offices. CLT will consider a report into this matter A Business Continuity exercise showed the Council had a good understanding of business continuity.	4	1	4
Effective IT Systems & Procedures	4	4	16	Fully resilient environment in place with no single points of failure for core systems, other critical systems use cold standby equipment. New business services are being run in remote fully resilient data centres and existing systems are being progressively migrated to these cloud computing centres. Data is backed up to a second disk unit offsite at Hermitage Leisure Centre. Improved business recovery arrangements have been implemented to minimise recovery time.	3	2	6
Project & Programme Management	4	4	16	Progress is shared regularly with CLT, experienced PRINCE 2 staff are used on projects. Use of external resources is also being used to support the Coalville project, the Leisure project and New Build Housing project.	4	3	12
Governance, Policies & Procedures	4	4	16	Policies & procedures in place, governance processes are documented and in operation, ongoing assessments and reviews are performed.	4	1	4

Assessing the likelihood of a risk:

1 Low	Likely to occur once in every ten years or more
2 Medium	Likely to occur once in every two to three years
3 High	Likely to occur once a year
4 Very high	Likely to occur at least twice in a year

Assessing the impact of a risk:

1 Low	Loss of a service for up to one day, Objectives of individuals are not met No injuries Financial loss below £10,000 No media attention No breaches in council working practices No complaints/litigation
2 Medium	Loss of a service for up to one week Service objectives of a service unit are not met Injury to an employee or member of the public requiring medical treatment Financial loss over £10,000 Adverse regional or local media attention – televised or news paper report High potential for a complaint litigation possible Breaches of regulations/standards
3 High	Loss of a service for one week or more Service objectives of the directorate are not met Non- statutory duties are not achieved Permanent injury to an employee or member of the public Financial loss over £100,000 Adverse national or regional media attention – national news paper report Litigation to be expected Breaches of law punishable by fine
4 Very high	An incident so severe in its effects that a service or project will be unavailable permanently Strategic priorities are not met Statutory duties are not achieved

	Death of an employee or member of the public Financial loss over £1m. Adverse national media attention – national televised news report Litigation almost certain and difficult to defend Breaches of law punishable by imprisonment
--	---