

Meeting	<b>CABINET</b>
Time/Day/Date	5.00 pm on Tuesday, 3 March 2015
Location	Board Room, Council Offices, Coalville
Officer to contact	Democratic Services (01530 454512)

All persons present are reminded that the meeting may be recorded and by attending this meeting you are giving your consent to being filmed and your image being used. You are kindly requested to make it known to the Chairman if you intend to film or record this meeting.

The Monitoring Officer would like to remind members that when they are considering whether the following items are exempt information under the relevant paragraph under part 1 of Schedule 12A of the Local Government Act 1972 they must have regard to the public interest test. This means that members must consider, for each item, whether the public interest in maintaining the exemption from disclosure outweighs the public interest in making the item available to the public.

## AGENDA

Item	Pages
<b>1. ELECTION OF CHAIRMAN FOR THE MEETING</b>	
The Proper Officer will seek nominations.	
<b>2. APOLOGIES FOR ABSENCE</b>	
<b>3. DECLARATION OF INTERESTS</b>	
<b>4. PUBLIC QUESTION AND ANSWER SESSION</b>	
<b>5. MINUTES</b>	
Minutes of the meeting held on 10 February 2015.	<b>3 - 8</b>
<b>6. PROPOSED COUNCIL DELIVERY PLAN 2015/16</b>	
Report of the Chief Executive Presented by the Chairman of the meeting	<b>9 - 28</b>



<b>7.</b>	<b>HOUSING REVENUE ACCOUNT DISPOSAL POLICY</b>	
	Report of the Director of Housing Presented by the Housing Portfolio Holder	<b>29 - 44</b>
<b>8.</b>	<b>TENANT SCRUTINY PANEL REPORT - PERFORMANCE MONITORING AND ACCESS TO PERFORMANCE INFORMATION</b>	
	Report of the Director of Housing Presented by the Housing Portfolio Holder	<b>45 - 62</b>
<b>9.</b>	<b>FORMER TENANT RENT ARREARS, CURRENT TENANT RENT ARREARS, COUNCIL TAX, NON DOMESTIC RATES AND SUNDRY DEBTOR WRITE OFFS</b>	
	Report of the Head of Finance Presented by the Corporate Portfolio Holder	<b>63 - 68</b>
<b>10.</b>	<b>2014/15 QUARTER 3 PERFORMANCE MANAGEMENT REPORT</b>	
	Report of the Chief Executive Presented by the Chairman of the meeting	<b>69 - 94</b>
<b>11.</b>	<b>EXCLUSION OF PRESS AND PUBLIC</b>	
	The officers consider that the press and public should be excluded during consideration of the following items in accordance with Section 100(a) of the Local Government Act 1972 as publicity would be likely to result in disclosure of exempt or confidential information.	
<b>12.</b>	<b>EXEMPTION TO THE COUNCIL'S CONTRACT PROCEDURE RULES - PROCUREMENT OF SPECIALIST PLANNING CONSULTANT TO FACILITATE COUNTYWIDE SESSION RELATING TO CIL AND SECTION 106 CONTRIBUTIONS</b>	
	Report of the Director of Services Presented by the Regeneration and Planning Portfolio Holder	<b>95 - 98</b>
<b>13.</b>	<b>RECYCLING CREDITS</b>	
	Report of the Director of Services Presented by the Regeneration and Planning Portfolio Holder	<b>99 - 110</b>

Circulation:

R D Bayliss  
R Blunt (Chairman)  
T Gillard  
T J Pendleton  
N J Rushton  
A V Smith MBE

MINUTES of a meeting of the CABINET held in the Board Room, Council Offices, Coalville on TUESDAY, 10 FEBRUARY 2015

Present: Councillor R Blunt (Chairman)

Councillors R D Bayliss, T Gillard, T J Pendleton, N J Rushton and A V Smith MBE

In Attendance: Councillors D De Lacy, J Geary, R Johnson, J Legrys and S Sheahan

Officers: Mr S Bambrick, Mr R Bowmer, Ms C E Fisher, Mrs C Hammond, Mr G Jones and Miss E Warhurst

**89. APOLOGIES FOR ABSENCE**

There were no apologies for absence received.

**90. DECLARATION OF INTERESTS**

There were no interests declared.

**91. PUBLIC QUESTION AND ANSWER SESSION**

There were no public questions received.

**92. MINUTES**

Consideration was given to the minutes of the meeting held on 13 January 2015.

By affirmation of the meeting it was

RESOLVED THAT:

The minutes of the meeting held on 13 January 2015 be approved and signed by the Chairman as a correct record.

**Reason for decision:** To comply with the Constitution.

**93. GENERAL FUND AND SPECIAL EXPENSES REVENUE BUDGETS 2015/16**

The Corporate Portfolio Holder presented the report to Members.

He highlighted to Members that the predicted shortfall had been made up following additional New Homes Bonus and increased efficiency, which had also allowed for additional spending on increasing affordable housing, sustainable transport and extending the free wi-fi. He stated that the report included proposals to invest the remaining VFM fund which included a second round of 20 4 7. He informed Members that there was increased uncertainty around income streams in the future and therefore it was justifiable to increase the reserves using underspendings in the current year. He added that it was proposed to freeze the Council Tax and that the appendices showed provided updates on projects made possible through previous years' underspendings.. Through the Chair he suggested that, to enable a full and informed debate at Council, it would be helpful to have early sight of any proposed amendments to the budget.

It was moved by Councillor N J Rushton, seconded by Councillor R Blunt and

RESOLVED THAT:

Cabinet:

1. Approves the allocations from the VFM Reserve listed in paragraph 2.9.3
2. Recommends to Council:
  - a. That it notes the level of reserves and assurance statement by the Section 151 Officer in section 7 of the report.
  - b. The surplus income over expenditure in 2015/16 is transferred to the General Fund Reserve at 31 March 2016.
  - c. The consultation responses detailed in appendix 1 are noted
  - d. Approval of the General Fund Revenue Budget for 2015/16 summarised in appendix 2.
  - e. Approval of the Special Expenses Budget for 2015/16 set out in appendix 3.
  - f. That it freezes the District's Council Tax in 2015/16.

**Reason for decision:** To enable the Council to set a balanced budget for 2015/16 as required by statute.

#### **94. HOUSING REVENUE ACCOUNT (HRA) BUDGET AND RENT INCREASE 2015/16**

The Housing Portfolio Holder presented the report to Members.

He highlighted that the rent increase had been worked out on the approved option C and therefore it was proposed to increase rents by 5.41% for properties that are not yet at the target rent level, and 2.2% for those that are at target. He added that this approach would allow the Council to continue investing in improving the housing stock, and also ensure that discrepancies where tenants pay different levels for the same type of property are remedied. He also advised that rent increases would be lower in future years under the HRA business plan.

Councillor T J Pendleton stated that the budget was in a much better position than it was twelve months previously.

It was moved by Councillor R D Bayliss, seconded by Councillor N J Rushton and

RESOLVED THAT:

1. The Assurance Statement by the S151 Officer be noted,
2. The Council be recommended to:
  - a. Approve that council house rents in 2015/16 be increased by an average of 5.41% (average increase £4.27 per week).
  - b. Approve the decision to let all properties at target rent on re-let regardless of the status of the incoming tenant.
  - c. Approve the increase of 2.3% (average increase 14 pence) in garage rents for 2015/16.

- d. Approve the increase of 10% for central heating charges for 2015/16
- e. Approve the average increase of 1.82% (9 pence per week) in the weekly service charge for 2015/16.
- f. Approve the ground rent increase at Appleby Magna caravan site of 2.3% (70 pence per week) on the anniversary of each individual rent agreement in 2015/16.
- g. Approve the lifeline charges increase of 2.3% (98 pence per quarter) from July 2015.
- h. Approve the Housing Revenue Account budget for 2015/16 attached as appendix a.

**Reason for decision:** To enable the Council to set a balanced Housing Revenue Account Budget for 2015/16.

**95. CAPITAL PROGRAMMES - GENERAL FUND, COALVILLE SPECIAL EXPENSES AND HOUSING REVENUE ACCOUNT (H.R.A). PROJECTED OUTTURN 2014/15 AND PROGRAMMES 2015/16 TO 2019/20**

The Corporate Portfolio Holder presented the report to Members.

He highlighted that the report contained details of proposed General Fund projects for 2015/16 and that the authority would be making provision in the Housing Programmes to maintain Decent Homes standards. He also advised that an additional £400,000 was being made available for the provision of new, affordable housing.

The Head of Finance advised that the figure in paragraph 6.1 on page 65 should read £6,451,250 in line with the total in the table.

Councillor T J Pendleton stated that it was great to see two organisations working together on the Wellbeing Centre.

It was moved by Councillor N J Rushton, seconded by Councillor R D Bayliss and

RESOLVED THAT:

1. The estimated General Fund, Coalville Special Expenses and H.R.A. Capital Outturn for 2014/15 and Planned Financing be noted.
2. Council be recommended to approve expenditure in 2015/16 as per:
  - Appendix "a" General Fund and Special Expenses capital schemes
  - Appendix "b" for HRA Capital Schemes

And in 2016/17 these schemes only:

  - £984,000 for the vehicle replacement programme, as detailed in paragraph 3.4.
3. Cabinet notes the proposed procurement routes and delegates the authority to award the contracts, and any associated agreements in furtherance of the projects, as detailed in section 7 (procurement routes) of this report.

**Reason for decision:** To enable projects to be included in the Programmes and proceed.

**96. THE TREASURY MANAGEMENT STRATEGY STATEMENT 2015/16 AND PRUDENTIAL INDICATORS 2015/16 TO 2017/18**

The Corporate Portfolio Holder presented the report to Members.

He reminded Members that Cabinet considered the annual report before making the recommendations to Council and it complied with all the professional codes adopted by the Council..

It was moved by Councillor N J Rushton, seconded by Councillor R D Bayliss and

RESOLVED THAT:

Cabinet:

1. Re-adopt the CIPFA Treasury Management in Public Services: Code of Practice  
And
2. Recommend the Treasury Management Strategy Statement 2015/16, Prudential Indicators -revised 2014/15 and 2015/16 to 2017/18, and the Annual Minimum Revenue Provision Statement, for approval by Full Council

**Reason for decision:** These are statutory requirements.

**97. ACQUISITIONS POLICY**

The Housing Portfolio Holder presented the report to Members.

He advised Members that the Council requires a statement of intent to govern how the authority would acquire any land or property, through either the purchase of existing dwellings or properties built through S106 contributions for example, in the future. This would enable an increase in the supply of affordable housing to meet local housing needs.

Councillor R Blunt thanked the Director of Housing for his hard work on the policy and stated that it was pleasing to conclude the term of office with a plan to invest in increasing the Council's housing stock.

It was moved by Councillor R D Bayliss, seconded by Councillor R Blunt and

RESOLVED THAT:

CABINET:

1. Approve the Draft Acquisition Policy; and
2. Recommend to Council the necessary future changes that will need to be made to the scheme of delegation within the Council's Constitution.

**Reason for decision:** To provide a framework that enables the acquisition of land, property or any other asset

**98. TENANT HOME CONTENTS INSURANCE**

The Housing Portfolio Holder presented that report to Members.

He advised Members that the Council had offered this provision for many years, that the current contract was coming to an end and the Council had negotiated a less expensive rate with the new provider. He stated that the premiums were added to the tenant's rent and the Council would retain a commission fee to cover its costs. He added that tenants would be encouraged to take up the insurance cover on offer.

Councillor T J Pendleton stated that it was a really good example of the Council using its purchasing clout to benefit tenants and hoped that it would be widely taken up. Councillor T. Gillard also welcomed the scheme and stated that it should be publicised amongst all tenants.

Following a question from Councillor R Blunt, it was confirmed that currently just under 20% of tenants take up the insurance offered through the Council.

It was moved by Councillor R D Bayliss, seconded by Councillor N J Rushton and

RESOLVED THAT:

Cabinet delegates authority to the Director of Housing to award and sign the contract for Tenants' Home Contents Insurance via the Northern Housing Consortium Framework Agreement.

**Reason for decision:** Value of the contract exceeds thresholds in the scheme of delegation.

**99. MINUTES OF THE COALVILLE SPECIAL EXPENSES WORKING PARTY**

The Community Services Portfolio Holder presented the report to Members.

She stated that she was pleased to see the continued progress of the projects and improvements and once again the town Christmas events had been well received. She highlighted that there had been some concerns raised over the location, but felt the market hall was the most suitable site, however, personally she would like to see more lights outside the hall, so there would be a bigger impact when switched on. She advised Members that work had begun at Phoenix Green as a window of opportunity had arisen.

Councillor R Blunt thanked the Members of the Working Party for the continued work.

It was moved by Councillor A V Smith, seconded by Councillor R Blunt and

RESOLVED THAT:

Cabinet note the minutes of the Coalville Special Expenses Working Party 16 December 2014 and approve the recommendation as summarised at 3.0

**Reason for decision:** To progress Coalville Special Expenses projects and programmes.

**100. EXCLUSION OF PRESS AND PUBLIC**

By affirmation of the meeting it was

RESOLVED THAT:

In pursuance of Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the remainder of the meeting on the grounds that the business to be transacted involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act and that the public interest in maintaining this exemption outweighs the public interest in disclosing the information.

**Reason for decision:** To enable the consideration of exempt information.

#### **101. OWEN STREET RECREATION GROUND**

The Community Services Portfolio Holder presented the report to Members.

She advised Members that as the project required investment of public money, it was appropriate to bring the report to Cabinet to inform Members of the potential risks. She stated that Coalville Town was doing very well and the Council wanted to continue its support of the club. She informed Members that they were delegating authority to the Director of Services, in consultation with the Corporate Portfolio Holder to enter into agreements that are to the satisfaction of the Section 151 Officer.

Councillor R Blunt stated that he would support the recommendation to ensure that the club could grow.

Councillor T J Pendleton stated that the Council had assisted in the past and that it would be very churlish not to support the local team. He highlighted that there was always risks with these types of agreements.

It was moved by Councillor A V Smith, seconded by Councillor R Blunt and

RESOLVED THAT:

Cabinet

1. Notes the details contained within the report; and
2. Gives delegated authority to the Director of Services in consultation with the Corporate Portfolio Holder to agree to the lease, the grant agreement and other associated agreements to the satisfaction of the Section 151 Officer

**Reason for decision:** For Cabinet to agree to the potential costs to the authority.

Councillor D De Lacy entered the meeting at 5.07pm.

The meeting commenced at 5.00 pm

The Chairman closed the meeting at 5.30 pm



**NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**

**CABINET – 3 MARCH 2015**

Title of report	<b>PROPOSED COUNCIL DELIVERY PLAN 2015/16</b>
Key Decision	<p>a) Financial Yes</p> <p>b) Community Yes</p>
Contacts	<p>Councillor Richard Blunt 01530 454510 <a href="mailto:richard.blunt@nwleicestershire.gov.uk">richard.blunt@nwleicestershire.gov.uk</a></p> <p>Chief Executive 01530 454500 <a href="mailto:christine.fisher@nwleicestershire.gov.uk">christine.fisher@nwleicestershire.gov.uk</a></p> <p>Director of Services 01530 454555 <a href="mailto:steve.bambrick@nwleicestershire.gov.uk">steve.bambrick@nwleicestershire.gov.uk</a></p> <p>Director of Housing 01530 454819 <a href="mailto:glyn.jones@nwleicestershire.gov.uk">glyn.jones@nwleicestershire.gov.uk</a></p>
Purpose of report	To provide the proposed Council Delivery Plan 2015/16 for consideration by Cabinet and to seek any comments concerning its content.
Reason for Decision	To endorse the Council's Delivery Plan for 2015/16 prior to Council's consideration
Council Priorities	This report delivers an update and actions on all of the Council's priorities for 2015/16.
<p>Implications:</p> <p>Financial/Staff</p> <p>Link to relevant CAT</p> <p>Risk Management</p>	<p>The implementation of the Council Delivery Plan has been resourced through the Council's Medium Term Financial Strategy.</p> <p>The report links to the work of all Corporate Action Teams.</p> <p>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.</p>

Human Rights	No direct implications.
Transformational Government	No direct implications.
Comments of Head of Paid Service	The report is satisfactory.
Comments of Section 151 Officer	The report is satisfactory.
Comments of Deputy Monitoring Officer	The report is satisfactory.
Consultees	Corporate Leadership Team Strategy Group on 9 February 2015
Background papers	<a href="#">Medium Term Financial Strategy 2015/16 to 2018/19 (Cabinet 23 September 2014)</a>  <a href="#">General Fund and Special Expenses Revenue Budgets – Draft Proposals 2015/16 (Cabinet 10 February 2015)</a>
Recommendations	<b>IT IS RECOMMENDED THAT CABINET:</b>  <b>1. CONSIDERS THE PROPOSED COUNCIL DELIVERY PLAN FOR 2015/16.</b> <b>2. SUBSEQUENTLY ENDORSES THE PLAN'S CONTENT AND RECOMMENDS IT TO COUNCIL FOR APPROVAL ON 24 MARCH 2015.</b> <b>3. AUTHORISES THE CHIEF EXECUTIVE, IN CONSULTATION WITH THE LEADER OF THE COUNCIL, TO MAKE ANY FINAL AMENDMENTS TO THE PLAN PRIOR TO COUNCIL ON 24 MARCH 2015.</b>

## 1 BACKGROUND

- 1.1 The council adopted its first Council Delivery Plan (CDP) in April 2005. Since then, the CDP has evolved annually to reflect the changing environment in which the council is operating.
- 1.2 Previously, the CDP was used as evidence towards the Council's Comprehensive Area Assessment (CAA) inspection, and was a lengthy and highly detailed document of several volumes designed to meet the requirements of the Audit Commission inspection process. With the abolition of the Audit Commission, the National Indicator set and the CAA during 2010, the council is able to determine locally how performance is reported.

- 1.3 Since 2011/12, the CDP format has been designed to suit our customers rather than our auditors. These plans provided an accessible overview of the council's plans for the new financial year, including priority outcomes and high level actions. Performance against the plan is reported quarterly to Cabinet. The most recent CDPs have a strong customer focus, and several sections of the reports were included largely for the benefit of readers outside the council.
- 1.4 The council's priorities for 2015/16 are: Value for Money; Business and Jobs; Homes and Communities and Green Footprints Challenge.
- 1.5 A number of key frontline services, which matter most to customers, were agreed at Cabinet in the *General Fund Revenue Budget – Draft Proposals 2014-15 and 2015-16* report of 24 September 2013. These are:
- Waste Services
  - Housing Services
  - Leisure Centres
  - Revenues & Benefits
  - Planning Services
  - Environmental Health

## **2 COUNCIL DELIVERY PLAN 2015/16 – Improving the councils performance planning process**

- 2.1 The Council's approach to Service & Financial Planning was changed for 2014/15 to a business planning approach with a focus on delivering outcomes for customers. Continuing to ensure that we provide value for money in our services is more important than ever in the current economic climate, and strategic planning has taken this into account to ensure we continue to provide high quality Frontline Services within the Council's changing resources.
- 2.2 As a result, the Council Delivery Plan content was generated in a bottom-up approach, focusing specifically on key deliverables from Frontline Service Team Business Plans. Actions and indicators focus on improving those services and implementing key corporate projects which will improve the experience of our customers.
- 2.3 The proposed draft of the CDP for 2015/16 is attached at Appendix 1. This draft follows the same format as the 2014/15 CDP.

## **3 STRENGTHENING OUR STRONG PERFORMANCE CULTURE**

- 3.1 The CDP will continue as an outward-facing document for our customers and partners, and more detailed performance management will continue to be cascaded through the authority using Team Business Plans and the performance management system. The performance management system will continue to be developed to improve reporting methodologies and to ensure that the most important information is coming through at the right levels of management and to councillors.

- 3.2 The outcomes and actions listed in the CDP have a detailed set of quarterly milestones and indicators listed within Team Business Plans. Quarterly performance monitoring against these plans will continue as it does at present. In addition, it is proposed that performance against key corporate projects will be reported quarterly to Cabinet as part of the Quarterly Performance Report.

**Council Delivery  
Plan  
2015/16**





***“We are very fortunate to live in an area full of character, thanks to our busy market towns, close-knit rural villages, rolling farmland and wooded countryside”***

# Introduction...

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Welcome to our Council Delivery Plan for 2015/16, which sets out the council's focus for the year ahead.

We are working harder than ever to provide value for money in these challenging financial times and, while this sometimes means taking tough decisions, our focus for 2015/16 remains on providing high quality frontline services for our customers. While we are reducing our overall expenditure, we will make funding available to maintain, invest in and make essential improvements to services for the communities in our district.

We're proud of our achievements during the past year:

## **Value for money**

- Our customers now have better access to our services 24/7, through our investment in a new website, providing self-service options
- We have continually made efficiencies in services. Due to this success; we've been able to put money back into the community through our £20,000-for-Seven grant scheme.

## **Business and jobs**

- We have invested £268,000 in Coalville Market – both in its physical appearance, inside and

out, and in bringing new events, like the popular Farmers Market

- We are making good progress with our Local Plan, which will set out how the district will grow over the next 20 – 25 years – in terms of employment, infrastructure and homes. This process has been guided by a cross political party advisory group, who represent the views of residents, and we aim to have an adopted plan in place by 2016.

## **Homes and communities**

- Our tenants are benefiting from council homes with modern standards, as our Decent Homes Improvement Programme reaches the 3,000th property mark - the whole programme will be complete by April 2015
- We're helping to provide more affordable housing for local people by investing in key flagship schemes – like bringing the Pick and Shovel site in Coalville town centre back into use as affordable housing with East Midlands Homes and the Homes and Communities Agency.

# Introduction...

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## Green Footprints

- For the first time, we're helping our tenants access cheaper electricity with renewable technology installed in their homes. Our Green and Decent Homes Project will generate an income for the council when any surplus energy is sold to the grid, so we can reinvest in services, as well as being kinder to the environment
- Around 150 volunteer litter pickers across North West Leicestershire are now helping us to keep the district a cleaner, greener place, thanks to our recruitment drive
- We've been recognised nationally for our green focus – a networking and skill sharing event for community groups and businesses won national gold at the Green Apple Awards, and our Street Action Team was highly commended in two MJ Local Government Awards for its roadside litter campaign.



A handwritten signature in black ink, appearing to read 'Richard Blunt'.

**Cllr Richard Blunt**  
Leader  
North West Leicestershire  
District Council

## The future

Having achieved the decent homes standard, a key focus for the council next year is to build new, affordable homes. We will continue to improve our services to enable us to be responsive to the changing funding environment of local government.

We are dedicated to making our services better and more accessible through the second phase of our Improving the Customer Experience Programme which will use customer feedback to make sure we develop services that meet the needs of both residents and businesses in North West Leicestershire.

We would like to thank all our staff, customers and partners that have worked with us to shape and deliver our services throughout 2014/15.

We look forward to building on our successes during 2015/16 and beyond.



A handwritten signature in black ink, appearing to read 'Christine E. Fisher'.

**Christine E Fisher**  
Chief Executive  
North West Leicestershire  
District Council



# What we plan to do in 2015/16



Family bike ride at Hicks Lodge  
Photo courtesy of the National Forest Company - Jacqui Rock

## Our vision for the future

*'North West Leicestershire will be a place where people and businesses feel they belong and are proud to call home.'*

Delivering this vision is the focus of our four priorities and ensures that we concentrate on using our resources to provide services that really matter to local people and businesses.

## Council priorities for 2015/16

### • Value for money

We aim to provide council services that people feel provide good value for money

### • Business and jobs

We aim to make the district a better place to invest, work and visit

### • Homes and communities

We aim to improve the wellbeing of people living in North West Leicestershire

### • Green Footprints

We aim to make people feel proud to be part of a greener district



## Our people

At North West Leicestershire District Council we know our staff is our biggest asset. Providing excellent service for our customers means developing and supporting our staff to be their best; we measure success not only by delivering great results, but also in the way we achieve them. The council promotes five core values for its employees as part of its Best Employee Experience (BEE) programme:

- **Spend our money wisely** – Our staff ensure they deliver value for money in everything they do
- **Support what is possible** – Our staff agree and provide the best possible outcomes for all customers
- **Be fair and proud** – Our staff show pride in

their work and take individual responsibility for delivering what is agreed

- **Listen carefully** – Our staff listen and respond to the needs of customers and colleagues – both internally and externally
- **Deliver agreed quality** – Our staff ensure they deliver within agreed timescales and to the expected quality

During 2015/16 our staff will continue to deliver on our core values through regular appraisals, monitoring of feedback from customers and training and development. We will celebrate the achievements of staff that consistently demonstrate outstanding service and will use feedback from our customers to identify staff providing exceptional customer experiences.

# Value for money

## People feel council services provide good value for money

### What we want to achieve

- Customers are happier with key services provided
- People feel the council is spending money wisely

### How we will achieve it

#### Providing high quality frontline services

To provide fair and supportive services for our customers through the following actions:

Outcome	Action
Customers are supported within the framework of Universal Credit and feel that the transition is managed effectively	Work in partnership with the Department for Work and Pensions and other local authorities for the introduction of Universal Credit
People feel that the council is using its resources efficiently	Review the procurement plan to ensure that the council maximises value for money
	Develop strategy to manage our assets (like buildings and land), making sure that this supports the overall direction of the council
	Empty council properties will be allocated and re-let quickly
People are confident that the council can respond to the changing picture of local government finance	Address the Government's spending review in Autumn 2015 by reviewing our Medium Term Financial Strategy

# Value for money

## People feel council services provide good value for money

Delivering high priority corporate projects	
Outcome	Action
Customers of the revenues and benefits service receive a more efficient service	Implement the second phase of recommendations from the Institute of Revenues, Ratings and Valuation (IRRV)
Customer satisfaction is improved and customers can interact with the council at a time and place that suits them	To deliver phase 2 of the Improving the Customer Experience (ICE) programme
Council performance is improved through staff development	To develop a co-ordinated and targeted learning and talent development programme with full evaluation of its effectiveness
Frontline services are maintained	Investigate further opportunities to maximise income to support those services

### Other 'Value for money' measures we will monitor and report to Cabinet

- Quarterly updates on managing our finances
- Quarterly updates on managing sickness absence



Good financial management and efficiency meant we could inject thousands back into the community through our '£20,000-for-Seven' fund, which saw community groups win at least £10,000 each, decided by public vote

# Business and jobs

## Our district is a better place to invest, work and visit

### What we want to achieve

- Businesses choose to locate and remain in our district
- People find suitable employment within the district
- The council supports sustainable development and growth

### How we will achieve it

#### Providing high quality frontline services

The Business Focus Team will provide a proactive support for businesses through the following actions:

Outcome	Action
Local businesses feel supported and make positive investment decisions within the district that ensures income from business rates is maximised	Develop and implement innovative ways to help businesses thrive within the district Introduce a £500,000 funding pot for small businesses to bid for funding
The council attracts new businesses and employers to the district and delivers an increase in inward investment that ensures business rates income is increased	Consolidate service provision through a review of the Business Focus team to provide an effective and seamless support package to businesses that require interaction with several council departments
Partnership working delivers new jobs, investments and infrastructure which deliver growth across the district	The council proactively engages with pan-Leicestershire business support through the Leicester and Leicestershire Enterprise Partnership



The council proactively engages with pan-Leicestershire business support through the LLEP

# Business and jobs

## Our district is a better place to invest, work and visit

To provide a fair and timely planning and development service through the following actions:

Outcome	Action
Customers are happier with the service provided	The Planning and Development Team will review and refresh the agents forum and streamline current processes and practices
Customers understand and appreciate the council's design aspirations for residential development	Develop a design guide for planning applications in the district including feedback from the customer survey on future affordable housing

To provide a robust and supportive environmental health service through the following actions:

Outcome	Action
Businesses view the environmental health service as an effective and efficient service that supports business growth	To deliver customer led improvements to the service through the work of the Leicester, Leicestershire and Rutland Regulatory Services Partnership and Better Business for All work programme
Food produced or sold in the district is safe to eat	To provide an enhanced level of support to food businesses identified as 'high risk'

### Delivering high priority corporate projects

Outcome	Action
Residents will have access to good quality homes, leisure and shopping facilities and new job opportunities	Develop the Local Plan for submission to the Secretary of State by 2016
	Refine the local growth plan including the development of an action plan to facilitate the delivery of priority projects
Coalville town centre will be an attractive place to visit, shop and trade	Continue to improve Coalville town centre through various projects including: <ul style="list-style-type: none"> <li>• Phase 2 of the market hall improvement plan;</li> <li>• Redevelopment of the Pick and Shovel in partnership with East Midlands Housing</li> <li>• Use the Coalville conservation area to attract funding for high quality developments, including improvements to Marlborough Square</li> <li>• Shop front improvement scheme.</li> </ul>

# Homes and communities

## The wellbeing of people in North West Leicestershire is improved

### What we want to achieve

- People feel proud of their homes and communities
- People feel safe in their community
- Families in need are supported by the council

### How we will achieve it

#### Providing high quality frontline services

To provide a fair and supportive housing service through the following actions:

Outcome	Action
There is a smooth transition to Universal Credit for affected council tenants	Council tenants affected by Universal Credit have access to services to help become financially independent and suitable rent payment arrangements are in place
A high quality responsive repairs service for which there are high levels of tenant satisfaction	Review the current priorities and operations of the responsive repairs service and implement any changes
Tenants can effectively scrutinise the housing service and their feedback is taken on board	Tenant scrutiny panel is supported in carrying out comprehensive inspections of the housing service and providing two inspection reports to Cabinet
People feel proud of their homes and communities	Introduce customer satisfaction survey to obtain customers views on design and layout of new homes to inform future affordable developments
People feel that the council acts fairly in meeting the diverse housing needs of local residents	Publish a district lettings plan for 2015/16
People feel that their needs are being met and the council is spending money well	Publication of a new housing strategy for 2016-2021 that is sensitive to emerging local and national issues, plans and policies
	Collect more information about our customers, identify any hidden needs and use profiling information to offer new services or vary existing services

# Homes and communities

## The wellbeing of people in North West Leicestershire is improved

To provide a dynamic and customer-focused Leisure service through the following actions:

Outcome	Action
Residents help us improve our customer service in leisure	To co-design service improvements following customer listening week and visits from industry assessors
Residents have access to sporting opportunities from grass roots to elite levels	To support and develop local sports clubs, athletes, volunteers and opportunity pathways

To provide a stronger and safer community through the following actions:

Outcome	Action
Reduced crime and anti-social behaviour through partnership working	Manage the district's community safety strategy and delivery plan
Families in need are effectively supported to make positive, long lasting change to protect them from risk of harm and to enable them to engage in education and employment	Assist the delivery of Supporting Leicestershire Families by continuously developing relationships between families and their support services and agencies
Parish councils and community organisations feel engaged with the Council and that we are working together to provide services that their communities want	To further develop effective and efficient working practices between parishes and district council to deliver improved services in localities

### Delivering high priority corporate projects

Outcome	Action
The affordable housing needs of local people are met, improving their well-being	Develop and implement the council's strategy for facilitating new homes in the district
Residents and businesses are satisfied that the council is making best use of its resources and assets to achieve a balance between supply, demand and budgets whilst seeking to improve the prosperity of the district	Develop an updated Housing Revenue Account Asset Management Strategy and deliver the capital investment programme for 2016-17
	Use the evidence available to us to make sure that we coordinate decisions about our assets (like buildings and land) to the benefit of the local economy
The council offers fully integrated services that meet the needs of vulnerable groups	Delivery of the Hood Park Leisure Centre well-being centre

## People feel proud to be part of a greener district

### What we want to achieve

- To enable others in the district to help us make it a greener and cleaner place

### How we will achieve it

#### Providing high quality frontline services

To provide a reliable and efficient waste collection, recycling and cleansing service through the following actions:

Outcome	Action
That the district is cleaner and greener	To undertake environmental improvement campaigns relating to dog fouling, fly tipping and littering
Residents are motivated to become involved in making their community greener	Increase the number of environmental volunteers To empower community groups to develop a series of projects that make a difference to residents quality of life and the environment
Residents feel that the council is spending money wisely	Continuously improve the efficiency of the waste collection and street cleansing services
Tenants homes are energy efficient	Roll out renewable energy technology across the council's housing stock based on the results of the Green and Decent Homes pilot programme





## People feel proud to be part of a greener district

Delivering high priority corporate projects	
Outcome	Action
Residents receive improved value for money from their recycling efforts	To install and commission material separating technology for recyclable plastics and cans



An ambulance created from dumped fridges and washing machines was constructed in Coalville to raise awareness of the real cost of fly-tipping.

# Managing the council's finances - 2015/16 to 2018/19

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Continuing to ensure that we provide value for money in our services is more important than ever in the current economic climate as the Government continues to move forward with its deficit reduction programme. The Government has reviewed the funding of local authorities and it is clear that the overall level of national funding will continue to fall.

The Council is doing all it can to maximise its locally determined income including New Homes Bonus and Retained Business Rates.

For 2015/16 our mainstream Government grant allocation was reduced by more than 14% compared with 2014/15. Through our medium term financial planning, the council anticipated such a reduction and has continued to identify and deliver savings to meet overall expected funding reductions up to the end of 2018/19. This has also allowed the Council to freeze its Council Tax again in 2015/16.

The council will continue its drive for efficiency, economy and effectiveness in everything it does and will also continue with the regular monitoring of income and expenditure and recording efficiency savings made. The Council will update its four year Medium Term Financial Strategy in the Autumn in anticipation of further reductions in Government funding as part of a 2015 Spending Review.



**Stenson House: included in the Coalville Conservation Area, which was designated in June 2014**

# Building confidence in the council's performance

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## Leading the way - a flagship council

The council is committed to developing first class service provision for residents, businesses and visitors. Our performance was very strong across the council during 2014/15, and we continue to strive to improve performance across all services.



Tree planting to support the National Forest

*Photo courtesy of the National Forest Company - Ross Hoddinott*

At the heart of our work to further improve the services that people value will be a learning and talent programme focusing on developing all staff in providing excellent service. As part of our drive to improve we will be:

- Actively engaging our customers and communities in shaping our services
- Investing in and supporting our local councillors to carry out their duties
- Valuing the views of our partners and customers to improve our performance
- Engaging external best practice and benchmarking to challenge what we do and how we do it
- Working as one council and one team to be the best we can
- Releasing talent, growing capacity and expertise within the staff of the council

Each of the actions set out in this plan will be monitored quarterly by members of the council's Cabinet to make sure we are achieving the high standards we have set.

You can check our progress on our website [www.nwleics.gov.uk/performance](http://www.nwleics.gov.uk/performance).

# Useful information

If you would like more information about the Council Delivery Plan or any council service, please use the contact details below:

**Website:**

[www.nwleics.gov.uk](http://www.nwleics.gov.uk)

**Email:**

[customer.services@nwleicestershire.gov.uk](mailto:customer.services@nwleicestershire.gov.uk)

**Twitter:**

@nwleics

**Post:**

North West Leicestershire District Council,  
Council Offices,  
Coalville,  
Leicestershire,  
LE67 3FJ

**Telephone:**

01530 454545 (Main switchboard)

If you have an emergency outside of normal hours,  
please call 01530 454789

**Fax:**

01530 454506 (Reception)



*“Local people are at the heart of our services, and during 2015/16 we will continue to work closely with you to improve the services you value.”*

**NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL****CABINET – 3 MARCH 2015**

Title of report	<b>HOUSING REVENUE ACCOUNT DISPOSAL POLICY</b>
Key Decision	a) Financial Yes b) Community Yes
Contacts	Councillor Roger Bayliss 01530 411055 <a href="mailto:roger.bayliss@nwleicestershire.gov.uk">roger.bayliss@nwleicestershire.gov.uk</a>  Director of Housing 01530 454819 <a href="mailto:glyn.jones@nwleicestershire.gov.uk">glyn.jones@nwleicestershire.gov.uk</a>  Head of Finance 01530 454520 <a href="mailto:ray.bowmer@nwleicestershire.gov.uk">ray.bowmer@nwleicestershire.gov.uk</a>
Purpose of report	To seek Cabinet approval for the Housing Revenue Account (HRA) Disposal Policy
Reason for Decision	To provide a framework that enables the disposal of surplus HRA land, property or any other assets after a rigorous assessment of their suitability in meeting the current and future housing needs of the District.
Council Priorities	Value for Money Business and Jobs Homes and Communities Green Footprints Challenge
Implications:	
Financial/Staff	No financial implications associated with the adoption of the proposed policy
Link to relevant CAT	None
Risk Management	The policy provides a robust and thorough methodology for the disposal of land / property
Equalities Impact Screening	No implications
Human Rights	No implications

Transformational Government	No implications
Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Deputy Monitoring Officer	The report is satisfactory
Consultees	Corporate Leadership Team Asset Management Group
Background papers	None
Recommendations	<p><b>IT IS RECOMMENDED THAT CABINET:</b></p> <p><b>A. APPROVES THE DRAFT HRA DISPOSAL POLICY; AND</b></p> <p><b>B. RECOMMENDS TO COUNCIL THE NECESSARY FUTURE CHANGES THAT WILL NEED TO BE MADE TO THE SCHEME OF DELEGATION WITHIN THE COUNCIL'S CONSTITUTION</b></p>

## 1.0 BACKGROUND

- 1.1 Cabinet considered and approved the corporate Acquisitions Policy at their meeting on 10 February 2015. As part of the report, reference was made to the need for an HRA Disposal Policy as a related document, dealing specifically with the disposal of surplus assets owned and managed by the HRA.
- 1.2 When it is considered a land or property asset may no longer be viable and is therefore surplus to our needs, having an effective Disposals Policy will allow the Council to promptly and comprehensively consider future options, and if appropriate, dispose of the asset to generate a capital receipt which can then be used positively, to either maintain our remaining properties, or to seek to build / acquire new homes.
- 1.3 Any recommendation to dispose of a surplus asset will only be taken after a rigorous assessment has been carried out of the management and maintenance costs of that asset vis-a-vis the housing needs and demand of the District that could potentially be met. Over time certain properties or pieces of land may cease to meet the original intention for which they were acquired, or require such extensive repair or improvement expenditure that it is simply not cost effective to invest in them. This assessment of cost effectiveness will consider the likely rental income that will be generated following investment, and/or the levels of current and future demand from the waiting list for particular types of properties in different localities.

- 1.4 As part of the preparations for the development of a robust and comprehensive Asset Management Strategy relating to HRA land and property, the proposed Disposal Policy will provide a framework through which decisions relating to the disposal of surplus assets can be made and then implemented.
- 1.5 The Council has a duty to ensure that its assets are efficiently managed and it is intended that this policy is applied to Housing Revenue Account (HRA) disposals only at this time. The General Fund Disposals Policy has been in place since 2008, and may be revised and updated in due course.
- 1.6 As with the recently approved Acquisitions Policy, it is proposed that the Council's scheme of delegation be amended to incorporate the proposed approach detailed in the attached policy, when it is next updated by Council in September 2015.

## **2.0 PROPOSED APPROACH**

- 2.1 The proposed Disposals Policy attached as Appendix A has been developed with the input of the Asset Management Group, and reflects the need for a robust policy framework against which to take decisions about disposals and subsequently implement them.
- 2.2 The Policy sets out in section 2.2 the circumstances in which the Council may dispose of land or property as:
- The overall investment in the Council's existing HRA stock and assets to maintain good quality homes;
  - Strategic housing regeneration, development or redevelopment ;
  - Investment in new build and/or acquisitions of good quality affordable housing;
  - Environmental improvements to housing estates;
  - Improved provision of housing services and/or delivery of the Council's Housing Strategy;
  - Corporate economic development purposes which benefit Council tenants;
  - Revenue or capital income generation;
- 2.3 The Policy articulates the comprehensive and robust process that will be followed to consider the future of every land or property asset being considered for disposal. In section 4.2 the criteria are clarified as:
- The condition of the property, associated land and other related assets, and the costs of refurbishment and/or maintenance required to achieve and maintain the Council's accepted quality standard;
  - The supply of such property within the HRA asset portfolio and the current and future demand for such property from existing and potential customers within the local community;
  - Any housing management, Council or associated community issues that impact upon the decision to retain or dispose of the asset;
  - Feedback from consultation undertaken with tenants and leaseholders directly affected by the proposal and/or the wider tenant/resident community as appropriate;
  - Planning policy;
  - Development constraints;

- Availability (in terms of timing);
- Locational advantages (where a strategic disposal is under consideration)
- The financial return on disposal (where a revenue generating asset is being considered);
- Restrictive covenants/easements etc;
- Meeting the Council's strategic priorities as outlined in the Local Plan, HRA Business Plan, Asset Management Strategy and/or other Strategies;
- Conditions around the spending of any income generated from disposal.

2.4 In subsequent sections of the policy, detailed reference is made to the financial appraisal process, due diligence requirements, valuation process and negotiation phase of the disposal transaction.

2.5 Section 6 of the new policy outlines the delegated powers framework proposed to deal with these disposals. Under the current arrangements the Chief Executive has delegated authority to approve disposals up to £10,000 in value. The new policy proposes that this threshold be lifted to £50,000. This delegation will only be exercised after appropriate checks have been applied through the Asset Management Group and Corporate Leadership Team as appropriate.

2.6 It is proposed that disposals of a lower value than £50,000 be approved by the relevant Director and the Head of Finance, as Section 151 Officer, in consultation with the relevant Portfolio Holder. It is considered that the proposed limit will provide the required level of autonomy and flexibility for the officers above to make timely disposals of smaller land sites or single units of property, whilst reserving more significant disposals for Cabinet approval. This proposal, if approved, will require amendments to the scheme of delegation in the Council's constitution. As changes to the Council's constitution are normally only considered once a year, it is proposed that the required amendments will be put forward for consideration by Council in September 2015.

2.7 In section 11 of the Policy, provision is made, in exceptional circumstances, to take decisions on disposals with the agreement of the Chief Executive, Head of Finance as section 151 officer, and Leader of the Council. This will only be used to respond to time critical opportunities, as outlined in the policy.

2.8 Subsequent sections of the Policy deal with the details of the disposal process, and offer further explanation regarding the interpretation of some of the issues referred to in sections 2.2 and 2.3 above.

### **3.0 FINANCIAL IMPLICATIONS**

3.1 Whilst there are no financial implications associated with the adoption of the proposed policy, future changes will be requested to the Constitution's Scheme of Delegation to provide the Chief Executive, Leader, relevant Directors and Head of Finance with the appropriate levels of authorisation to authorise disposals.

3.2 Capital receipts from asset sales (other than RTB sales) can be used to fund specified elements of the Housing Capital Programme, in accordance with the provision of the existing Capital Allowance arrangements for the disposal of HRA assets.





**Appendix A**

**NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL  
HOUSING REVENUE ACCOUNT DISPOSAL POLICY**

**Final Draft**

**11 February 2015**

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## **1.0 Introduction**

1.1 The purpose of this policy is to set out a transparent and consistent framework to be adopted in connection with the disposal of HRA land and property in accordance with the corporate and Housing Revenue Account (HRA) Asset Management Strategies (AMS).

## **2.0 Reasons for the disposal of Land or Property**

2.1 Changing requirements for service delivery and the regular review of the Housing Strategy and HRA Asset Management Strategy will at times lead to some HRA assets (land or property) becoming surplus to requirements. In addition there may be circumstances in which a disposal is considered the best way to achieve one or more of the strategic objectives of the Council.

2.2 Unless there are exceptional circumstances, the Council will only dispose of HRA land or property to increase capital receipts to support the HRA Asset Management Strategy, or if the disposal will benefit one or more of the following:

- The overall investment in the Council's existing HRA stock and assets to maintain good quality homes;
- Strategic housing regeneration, development or redevelopment ;
- Investment in new build and/or acquisitions of good quality affordable housing;
- Environmental improvements to housing estates;
- Improved provision of housing services and/or delivery of the Council's Housing Strategy;
- Corporate economic development purposes which benefit Council tenants;
- Revenue or capital income generation;

## **3.0 Legal Powers**

3.1 The Council has no statutory obligation to dispose of HRA assets, other than under Right to Buy legislation, and will do so at its own discretion, and only when it considers that such disposal will be in the best interests of North West Leicestershire District Council.

3.2 Local authorities are subject to constraints should they determine to dispose of land or buildings in their ownership. Some of these constraints are enshrined in law; others arise because of a general expectation that local authorities should be seen to act reasonably when disposing of assets as in other aspects of their work.

3.3 Under the Local Government Act 1972, local authorities have the powers to dispose of assets in any manor they wish, subject to certain constraints, but the Council does have an obligation to obtain the best value possible when it disposes of an asset(s).

3.4 Under the Act, and the General Disposal Consent (England) order 2003, and the General Consent under s.25 of the LGA 1988 (Local Authority assistance for privately let housing) 2010, Councils may dispose of assets at less than the best consideration reasonably obtainable provided that any undervalue does not exceed £2 million and the transaction is considered by the local authority to help secure the promotion or improvement of the economic, social or environmental well being of its area.

3.5 Disposals at greater undervalue require the consent of the Secretary of State. A disposal for the purposes of the 1972 Act consists of:

- A freehold transfer;
- A grant of a term exceeding seven years;
- The assignment of a term which, at the date of the assignment, has more than seven years to run.

3.6 Since the 1972 Act, government policy has also introduced the concepts of Community Asset Transfer, community rights in respect of Assets of Community Value, and recognition of the Social Return on investment. The Localism Act 2011 further extends rights and powers for communities and individuals. Any proposed disposals under the terms of this legislation will be completed through the relevant policies and procedures.

3.7 Councils may also be restrained from disposing of land for a purpose that was not the purpose for which it was acquired under legislative powers and this is particularly relevant for:

- Allotments
- Open space
- Recreational ground

#### **4.0 Preparatory Research**

4.1 Once the potential need to dispose of HRA property or land has been identified, or an opportunity arises, preparatory research will be carried out by the relevant Director, in consultation with the Head of Finance as Section 151 Officer and the Corporate Asset Management Group, to establish whether the disposal will fulfil one of the criteria set out in section 2.2 of this Policy.

4.2 Criteria against which any decisions are made in respect of a disposal will include, where appropriate:

- The condition of the property, associated land and other related asset and the costs of refurbishment and/or maintenance required to achieve and maintain the Council's accepted quality standard;
- The supply of such property within the HRA asset portfolio and the current and future demand for such property from existing and potential customers within the local community;

- Any housing management, Council or associated community issues that impact upon the decision to retain or dispose of the asset;
- Feedback from consultation undertaken with tenants and leaseholders directly affected by the proposal and/or the wider tenant/resident community as appropriate;
- Planning policy;
- Development constraints;
- Availability (in terms of timing);
- Locational advantages (where a strategic disposal is under consideration)
- The financial return on disposal (where a revenue generating asset is being considered);
- Restrictive covenants/easements etc;
- Meeting the Council's strategic priorities as outlined in the Local Plan, HRA Business Plan, Asset Management Strategy and/or other Strategies;
- Conditions around the spending of any income generated from disposal.

4.3 Where a number of potentially suitable properties and/or assets exist for disposal, robust comparisons will be made to establish an appropriate means for disposal prioritisation based on the current marketplace and any other associated factors.

## **5. Financial Appraisal**

5.1 When a suitable property or site has been identified, a financial/feasibility appraisal will be carried out to establish the financial/budgetary implications of disposing of the asset. The advice of Finance will be sought regarding the financing of the disposal, to enable the opportunity cost of the disposal to be fully assessed. The Director will undertake a financial appraisal in conjunction with the Head of Finance as Section 151 Officer taking into account the following matters, where appropriate:

- Any revenue or capital costs of disposal and other relevant expenditure;
- The opportunity cost of disposal;
- Any revenue, or potential revenue, generated from the disposal of the asset, both short and long term;
- Availability of alternative funding sources for any project the proceeds of the disposal have been earmarked for;
- Internal resourcing required
- Risk assessment
- The savings, in asset management terms, of disposing of the property or site, including:
  - immediate maintenance/refurbishment requirements
  - demolition costs, if appropriate
  - adaptation requirements
  - ongoing maintenance/life cycle costs
  - national non-domestic rates including empty rates liability
  - insurance
  - Council Tax

- the overall effect of the expenditure/saving/income on the Council's budgetary position.
- 5.2 The proposal, setting out the reasons for disposal, together with the business case and any other pertinent details (including valuation), should be presented in the first instance to Asset Management Group for approval to proceed with negotiations for disposal. Any associated costs must be included in the relevant budgetary provision available prior to any commitment being made.
- 5.3 Any recommendation by Asset Management Group to dispose of an asset(s) will subsequently be treated as follows -
- Value under £10,000 – referred to the Head of Finance for approval to dispose under the relevant delegated powers.
  - Value £10,001 to £50,000 – referred to Corporate Leadership Team for consideration prior to exercising delegated powers.
  - Value £50,001 and over – referred to Cabinet for decision prior to disposal.

## **6. Due Diligence**

- 6.1 Prior to disposal, appropriate investigations will be undertaken into matters relating to:
- The legal title of the property
  - Planning and Building Regulation compliance for the existing use and proposed purpose, including the potential designated use in the Local Plan.
  - Other relevant statutory consents
  - Pollution
  - Existing construction and Mechanical and Electrical plant

## **7. Valuation**

- 7.1 Valuation advice will be provided by the District Valuer or other suitably qualified surveyor (RICS). Appropriate informal advice shall be obtained prior to that to assist with assessing options and recommendations.
- 7.2 Where a disposal is in respect of a major or complex site, additional independent valuation advice may also be sought. Independent advice is to provide a safeguard for the propriety of the Council's transaction. The advice may include assistance with negotiations with the prospective purchaser.
- 7.3 Where independent advice suggests that the true Open Market Value of the asset is below, or equivalent to, the offered price and / or there are overriding factors which justify the disposal, a report shall be prepared for Cabinet by the relevant Director, in consultation with the Head of Finance as Section 151 Officer, seeking approval to continue with the proposed disposal.

- 7.4 Where the disposal is to be by way of a long lease, Finance will be specifically consulted to assess the implications regarding VAT, Capital Controls and Treasury Management.

## **8. Negotiation**

- 8.1 After the approvals described in 5.2 and 5.3 have been obtained and where the possibility of a disposal has been established at a capital value of £50,000 or more, the relevant Director, in consultation with the Head of Finance as Section 151 Officer will prepare a report for Cabinet to obtain agreement in principle to proceed, identifying the financial benefits of the disposal. If approval to proceed is given by Cabinet, negotiations will be commenced with prospective purchasers by the District Valuer or other suitably qualified surveyor (RICS) acting under the instruction of the Council.
- 8.2 Disposals of a lower value may be approved by the relevant Director and the Head of Finance as Section 151 Officer, subject to the approvals described in 5.2 and 5.3, the Portfolio Holder for Housing being informed at the earliest possible opportunity, and a report being prepared to inform the next Cabinet meeting.

**NB.** Any recommendations by the third party carrying out either the valuations and/or the negotiations must be included in any reports that are presented to the Asset Management Group, Cabinet, Council and/or Head of Finance as Section 151 Officer.

## **9. Cabinet Approval**

- 9.1 The acceptance of any offer to purchase with a value of more than £50,000 will be made “*subject to contract, Cabinet approval and, where appropriate, survey*” and a report will be prepared for the next Cabinet, by the relevant Director in consultation with the Head of Finance as Section 151 Officer, recommending acceptance of the disposal.

## **10. Instructions**

- 10.1 Once Cabinet approval has been received, and any surveys satisfactorily carried out (or earlier if appropriate), Legal Services will be instructed to complete the documentation associated with the disposal.

## **11. Exceptions**

- 11.1 In exceptional circumstances. The Chief Executive, acting on the advice of the Head of Finance as S151 Officer, and in consultation with the Leader of the Council, may accept offers for land and property of a value in excess of £50,000 in accordance with, and to give effect to, the Council’s strategies and corporate aims (subject to a report being prepared for the next Cabinet by the Chief Executive. This approach will only be utilised where flexibility for the

Chief Executive is required in order to respond quickly to any time critical opportunities that arise.

## **12. Completion**

- 12.1 Once the disposal has been completed, Legal Services will advise the relevant Director, the Head of Finance as Section 151 Officer, Financial Planning, relevant Members and such others as are appropriate.
- 12.2 The Director of Housing will ensure that the Asset is removed from the Asset and Financial Database. Legal Services will ensure that Land Registration information is provided to Property Services so that GIS database system can be updated.
- 12.3 Where appropriate or where requested as a requirement, the relevant officer will provide periodic update reports to Cabinet, Council and/or or the Corporate Leadership Team or Asset Management Group providing detail on the progress of the project for which the asset was disposed.

## **13. Disposal of HRA land or property for service delivery and/or delivery of corporate aims**

- 13.1 Land or property may be disposed for the purpose of service delivery in line with the scheme of delegation (and clause 5.3), subject to the following criteria:
  - Authority from Corporate Leadership Team confirming that the level of service delivery is required.
  - An option appraisal has been carried and reported to the Asset Management Group, the result of which identifies the requirement to dispose of the land or property for service delivery.
  - Any on-going revenue costs are contained within an approved budget which has been confirmed as appropriate by Financial Planning, or an appropriate additional budget is approved by Cabinet.
  - VAT has been considered and Financial Planning have been consulted on the implications on VAT and that these are included in the option appraisal.

## **14. Strategic Disposal for Future Development in line with Council priorities and Objectives**

- 14.1 Disposal of HRA land or property may be required for the purpose of future strategic development in line with Council priorities and objectives, and in line with the scheme of delegation (and clause 5.3), subject to the following criteria:-
  - An option appraisal has been carried and reported to Asset Management Group, the result of which identifies the land or property as suitable for current or future strategic development in line with Council priorities and objectives.



## **15. Disposal of HRA Public Open Space**

- 15.1 On occasion it may be deemed beneficial to dispose of areas of HRA open land by sale to enable them to be incorporated within the wider boundary of a privately owned property or building. In such instances, assuming a value of less than £50,000 the Director of Housing will take such decisions in accordance with this Policy, including sections 5.2 and 5.3 above.
- 15.2 For the disposal of larger areas of HRA land, some of the detailed requirements relating to the disposal of public open space may be set out in s106 agreements and these will be reported to Cabinet after prior approval through the Asset Management Group and Corporate Leadership Team.
- 15.3 The maintenance liability of each parcel of land must be considered in full before any disposal will be agreed.
- 15.4 It is intended that the purchaser will liaise with the Council before and during the adoption process to ensure that any agreed works are being carried out to the correct standards and specifications.
- 15.5 Boundary, hedges, fences, ditches and trees should be conveyed where appropriate with the adjoining development to reduce future maintenance costs.

## **16. Disposal by gift or possessory title**

- 16.1 If such a disposal opportunity arises, it will be considered if meeting the appropriate measures and criteria set out in this Policy.

## **17. Leases and Licences**

- 17.1 Entering into a lease or licence agreement shall be considered in the same terms as any property disposal the Council makes. Therefore reasons for the disposal, property searches, financial and risk appraisals, independent valuation, negotiations and Council approvals should all be identifiable stages. Clear ownership of responsibilities will require agreement prior to assignment of a lease in terms of Health and Safety, maintenance requirements etc

## **18. Financial and other criteria for disposals**

- 18.1 The Council needs to take a strategic approach to land and property disposals. The requirement to dispose of land and property for any of the purposes identified this Policy should be identified as part of the Council's procedures for developing its Medium Term Financial Strategy, HRA Business Plan, Asset Management Strategy, Capital Programme and Council Delivery Plan.
- 18.2 Service Managers will be required to take a medium to long term view when planning delivery of their services and will need to identify any requirement to dispose of land and property or any opportunities to dispose of surplus assets

in order that planning these changes can be incorporated in the Council's service and financial planning processes.

## **19. Method of Disposal**

19.1 Once approval for disposal has been agreed as outlined in this Policy the method of disposal will be determined as outlined in the Council's Corporate Asset Disposal Policy (April 2008). The Asset Management Group will:

- Determine the method of open market competition **OR**
- Confirm the existence of a Special Purchaser **OR**
- Confirm the land will be sold through a partnership

19.2 **Open market competition** will be one of the following:

- Formal Tendering – the Council invites sealed bids, which are opened together. The Council and the purchaser then immediately enter into a contract under which the purchaser usually pays a 10% deposit;
- Auction – the property is marketed as part of the auction process. If appropriate a reserve price will be set;
- Private treaty where a marketing exercise has failed to secure a buyer, or where there is justification for dealing with a single potential purchaser.

19.3 In three specific cases open market competition may not achieve the best consideration:

- Sales of areas of land where there is realistically only one potential purchaser;
- Sales of land where there is a **'special purchaser'** for whom the land has a higher value than for anyone else, for example, "ransom strips" (The Stokes v Cambridge principle);
- Occasions may arise where the Council wishes to support or encourage a specific use or development, to deliver key objectives of the Housing Strategy or Council Delivery Plan. In these instances sales may be negotiated to particular purchasers subject to the conditions in section 3.4 regarding any proposed disposal at less than market value.

19.4 Where direct negotiations are to proceed with a particular developer, the developer must satisfy the Council on the following issues: -

- The provision of detailed information and plans of the proposed development.
- The timescale for completion of the development.
- Detailed funding arrangements and confirmation that these are in place.
- Evidence of end user commitment and the opportunity for Council to discuss that commitment directly with the end users in question.
- Details of the developer's financial offer for the property.
- Developer's track record with similar developments.
- Any partnership record with other local authorities.

- Full details of any proposed joint venture opportunity.
- Details of any conditions precedent to which the proposal is subject.
- Any wider/longer term regeneration benefits from the proposal. For example, employment or training opportunities during construction or from the proposed end user.
- Provision of any other off site benefits or facilities.
- Potential for attraction of shoppers, visitors, users to the district's facilities.
- Capacity of the proposal for bringing other sites forward or opening up other development potential.
- Potential for leverage of private or other public funds and grants.
- Capacity of the proposal to remove or reduce other Council financial liabilities.
- Satisfaction of the Council's approved housing regeneration objectives.

19.5 The information above will be assessed against the following criteria: -

- Are there other developers who could deliver the project?
- What other potential uses are there for the site?
- Is there a robust and justifiable case for direct negotiation and not market testing in accordance with the protocol?

19.6 Where the Asset Management Group has recommended that a site be sold at a price below open market value, the matter is to be reported to the Head of Finance as Section 151 Officer, and Corporate Leadership Team, for consideration and approval before proceeding to a delegated decision or Cabinet. A sale of land at a price below open market value may require the consent of the Secretary of State under the provisions of the Local Government Act 1972 and thus before proceeding to contract the relevant officer shall confirm with Legal Services that any disposal meets the requirements of the Local Government Act 1972. General Disposal Consent (England) 2003.

19.7 The **Partnership** Protocol contained within the Corporate Asset Disposal Policy (April 2008) will act as a good practice guide for selecting development partners. Officers and members will be expected to follow the good practice contained in this Protocol to safeguard the authority from any allegations of favouritism or anti-competitive practices.

## 20 Money Laundering

20.1 All transactions should be carried out in accordance with the Council's Anti-Money Laundering Policy.

20.2 All cash transactions must be within the limits set out in the Anti-Money Laundering Policy.

20.3 Legal Services must make checks for all purchasers and ensure that purchasers' solicitors have an up-to-date Anti-Money Laundering Policy and that they are registered with the Law Society.

## **21. Internal and External Audit**

- 21.1 Auditable records of all disposals will need to be maintained and accessible by the Council's Internal Audit function and External Audit to verify actions/values and how the authority made the decision to dispose. Any appointment of a third party consultant must reserve the right of access to their records in relation to the transaction.

**NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**

**CABINET – 3 MARCH 2015**

Title of report	<b>TENANT SCRUTINY PANEL REPORT – PERFORMANCE MONITORING AND ACCESS TO PERFORMANCE INFORMATION</b>
Key Decision	<p>a) Community Yes</p> <p>b) Financial No</p>
Contacts	<p>Councillor Roger Bayliss 01530 411055 <a href="mailto:roger.bayliss@nwleicestershire.gov.uk">roger.bayliss@nwleicestershire.gov.uk</a></p> <p>Director of Housing 01530 454819 <a href="mailto:glyn.jones@mwleicestershire.gov.uk">glyn.jones@mwleicestershire.gov.uk</a></p> <p>Head of Housing 01530 454780 <a href="mailto:chris.lambert@nwleicestershire.gov.uk">chris.lambert@nwleicestershire.gov.uk</a></p>
Purpose of report	To seek approval to implement the action plan developed by the Housing Service in response to the recommendations put forward by the Tenant Scrutiny Panel on performance monitoring and access to performance information.
Reason for Decision	The Tenant Scrutiny Panel has concluded their inspection of performance monitoring and access to performance information.
Council Priorities	Value for Money Homes and Communities
<p>Implications:</p> <p>Financial/Staff</p> <p>Link to relevant CAT</p> <p>Risk Management</p> <p>Equalities Impact Screening</p> <p>Human Rights</p>	<p>The recommendations put forward by the Tenant Scrutiny Panel can be met by existing resources within the Housing Revenue Account budget.</p> <p>The recommendations and any associated risks will be monitored by the Housing Service and Tenant Scrutiny Panel.</p> <p>No implications apparent.</p> <p>No implications apparent</p>

Transformational Government	This report reflects the second outcome from the introduction of the new Social Housing Regulatory regime established by the Localism Act 2011.
Comments of Head of Paid Service	Report is satisfactory.
Comments of Section 151 Officer	Report is satisfactory.
Comments of Monitoring Officer	Report is satisfactory.
Consultees	Tenants & Leaseholders Consultation Forum; Corporate Management Team
Background papers	Tenant Scrutiny Panel (Cabinet, 13 March 2012). <a href="http://minutes-1.nwleics.gov.uk/CeListDocuments.aspx?Committeeld=126&amp;MeetingId=320&amp;DF=13%2f03%2f2012&amp;Ver=2">http://minutes-1.nwleics.gov.uk/CeListDocuments.aspx?Committeeld=126&amp;MeetingId=320&amp;DF=13%2f03%2f2012&amp;Ver=2</a>
Recommendations	<b>THAT CABINET APPROVES THE ACTION PLAN PREPARED IN RESPONSE TO THE RECOMMENDATIONS FROM THE TENANT SCRUTINY PANEL'S INSPECTION OF HOUSING'S PERFORMANCE MONITORING ARRANGEMENTS.</b>

## 1.0 CONTEXT

- 1.1 Cabinet approved the establishment of a Tenant Scrutiny Panel (TSP) on 13 March 2012 in response to introduction of the Localism Act 2011. The Act heralded the focus for Housing regulation moving towards a culture of local co-regulation, with greater emphasis on locally determining standards and priorities.
- 1.2 The reforms have also provided social housing tenants with stronger tools to hold their landlords to account through tenant panels, or similar bodies, in order to give tenants the opportunity to carefully examine the services being offered and form judgements about the cost and quality of the services they receive.
- 1.3 The TSP formally recruited members in December 2012 and embarked on their first pilot review of customer satisfaction with the Decent Homes Improvement Programme in May 2013. The TSP issued their findings and recommendations in a report in May 2014 to the Housing Portfolio Holder. Each of the 5 recommendations were accepted and adopted by the Housing Service.
- 1.4 In July 2014 the TSP sought Cabinet approval of a number of amendments to their Terms of Reference to enable better governance and understanding of the TSP's role and aims.
- 1.5 The TSP held its first awareness raising event in October 2014 as a result of obtaining external grant funding from the Department of Communities and Local Government. The event, held at the Hermitage Hotel in Coalville proved successful in raising awareness of

the TSP and their work, and establishing links with other voluntary organisations in the North West Leicestershire area.

- 1.6 The latest report issued by the TSP in respect of performance monitoring and access to performance information is a product of the TSP's work during the latter part of 2014. The report does not address the actual performance being achieved by the Housing Service, but focuses on tenant influence over, and access to, KPI monitoring information.
- 1.7 The TSP are currently inspecting the Housing Management Service in respect of rent arrears and evictions, with a report detailing their findings and proposed recommendations due to be considered by Cabinet in June or July 2015. The TSP's next inspection will be focused on the Responsive Repairs Service. A forward plan of inspections can be found in Appendix 1.

## **2.0 INSPECTION OF HOUSING PERFORMANCE MONITORING**

- 2.1 The TSP decided to undertake an investigation in respect of how Key Performance Indicators (KPI) are communicated and how easily accessible this information is to tenants, including for monitoring purposes.
- 2.2 The TSP's full report can be found in Appendix 2. It is important to note that the report attached has been produced by the TSP themselves, in their own words, and makes a number of recommendations as detailed below.
- 2.3 Summary from TSP report - recommendations

**Recommendation 1:** The TSP is aware that information on performance is reviewed by the Performance & Finance Working Group on a quarterly basis, and is known as the Tenants' Top Ten. Whilst this information is extremely useful, it is not in a format that is representative of the entire Housing Service and is not shared with tenants publicly. It is therefore proposed that the Performance & Finance Working Group consider the implementation of the format as in Appendix 2, with the performance indicators chosen to be representative of all business areas and relate to services which are a priority for tenants. This information will be shared via a regular feature in In Touch called 'How's Your Landlord Performing'. The initial In Touch feature should be approved by the Tenant Scrutiny Panel.

**Recommendation 2:** That the Performance and Finance working group continue to monitor, and challenge poor performance by meeting the Management Team to understand and scrutinise remedial actions.

**Recommendation 3:** NWLDC ensures its website is updated with this information every quarter to reinforce the fact that they are totally transparent in sharing this information with all tenants and other interested parties.

**Recommendation 4:** To publish this tenant friendly information in whatever medium is available in public areas of Council offices.

**Recommendation 5:** That the Resident Involvement Team act as lead for facilitating the sharing of all information as described above.

- 2.4 Recommendations (as outlined above) will be implemented through an action plan which includes the Housing Service's response and outlines the agreed actions to address the issues raised. The actions can be implemented within existing resources. The action plan can be found in Appendix 3.
- 2.5 Further to recommendation 1 in 2.3, Housing resources will in future be focused on delivering improvements in services areas which are important to tenants, and will thus help drive tenant satisfaction.
- 2.6 Quarterly monitoring of Housing performance will continue to be carried out by Cabinet as per the existing arrangements. Further to recommendation 2 in 2.3, if the Performance and Finance Working Group is not satisfied by the explanations given by officers on a particular performance issue, the matter can be referred, if appropriate, to the Tenants and Leaseholders Consultation Forum (TLCF). The Portfolio Holder for Housing is invited to meetings of the TLCF, and, if necessary, has the discretion to draw any matters to the attention of a future Cabinet meeting.



## TENANT SCRUTINY FORWARD PLAN 2014/15 – 2015/16

Date of Meeting and Venue	Items to be taken to meeting	Lead	Report Deadline	Papers Delivery Deadline
11 November 2014, 1pm – 3pm	Review of success of TSP Event Review of feedback regards future inspection areas and future inspection planning Inspection review – KPI's Inspection review – Rent Arrears and Evictions Decent Homes report feedback	Panel Panel  Panel Panel Neil Barks		
9 December 2014, 1pm – 3pm 49	Inspection review update – KPI's Inspection review update – Rent Arrears and Evictions Benchmarking results	Panel Panel David Moxon		
13 January 2015, 1pm – 3pm	Inspection review update – Rent Arrears and Evictions Inspection review - Responsive Repairs KPI report feedback	Panel Panel Tracy Ashe	05/01/2015	06/01/2015
10 February 2015, 1pm – 3pm	AGM Inspection review update - Responsive Repairs Decent Homes report feedback Rent Arrears and Evictions report feedback	Panel Panel Neil Barks Amanda Harper	02/02/2015	03/02/2015
10 March 2015, 1pm – 3pm	Inspection review update - Responsive Repairs	Panel	02/03/2015	03/03/2015
14 April 2015, 1pm – 3pm	Inspection review update - Responsive Repairs	Panel	06/04/2015	07/04/2015

<b>Date of Meeting and Venue</b>	<b>Items to be taken to meeting</b>	<b>Lead</b>	<b>Report Deadline</b>	<b>Papers Delivery Deadline</b>
<b>12 May 2015, 1pm – 3pm</b>	Inspection review final update - Responsive Repairs	Panel	04/05/2015	05/05/2015
<b>9 June 2015, 1pm – 3pm</b>	Housing Management related inspection review (topic to be determined) Responsive Repairs report feedback	Panel Mark Tuff	01/06/2015	02/06/2015
<b>14 July 2015, 1pm – 3pm</b>	2014/15 Benchmarking results Housing Management related inspection review (topic to be determined)	David Moxon Panel	06/07/2015	07/07/2015
<b>11 August 2015, 1pm – 3pm</b>	Housing Management related inspection review (topic to be determined)	Panel	03/08/2015	04/08/2015
<b>8 September 2015, 1pm – 3pm</b>	Housing Management related inspection review (topic to be determined) Annual Report	Panel Tracy Ashe	31/08/2015	01/09/2015
<b>13 October 2015, 1pm – 3pm</b>	Housing Management related inspection review (topic to be determined)	Panel	05/10/2015	06/10/2015
<b>10 November 2015, 1pm – 3pm</b>	Housing Management related inspection review (topic to be determined)	Panel	02/11/2015	03/11/2015
<b>8 December 2015, 1pm – 3pm</b>			30/11/2015	01/12/2015



## **HOW'S YOUR COUNCIL PERFORMING?**

**Targets vs Key Performance Indicators**

**Ease of access for tenants.**

**December 2014**

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b. Aims of the Exercise	4
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<b>Appendices:</b>	
Appendix 1 – Tenants Top Ten, North West Leicestershire District Council	
Appendix 2 – ‘How’s your council performing?’ Template	
<b>Available upon request:</b>	
Appendix A – Performance Information, Charnwood Borough Council	
Appendix B - Performance Information, Hinckley and Bosworth Borough Council	
Appendix C - Performance Information, South Derbyshire District Council	
Appendix D - Performance Information, A1 Housing	
Appendix E - Performance Information, Mid Wales Housing Association	

## **1. Acknowledgements**

The Tenant Scrutiny Panel (TSP) would like to thank the members of staff with North West Leicestershire District Council (NWLDC) for assisting us in pulling together the key documents and information for this report.

## **2. Executive Summary**

The TSP decided to look at how Key Performance Indicators (KPI) are communicated and how easily accessible this information is to tenants

## **3. Report**

### **a. Choice of Topic**

The choice of topic for this inspection is the presentation of KPI's and the availability to tenants.

Firstly, the TSP aimed to compare information from different housing organisations and councils on how they provide information on targets/KPI's to their tenants. The TSP found this information was not publicly available since the demise of the Audit Commission in 2011.

The TSP was only able to find a limited amount of performance indicator documents on the websites of neighbouring Councils including Charnwood Borough Council, Hinckley and Bosworth Borough Council and South Derbyshire District Council. In addition information from Housing Associations has also been reviewed including A1 Housing, Mid Wales Housing Association, and Nottingham Community Housing Association. These findings reinforced the TSP's decision to scrutinise this topic.

The TSP took the view that combining elements of each comparable organisation would give NWLDC tenants a simplified and easily understood format showing results as smiley faces, a feature already implemented via the Tenant's Top Ten. Smiley faces are a universally recognised symbol which, combined with the Red, Amber and Green traffic light system, gives immediate visual recognition of how the council is performing. The format was chosen to also help those tenants with language barriers and whose level of literacy may be lower than the average, to understand the information presented.

Currently, KPI's are provided by the Council to the TSP and in fact all tenants only on request and in a formal format. Tenant members of the Performance and Finance working group annually set and quarterly monitor the Tenant's Top Ten. This Tenants Top Ten is also reported within the organisations Annual Report which is for public distribution.

NWLDC currently has an extensive internal system for recording KPI's regularly. However, this system is not accessible to its tenants or residents. The TSP has designed a more tenant friendly example template (Appendix 2) for the Performance and Finance working group to consider incorporating with the Tenant's Top Ten. This can then be displayed in public areas (eg council offices reception areas), on the

NWLDC website and featured in 'In Touch' (the quarterly tenants magazine) or included with quarterly rent statements whilst this practice continues. It is to be noted that the performance indicators shown in Appendix 2 are for illustrative purposes only. The set of performance indicators chosen should be representative of all business areas of the Housing and agreed by the Performance and Finance Working Group.

The TSP are aware that the Performance and Finance Working Group annually set and quarterly review the Tenant's Top Ten (Appendix 1). The panel would like to build on this information to further strengthen the work that the working group undertake. The panel also recommend that the Performance and Finance working group continue to monitor performance and challenge poor performance by requesting attendance of the appropriate Team Manager, Head of Housing or Director of Housing at a working group meeting to explain the reasons for the performance issue and outline an improvement plan. Where necessary the Performance and Finance Working Group will escalate matters of continuous poor performance to the Tenants and Leaseholders Consultation Forum, or the Tenant Scrutiny Panel as appropriate.

### **b. Aims of the Exercise**

The aims and objectives of the Panel for this particular project included:

- ❖ Simplify information to improve tenants understanding and presentation of KPI's, targets and results in a transparent form.
- ❖ Educate tenants on their landlord's performance.
- ❖ Encourage tenant interest in council activities.
- ❖ Raise the profile of NWLDC amongst its tenants and the communities in which it works.

### **c. Conclusions**

From the research conducted the by the Panel it became apparent that details of performance do not appear to have been reported to the public by most councils since the decommission of the Audit Commission, the most recent results found were for 2011/2012.

The NWLDC website does not include any reference or information on how the organisation is performing against its own KPI's other than the the last Annual Report available for 2013/2014). This is remiss as in most areas NWLDC has either achieved its targets or come very close to doing so, which provides the perfect opportunity for positive portrayal of the Council's work and to report on both its successes and shortfalls.

The NWLDC is very keen to involve tenants in making decisions etc. with regards to the services provided to them. By providing information on its performance it may increase the level of interest in participating in the various working groups by tenants. Most importantly the TSP believes this will raise the profile of NWLDC,

showcase its work and achievements across the whole of North West Leicestershire area and help change perceptions in the community.

#### **d. Recommendations**

The TSP has identified some areas where small changes to procedures could bring significant benefits for both tenants and NWLDC:

**Recommendation 1:** The TSP is aware that information on performance is compiled by the Performance & Finance Working Group and reviewed on a quarterly basis as the Tenant's Top Ten. Whilst this information is extremely useful, it is not in a format that is representative of the entire Housing Service and is not shared with tenants publicly. It is therefore proposed that the Performance & Finance Working group consider the implementation of the format as in Appendix 2, with the performance indicators chosen to be representative of all business areas and that this is shared via a regular feature in In Touch called 'How's your Landlord is performing'. The initial In Touch feature should be approved by the Tenant Scrutiny Panel.

**Recommendation 2:** That the Performance and Finance working group continue to monitor performance and challenge poor performance by requesting to meet the Management team to understand and scrutinise recovery actions.

**Recommendation 3:** NWLDC ensures its website is updated with this information every quarter to reinforce the fact that they are totally transparent in sharing this information with interested parties.

**Recommendation 4:** To publish this tenant friendly information in whatever medium is available in public areas of the Council offices.

**Recommendation 5:** That the Resident Involvement Team act as leads for the provision and facilitation of sharing of all information as described above.










#### **e. Benefits:**

- ❖ This initiative would provide NWLDC with the perfect opportunity to present information to the public via a method they currently use.
- ❖ Publishing this information quarterly via In Touch will assist the Tenant Scrutiny Panel in their role of scrutinising the Landlord's performance
- ❖ The Council's profile as a social housing landlord would be raised by way of communicating about its performance with stakeholders.
- ❖ Information is provided in a tenant friendly format.
- ❖ Tenants will be able to better understand the council's performance targets and therefore understand the level at which service should be maintained and therefore able to hold the council accountable in relation to areas of poor performance.

*Janet Higgins, Chair, On behalf of the Tenant Scrutiny Panel*

Appendix 1  
Tenants Top Ten  
North West Leicestershire District Council



Service Area	Performance Indicator	Q1 Target	Q1 Actual	
Housing Management	Average relet times (Days)	37	62	
Housing Management	% Rent arrears of current tenants - % (exc Direct Debit as a Method Of Payment)	2.04%	2.18%	
Housing Management	% of new tenants satisfied with the allocation and letting process	86%	90%	
Housing Repairs	Percentage of Emergency repairs completed within 24 hr	99.75%	98.92%	
Housing Repairs	% total responsive repairs completed within target satisfaction	90%	94%	
Housing Repairs	% total repairs completed within target	92.4%	95.32%	
Business Support	Percentage of tenants satisfied with the handling of their rent enquiry	95%	NA	
Housing Choices	Gross quarterly Bed & Breakfast expenditure	£9,000	£3,005	
Housing Choices	Number of cases where homelessness is prevented in the quarter	25	31	
Older Persons Service	All new customers to have a support plan within 6 weeks of tenancy start date	100%	100%	







# Appendix 2

## 'How's your council performing?'

### Template

## HOW'S YOUR COUNCIL PERFORMING?

**April – June 2014**

	Target	Actual	How are we doing?
 <b>Communities</b>			
Notices served for breach of tenancy	0	4	☹
Eviction notices served	0	0	☺
Walkabouts-issues raised			
Walkabouts-issues raised			
 <b>Repairs</b>			
Number of repairs appointments made			
Number of repairs appointments kept			
Number of urgent repair completed on time			
Number of gas services outstanding			
 <b>Rents</b>			
Amount of rent paid			
Tenants taken to court for non-payment			
New front doors that could be provided if all arrears were paid			
 <b>Empty Homes</b>			
Average days to re let empty properties			
Empty properties having major works			
Empty properties ready to let			
 <b>Lettings</b>			
Average bids per property			
% satisfied with property standard at re-let			
 <b>Customer Promise</b>			
Number of complains received			
Number of complaints resolved first time			

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**Performance Monitoring Improvement Action Plan**

<b>Recommendation 1</b>				
<i>That the Performance &amp; Finance Working Group consider the implementation of the format as proposed by the Tenant Scrutiny Panel, with the performance indicators chosen to be representative of all business areas and that this is shared via a regular feature in In Touch called 'How's Your Landlord Performing'. The initial In Touch feature should be approved by the Tenant Scrutiny Panel.</i>				
Ref	Task	Lead	Target Date	Status
TSPKPI1	Facilitate the production of a revised performance monitoring template with the Performance and Finance Working Group	HRA Business Support Team Manager	April 2015	Outstanding
TSPKPI2	Seek approval of the performance monitoring template from the Tenant Scrutiny Panel prior to the initial publication in In Touch		May 2015	Outstanding
<b>Recommendation 2</b>				
<i>That the Performance and Finance working group continue to monitor performance and challenge poor performance by requesting to meet the Management team to understand and scrutinise recovery actions.</i>				
Ref	Task	Lead	Target Date	Status
TSPKPI3	Develop and implement a process for the Performance and Finance Working Group to monitor performance of the Housing service on a quarterly basis	HRA Business Support Team Manager	April 2015	Outstanding
TSPKPI4	Develop and implement a procedure for the Performance and Finance Working Group to meet members of the Housing senior management team in order to challenge, and further monitor, poor performance		April 2015	Outstanding
<b>Recommendation 3</b>				
<i>NWLDC ensures its website is updated with this information every quarter to reinforce the fact that they are totally transparent in sharing this information with interested parties.</i>				
Ref	Task	Lead	Target Date	Status
TSPKPI5	Implement quarterly website updates	HRA Business Support Team Manager	July 2015	Outstanding
<b>Recommendation 4</b>				
<i>To publish this tenant friendly information in whatever medium is available in public areas of the Council offices.</i>				
Ref	Task	Lead	Target Date	Status
TSPKPI6	Implement a process to produce a quarterly update in the form of a slideshow presentation for the purposes of being displayed on the customer information televisions in Council reception areas	HRA Business Support Team Manager	July 2015	Outstanding
<b>Recommendation 5</b>				
<i>That the Resident Involvement Team act as leads for the provision and facilitation of sharing of all information as described above.</i>				
Ref	Task	Lead	Target Date	Status
TSPKPI7	Agree lead role within the Resident Involvement team and communicate this to the Tenant Scrutiny Panel and Performance and Finance working group	HRA Business Support Team Manager	February 2015	Outstanding

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## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

## CABINET – 3 MARCH 2015

Title of report	<b>FORMER TENANT RENT ARREARS, CURRENT TENANT RENT ARREARS, COUNCIL TAX, NON DOMESTIC RATES AND SUNDRY DEBTOR WRITE-OFFS</b>
Key Decision	a) Financial No b) Community No
Contacts	Councillor Nick Rushton 01530 412059 <a href="mailto:nicholas.rushton@nwleicestershire.gov.uk">nicholas.rushton@nwleicestershire.gov.uk</a>  Chief Executive 01530 454500 <a href="mailto:christine.fisher@nwleicestershire.gov.uk">christine.fisher@nwleicestershire.gov.uk</a>  Head of Finance 01530 454520 <a href="mailto:ray.bowmer@nwleicestershire.gov.uk">ray.bowmer@nwleicestershire.gov.uk</a>
Purpose of report	To agree write-offs over £10,000 and receive details of debts written off under delegated powers.
Reason for Decision	To comply with proper accounting practices.
Council Priorities	Value for Money
Implications:	
Financial/Staff	There is no additional financial effect as all the debts are met from the Authority's bad debt provision.
Link to relevant CAT	None
Risk Management	Regular reviews of debts for write off mitigates the risk that the Council's accounts do not reflect the true level of recoverable income. It is also part of an effective arrears management strategy.
Equalities Impact Screening	Not applicable.
Human Rights	None discernible.
Transformational Government	Not applicable.
Comments of Head of Paid Service	The report is satisfactory

Comments of Section 151 Officer	The report is satisfactory
Comments of Deputy Monitoring Officer	The report is satisfactory
Consultees	None.
Background papers	All papers used in compiling the report contain exempt information under paragraph 3 of Part 1 to Schedule 12A Local Government Act 1972
Recommendations	<p><b>1. THAT CABINET APPROVES THE WRITE OFFS OVER £10,000 DETAILED IN THIS REPORT.</b></p> <p><b>2. THAT CABINET NOTES THE AMOUNTS WRITTEN OFF UNDER DELEGATED POWERS.</b></p>

## 1.0 DOUBTFUL DEBT PROVISIONS

1.1 Provision is made in the accounts as follows:

	As at 1 April 2014	Write offs to date (under delegated powers)	Amounts written off over £10,000 approved by Members	Balance Available
Council Tax	£1,475,791.00	£208,289.18	£0.00	£1,267,501.82
Non Domestic Rates	£840,710.00	£93,605.06	£211,974.44	£535,130.50
Housing Rents	£381,230.18	£28,978.75	£0.00	£352,251.43
Sundry Debtors/Housing Benefit Overpayments	£1,143,083.25	£22,474.52	£0.00	£1,120,608.73

## 2.0 FORMER TENANT RENT ARREARS

2.1 The amounts written off under delegated powers, in accordance with the thresholds outlined in the write off policy are as follows: 36 cases under £1,000 which amount to £8802.71. Of these, nine are uneconomical to pursue (£261.55), seven are where no trace has been found for their current address (£3378.44) and three are where the tenant is deceased and there is no estate (£668.05). There were 17 cases which qualified for a bereavement allowance following the death of the tenant (£4494.67).

2.2 There is one case over £1,000 for £2,892.61 which was due to a Debt Relief Order.

2.3 There are no Former Tenancy Arrears over £10,000 for which we seek approval.

## 3.0 CURRENT TENANT RENT ARREARS

3.1 There are currently no current tenant rent arrears for which we seek approval for write-off. There were no current rent arrears written off under delegated powers.



## 4.0 COUNCIL TAX

4.1 There are currently no council tax debts over £10,000 for which Cabinet's approval for write off is sought.

4.2 The amounts written off under delegated powers, in accordance with the thresholds outlined in the write off policy, are as follows: 14 cases under £100 which amount to £496.31. Of these, five have absconded (£297.97), three are insolvent (£67.00) and six are uneconomical to collect (£131.34). There are 53 cases between £100 and £1,000, which amount to £21,327.86. Of these, one is deceased with no assets (£606.46), one has severe hardship (765.79), 37 have absconded (£13,828.03), 11 are insolvent (£4,342.87) and three are uneconomical to collect (£1,784.71). There are 11 cases between £1,000 and £10,000 which amount to £19,643.67. Of these, eight have absconded (£12,584.23), one is insolvent (£1,052.83), and two are uneconomical to collect (£6,006.61).

4.3 The full list of reasons for writing off debt includes:

- Bankruptcy or a Debt Relief Order is in place
- Deceased – No assets in the estate.
- Debtor Absconded / No Trace
- Company in liquidation/dissolved or ceased trading with no assets
- Severe Hardship and/or Serious health Issues
- Statute barred i.e. we cannot legally pursue the debt as there has been six years since the debt fell due and no action has been taken to collect the debt.
- Uneconomical to collect i.e. it is not financially viable to take further action for e.g. due to the low level of the debt, they have gone abroad etc.

4.4 Writing off debts is only considered where all appropriate recovery and enforcement measures have been taken, or, where the council are legally prohibited from pursuing the debt.

4.5 Each year the council produces a recovery timetable which details the dates on which the statutory Reminders, Final Notices and Summonses are to be despatched. The letters issued are designed to maximise collection by prompting tax payers to pay their missed instalments in a timely manner, thereby avoiding further enforcement action taking place. A leaflet is included with the reminders to explain what happens next should payment not be made.

4.6 For all outstanding debt, the council takes the recovery action outlined in the bullet points below:

- If payment is not received by the instalment due date shown on the bill, a reminder notice is issued.
- If payment is received within seven days the tax payer may continue with their original instalment plan. If they default again within the year, then one further reminder notice is issued. If they do not pay, the following steps are taken.
- If payment is not received by the date on the reminder notice, a court Summons is issued. The Summons advises them of the date and time that the Council will attend a Magistrates Court hearing to apply for the award of a Liability Order against them.
- Once a Liability Order is obtained, the Council has a number of enforcement options open to them in order to secure payment of the debt.

#### 4.7 Liability Order Action

Once a Liability Order has been obtained each debt is looked at and a decision is made as to the most appropriate course of action to take from the list of available options below. It is only after all of these have been considered and/or pursued that the debt is put forward for write off.

1. Apply to the debtor's employer for an Attachment of Earnings.
2. Apply to the DWP for a deduction from the debtor's benefits
3. Instruct an external enforcement company (bailiffs) to collect the debt on the council's behalf.
4. If the bailiff company are unsuccessful, the Council could commence committal proceedings against the debtor.
5. If the debtor owns their own home a Charging Order could be made against the property.
6. If the debt is over £750, bankruptcy proceedings could be commenced against the debtor.

When considering the final three options on the above list, the Council must always be mindful of the individual circumstances of the debtor and the financial impact on the Council of pursuing each option. Additional costs will be incurred when utilising any of these options.

#### 5.0 NON DOMESTIC RATES (NNDR)

5.1 There are currently three Non Domestic Rate debts over £10,000 which amount to £48,500.60 for which Cabinet's approval for write off is sought. All three of the cases have gone into liquidation (£48,500.60), therefore we cannot legally take any further recovery action against these debts.

5.2 The amounts written off under delegated powers in accordance with the policy thresholds are as follows: There is one case under £100 which amounts to £8.00 that is uneconomical to collect. There is one case between £100 and £1,000 which amounts to £167.71 that is insolvent. There are 10 cases between £1,000 and £10,000 which amount to £27,377.99 of which, three have absconded (£13,300.84), five cases are insolvent (£13,073.56) and one is uneconomical to collect (£1,003.59).

5.3 As with the recovery of Council Tax, for Business Rates, writing off debt is only ever considered as a last resort. Often companies, sole traders or partnerships become insolvent and the Council is prohibited from taking any further action as all of their outstanding debts are included within the Administration, Liquidation or personal bankruptcy.

5.4 The Council follows the same recovery process for Business Rates as for Council Tax. However, once the Council has obtained a Liability Order there are only a limited number of enforcement actions that can legally be pursued. In most cases, where a payment arrangement or contact cannot be made, the Council refers the case to external bailiffs. If they are unsuccessful, the Council then has three further options to consider before putting the debt for write off. These options are:

- Committal (For sole traders and partnerships only)
- Security for Unpaid Rate (this is the equivalent of a Charging Order on a property but this can only be done with the ratepayers agreement)

- Insolvency Proceedings

## **6.0 SUNDRY DEBTORS (INCLUDES HOUSING BENEFIT OVERPAYMENTS)**

- 6.1 There are currently no sundry debtor cases over £10,000 for which Cabinet's approval for write off is sought.
- 6.2 The amounts written off under delegated power in accordance with the policy thresholds are as follows: Seven cases under £100 which amount to £184.22. Of these, one is deceased with no assets (£63.77) and six are uneconomical to collect (£120.45). There are 15 cases between £100 and £1,000 which amount to £5,812.25. Of these, two have absconded (£982.51), nine are deceased with no assets (£3,516.76) and four are insolvent (£1,312.98). There is one case between £1000 and £10,000 which amounts to £6,768.65 and is insolvent.
- 6.3 For all outstanding benefit overpayment debt, the council takes the recovery action outlined in the bullet points below:
- An invoice is issued giving 14 days to make payment, or to contact the council.
  - If payment is not received a first Reminder is issued, followed by a second reminder two to three weeks later.
  - If payment is not received a 'CIS' (DWP database) check is carried out to assess if an attachment of benefit is appropriate. If benefit cannot be attached the account is sent to an external bailiffs collection team with no cost to the Council. However, they have no powers to enforce the debt at this stage only to collect it.
  - If the cases are returned, each case is checked and a decision is made as to whether it is appropriate to start legal proceedings in the County Court.
  - If judgement is obtained in the County Court, the following enforcement options are available to consider:-
    1. Attachments of Earnings (deduction of customer's wages, at source by employer)
    2. Warrants Control (the use of County Court Bailiff, or High Court Sheriff)
    3. Third Party Debt Orders (Utilises the customer's bank account to extract payment)
    4. Charging Order (the debt is secured on the customer's house)
    5. Insolvency (petition for bankruptcy)

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**NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**

**CABINET – 3 MARCH 2015**

Report Title	<b>2014/15 QUARTER 3 PERFORMANCE MANAGEMENT REPORT</b>
Key Decision	a) Financial - No b) Community - No
Contacts	Councillor Richard Blunt 01530 454510 <a href="mailto:richard.blunt@nwleicestershire.gov.uk">richard.blunt@nwleicestershire.gov.uk</a>  Chief Executive 01530 454500 <a href="mailto:christine.fisher@nwleicestershire.gov.uk">christine.fisher@nwleicestershire.gov.uk</a>  Director of Services 01530 454555 <a href="mailto:steve.bambrick@nwleicestershire.gov.uk">steve.bambrick@nwleicestershire.gov.uk</a>  Director of Housing 01530 454819 <a href="mailto:glyn.jones@nwleicestershire.gov.uk">glyn.jones@nwleicestershire.gov.uk</a>
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). Also included is progress on how the Council is managing its corporate risks.
Reason for Decision	The report is provided for members to effectively monitor the organisation's performance.
Council Priorities	The report shows performance against each of the Council's four priorities for 2014/15
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 Section 151 Officer	The report is satisfactory.
Comments of Deputy Monitoring Officer	The report is satisfactory.
Consultees	Corporate Leadership Team
Background papers	(1) Council Delivery Plan 2014/15 - <a href="http://www.nwleics.gov.uk/pages/council_delivery_plan_2014_15">http://www.nwleics.gov.uk/pages/council_delivery_plan_2014_15</a>
Recommendations	<b>THAT THE QUARTER 3 PERFORMANCE REPORT (OCTOBER – DECEMBER 2014) BE RECEIVED.</b>

## 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, finance and sickness absence management.

### 2 Council priorities and links to key frontline services

The Council's key frontline services are linked to the Council's four priorities as follows

Front line Service	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 quarter 3 is included in Appendix 1.

## **2.1 Leisure Centres**

During October 2014 as part of the Council's annual Leisure Centre Listening Week, 230 users at both Hermitage and Hood Park leisure centres were asked to rate their customer experience across 16 areas of the service. These areas included staff welcome, telephone call efficiency, maintenance and information quality and the subsequent results saw Hood Park improve on the previous year's scores in 11 areas, whilst Hermitage improved in 10. Whilst encouraging in themselves, these results also provided further evidence of ongoing customer improvement at the leisure centres given that in the previous year the scores increased in 14 areas at Hood Park and in 12 at Hermitage. The results will be analysed further and an improvement plan developed.

As part of an on-going focus on cost savings through energy reduction, an Energy Efficiency audit has been undertaken by Leisure Energy. A number of actions have already been implemented including a reduction in the running times of the Combined Heat and Power (CHP) units and a reduction in the speed of the swimming pool air handling units overnight. Further recommendations for consideration include the replacement of the sports hall and swimming pool lights at Hood Park LC, the replacement of the squash court lights at both sites, and the replacement of the pool hall air handling unit at Hood Park LC.

## **2.2 Housing Services**

The housing department has started to explore the desired approach to new build council housing. Support was obtained from Housing Quality Network, recognised housing industry experts, in assessing the different options open to the council to increase stock through new build and / or acquisitions. A report outlining the available options, including recommendations on possible ways forward with the sites of de-commissioned sheltered housing schemes and garages, will be produced in quarter four.

During the current financial year we have completed decent homes refurbishment works to 1,218 of our properties by the end of the third quarter. This is the final year of our three year programme and the largest in volume, as we seek to maximise claims for Decent Homes backlog grant funding by 31 March 2015.

Work to reduce the number of vacant Council properties continues to pay dividends, with an overall reduction in the number empty, although there continued to be a high number of new properties becoming void throughout the quarter. The overall number of vacant properties has reduced from 272 at the end of quarter 1, to 257 at the end of quarter 2, to 232 at the end of quarter 3 (includes all voids). A further significant reduction in the number vacant is projected by the end of quarter 4. The time taken from receiving keys to re-allocating the properties is also reducing, one recent change to procedure being that where minimal void works are required, our operatives just go in and do the work, without having to wait on a maintenance officer visiting and drawing up a specification. The Void Performance Working Group continues to meet and is reviewing all business processes with empty property management to ensure the Council are operating as efficiently as possible.

Mobile Working for repairs operatives was successfully introduced, with operatives now receiving job orders through tablet devices. Tenants will also be able to complete

an electronic satisfaction survey immediately after the work has been completed, so we should be able to quickly obtain more feedback from our customers. Operatives can now also order materials through their mobile devices. Overall, mobile working will mean a much more flexible and efficient allocation of repair works to the team and a simplified reporting and appointment making process for customers.

### **2.3 Revenues & Benefits**

Significant progress has been made on implementing the Revenues and Benefits staffing structure and appointments have been made to key management roles. A number of the IRRV operational recommendations have also been implemented.

Partnership auditors have reported on the design and operation of our internal controls and have provided significant assurance that the necessary controls are in place for the three areas of Business Rates, Council tax and Benefits.

Preparations for annual billing are well under way and on target.

### **2.4 Refuse & Recycling**

Satisfaction levels with waste collection service have increased overall from 92% in 2009 to 93.5% in 2014. Over 1,100 surveys were returned giving the results statistical validity. For the first time customers were able to respond to the survey online to save on postage and data entry costs. A detailed report of all the findings with improvement actions to be undertaken by the service will be published in quarter 4.

Building on the vehicle reporting system implemented in quarter 2 a new back office waste management software system has now been launched to improve communications between frontline staff and the call centre. Also, a performance management module has also been launched to improve performance monitoring of the service. The in cab applications are being phased in throughout quarter 4. Testing of in-cab applications also continues which will mean customers will be provided with improved information regarding whether refuse lorries have visited or not, speedier resolution of issues including new bin deliveries and an ability for crew leaders to report real time issues.

To maximise the income from the sale of plastics and cans OKAY Engineering were awarded the contract for installing material separating technology at Linden Way depot following a competitive tendering process. Installation will commence in quarter 4 and be fully commissioned in quarter 1 of 2015-16.

### **2.5 Development Control**

Customer satisfaction rates in development control remain high. Performance in determining major applications is well above target and performance for minor and other applications, whilst below target is consistent with performance in the same period of 2013/14 due to a consistently high volume of work. Performance for other applications is now less than a percentage point from being on target

Fee income to the end of December 2014 is significantly above target (£550,000) at approximately £1.2 million. This is an increase of £407,000 when compared to the same period of 2014. The increase in income is largely attributed to an increase in the number of major applications, including several solar farm developments. Some of this additional income is to be re-invested in additional resource within the Development Management team to ensure all targets will be met. It is intended that



the performance improvements from this additional resource will be achieved by the end of quarter 1 2015/16.

## **2.6 Environmental Health**

The Environmental Health team continued with a programme of work to ensure that licensed taxi vehicles are safe. A multi-agency enforcement exercise focussing on the inspection of vehicles at East Midlands Airport was carried out with over 100 taxi's being checked. Approximately 80% of vehicles checked were found to be without defect. Five of the vehicles inspected had been licensed by NWLDC, with all five being found without defect.

An enhanced level of support continued to be provided to 29 food businesses, selected because they have a history of failing to comply with food hygiene law. As a result of the advice and support provided by the Environmental Health team only 10 of the 29 businesses remain non compliant with the law. Work will continue with the 10 remaining non compliant businesses. Any business that fails to respond to the enhanced level of support being provided will be subject to proportionate enforcement actions in order to secure compliance. This initiative is just one of many services delivered to ensure that food produced and sold in our district is safe.

A comprehensive programme of food inspection continues to be delivered. At each of the inspections carried out the businesses received advice and guidance from the Environmental Health team. The standard of hygiene at food businesses continues to increase with the number of food businesses receiving a hygiene rating of satisfactory or higher (3, 4 and 5) increasing from 671 to 699 during quarter 3.

Demand for the pest control service remains very high. The total customer demand for treatment services during quarter 3 was 208, compared with 165 customers over the same period last year. A service was delivered to all customers requesting assistance, thereby providing effective control of rodent population within the district.

## **3 Council Delivery Plan**

Appendix 2 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 quarter 3.

### **3.1 Business & Jobs Priority**

The Council's Christmas event was combined with Coalville Town Team's Food and Drink Festival on 22 November. A day of Food, Drink and Entertainment and a world record attempt began Coalville's official festivities. Over 300 children visited Santa during the afternoon and over 3000 people turned out to watch, Kieran and Sarah (from Britain's got Talent) switch on the Christmas Lights. Customer feedback was very positive and Paul Tallett (Director of Coalville Town Team) stated that both events complimented each other perfectly.

### **3.2 Progress against remaining CDP priorities**

The customer gateway system, which adds self-service options to the website and streamlines operations in Customer Services, was used to support voting for the £20,000 for 7 Community Funding Initiative in October with 2,106 customers registering online accounts to allow them to vote and opt to receive updates on future

website developments. This system is now stable and fully operational so work will continue to increase the range of self-service options, with the introduction of a range of waste services options planned for addition in quarter 4. In order to achieve payback in a 3 year period, a target of 45 high-value customer interactions has been established, which will reduce Customer Services costs by £40,000 through reductions in agency staff costs. As at December 2014, 12 high-value website transactions per day are being completed.

#### **4 Financial management update**

At the end of the third quarter it is projected that there will be a significant underspending for the year on the General Fund. Local income for planning and recycling is currently projected to be significantly above target and combined with continued savings on employees indicates that an underspending of around £1 million can be expected at the year end. This is notwithstanding any unforeseeable changes in business rates income.

The Housing Revenue account continues to show lower projected rental income of around £272,000 but this has reduced from earlier projections of £300,000. This is due to changes made to speed up the turn around of void properties.

Forecasting shows that there will be a slight underspending across all capital programmes.

#### **5 Absence management update**

The annual sickness target is 7.4 working days. The quarter 3 target is 5.55 days. The out-turn performance this quarter is 7.91 days which means that cumulatively, if the current trend continues, the annual target will not be met.

Long term absences continue to be actively managed and, overall, the council has seen a reduction in the number of days lost to long term sickness.

#### **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)

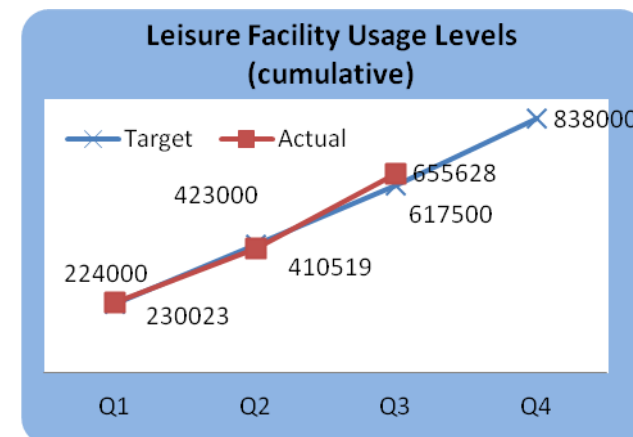
## 2 PERFORMANCE DASHBOARD – LEISURE CENTRES

Progress against milestones			Progress against Performance Indicators		
2 😊 Green	1 😐 Amber	0 😞 Red	2 😊 Green	0 😐 Amber	0 😞 Red

Budgeted Cost to provide service	£749,610	Total FTE's	89.25	Complaints received	19
Forecasted cost to provide service	£794,725	Total days lost to sickness	89.38(302.23)*	Compliments received	18

\* days lost cumulatively 2014/15

- 2 fitness members have agreed to work in liaison with the Council to review the induction and programme package and to ensure it is customer focussed and offers value for money.
- Membership income has increased. As at the end of December 2014 there were 2,674 members as compared to 2,413 in 2013, an increase of 11%. Income for Q3 in 2014/15 increased by 7.7% from 2013/14, from £204,012
- Usage at Hermitage and Hood Park Leisure Centres has exceeded target due to an increase in the number of events, bookings on the Hermitage Recreation Ground 3G pitch, membership usage, Swim Academy new joins and holiday activity attendances.
- Press release for Rudolph Ramble and Dancers Dash.
- Broadcast by BBC Radio Leicester on Spinergy from Hermitage LC.
- Article in Coalville Times re leisure centre opening hours review.



Performance Indicators	Q3 Target	Q3 Actual	Status
Leisure Centre Membership income	£212,400	£219,736	😊
Leisure Facility Usage Levels (cumulative)	617,500	655,628	😊

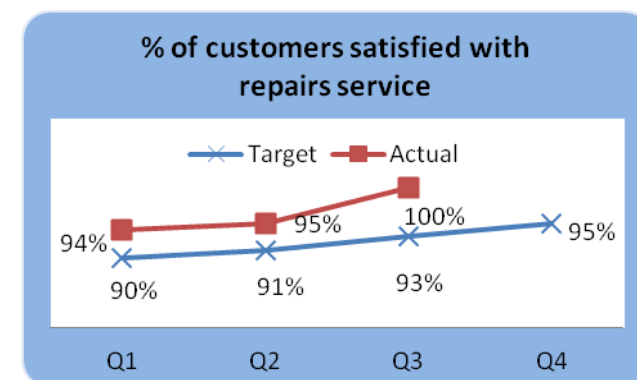
## 2 PERFORMANCE DASHBOARD – HOUSING

Progress against milestones			Progress against Performance Indicators		
6 😊 Green	3 😐 Amber	0 ☹️ Red	5 😊 Green	0 😐 Amber	1 ☹️ Red

Budgeted Cost to provide service	£746,000	Total FTE's	103.09	Complaints received	114
Forecasted cost to provide service	£1,267,000	Total days lost to sickness	165.69(612.59)*	Compliments received	19

\* days lost cumulatively 2014/15

- 14 affordable homes delivered during December. Cumulative yearly figure of 93 against an annual target of 110
- Rent arrears target exceeded in December by 0.51%. This has been achieved by the continued prioritisation of rent arrears collection, including the support and assistance for tenants to receive financial advice. The Christmas campaign, "Don't let your home be the cost of Christmas" also encouraged tenants to make payments during the two weeks where rent is not charged over the festive period resulting in payments of £85,042.56.
- The stand alone performance on voids for December was 39 days, an improvement of 18 days compared with the performance in November. At the end of September 2014, there were 248 properties void, of which 149 are active voids. A high level review of voids is underway involving the Director of Housing and a full review of the voids process scheduled for Q4.
- 27 out of 27 customers that completed a survey were either "Very Satisfied" or "Satisfied" with the overall service provided by the responsive repairs team.



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Performance Indicators	Q3 Target	Q3 Actual	Status
% rent arrears of current tenants	2.42%	1.91%	😊
Total arrears for current tenants £	£415,078	£322,111	😊
% tenants satisfied with the allocation and lettings process – See Appendix 2	88%	100%	😊
Average re-let times (days) – See appendix 2	36 days	60 days	☹️

Performance Indicators	Q3 Target	Q3 Actual	Status
Percentage of customers satisfied with adaptations	N/A	N/A	N/A
Percentage of customers satisfied with responsive repairs	93%	100%	😊
Percentage of customers satisfied with DHIP programme	95%	96%	😊
Percentage of Homeguide users who find the service easy to use	N/A	N/A	NA
Number of affordable homes delivered (Quarterly – Cumulative target 110) – Monitored at year end	N/A	N/A	NA

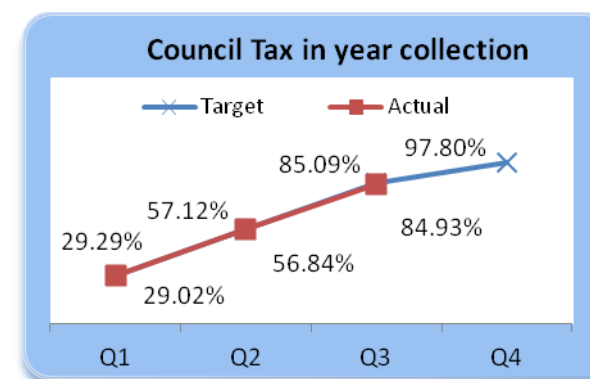
## 2 PERFORMANCE DASHBOARD – REVENUES & BENEFITS

Progress against milestones			Progress against Performance Indicators		
3 😊 Green	0 😐 Amber	0 ☹️ Red	4 😊 Green	0 😐 Amber	0 ☹️ Red

Budgeted Cost to provide service	£337,720	Total FTE's	27.89	Complaints received	5
Forecasted cost to provide service	£316,464	Total days lost to sickness	61.63 (210.7)*	Compliments received	2

\* days lost cumulatively 2014/15

- In- year council tax collection remains relatively high (84.9 against a collection rate of 85.1). the reasons for the slight reduction may include the maximum council tax support reducing from 91.5% to 85% and taxpayers now have the ability to pay over 12 months
- Business rate collection is exceeding target
- All performance indicators for benefit/support processing times are exceeding target
- The recovery of overpaid housing benefits performance indicator has been adversely affected by adjustments to accounts as a result of the success of the Fraud Investigation Team in identifying overpayments which then need to be recovered.



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Performance Indicators	Q3 Target	Q3 Actual	Status
Benefits Right Time Performance Indicator	11 days	9.21 days	😊
Benefits New Claims	19 days	16.26 days	😊
Benefits Change Events	9 days	8 days	😊
Council Tax in year collection rate	85.09%	84.93%	☹️
Non-domestic rates in year collection rate	84.10%	84.92%	😊
HB overpayments recovered	36%	26.32%	☹️

## 2 PERFORMANCE DASHBOARD – REFUSE & RECYCLING

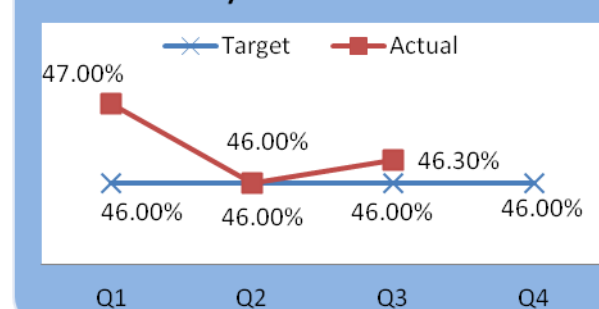
Progress against milestones			Progress against Performance Indicators		
3 😊 Green	0 😐 Amber	0 ☹️ Red	4 😊 Green	0 😐 Amber	0 ☹️ Red

Budgeted Cost to provide service	£1,635,990	Total FTE's	74.26	Complaints received	6
Forecasted cost to provide service	£1,493,255	Total days lost to sickness	191.99 (791.72)*	Compliments received	19

\* days lost cumulatively 2014/15







- Contracts awarded for material separating technology and of undercover storage bays. Installation of machinery to commence in Q4 and be fully operational by end of Q1 2015-16.
- Waste management software back office system launched on domestic rounds including performance management system and in-vehicle reporting system with in cab applications to be rolled out in Q4.
- 28% response rate to the 2014 Waste Services customer satisfaction survey. An action plan of improvements based on the survey results to be identified in Q4.

% of waste recycled



Performance Indicators	Q3 Target	Q3 Actual	Status
Income from sale of recyclables (cumulative)	Not available till Q4	Not available till Q4	N/A
% of waste recycled	46%	46.3%	😊
Kgs of waste sent to landfill	518 kg	517.03 kg	😊





## 2 PERFORMANCE DASHBOARD - DEVELOPMENT CONTROL

Progress against milestones			Progress against Performance Indicators		
2  Green	1  Amber	0  Red	3  Green	1  Amber	0  Red

\* Days lost cumulatively 2015/15







Budgeted Cost to provide service	£56,640	Total FTE's	11.2	Complaints received	14
Forecasted cost to provide service	£-589,030	Total days lost to sickness	0.8 (10.4)*	Compliments received	7

- Fee income to the end of December 2014 was £1.2 million.
- Satisfaction with the service remains above target and is consistent with the performance achieved in the same period of 2013/14 (92.40%).
- Contact made with Parish Council's at Liaison Forum in December and they were advised that due to resource issues, training would not now take place until after the election. Parish Council's are still currently trialling e-consultation with the Planning and Development Team were also advised that the questionnaire for feedback on the e-consultation trial would be sent out in January. This will now be sent out by 13<sup>th</sup> February with feedback to be considered in advance of the next Liaison Forum.
- Performance on minor and other planning applications determined within target dipped again in December and to the end of Period 9 is now at 55.90% (was 59.32 at the end of period 6). Analysis of this category continues to show that a high number of applications for residential development were subject to S106 Agreements. New process being implemented to ensure completion of S106 agreements in a more timely manner.

Performance Indicators	Q3 Target	Q3 Actual	Status
Percentage of customers very satisfied or satisfied with the Planning Service	90%	90.7%	
Percentage of major planning applications processed within period agreed with applicant	60%	83.3%	
Percentage of planning applications determined within 8 weeks for minor applications – See Appendix 2	65%	55.9%	
Percentage of planning applications determined within 8 weeks for other applications – See Appendix 2	80%	79.24%	
Satisfaction with service based on agents and town and parish councils (Establish baseline)	NA	NA	NA



## 2 PERFORMANCE DASHBOARD - ENVIRONMENTAL HEALTH

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




Budgeted Cost to provide service	£354,950	Total FTE's	15.293	Complaints received	1
Forecasted cost to provide service	£290,620	Total days lost to sickness	7.77(13.27)*	Compliments received	3

\* days lost cumulatively 2014/15

- A programme of interventions at food establishments continues to be undertaken in accordance with the food law code of practice. A small backlog of inspections exists as a result of vacant inspector posts. A temporary inspector has been appointed to assist in eliminating the backlog of inspections. A further part time vacancy has now been appointed to with the postholder starting in January.
- All food establishments that fall within the scope of the rating scheme have received a rating following their food hygiene inspection. The results of the rating have been uploaded to the national ratings website every 14 days. Window stickers have been provided to each business to display.
- A programme of 'on the spot' licensed vehicle checks continues to be carried out. 18 vehicles received an inspection, resulting in achieving the Q3 target of 60 on the spot checks. 17 of the 18 vehicles were found to be at the council pass standard. Since April 55 of the 60 (92%) vehicles checked were of the pass standard.
- An inspection programme targeting licensed premises deemed to be high risk has been devised using information from partner agencies in addition to data held on our database. 8 of the highest risk premises were inspected during Q3 with all premises found to be compliant with the law.

No applicable performance indicators for Q3 (reported annually)

### 3 COUNCIL DELIVERY PLAN - BUSINESS & JOBS PRIORITY







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

- Business breakfast meeting with Ashby businesses held on 16th October. More than 20 businesses attended the event.
- Coalville Market Rent Income - Forecast reduced by £15k (down from £16k at period 7) . This reduced forecast has been based on the actual 2014/15 income to period 9 which shows an improved position following the recent external improvements.

No applicable performance indicators for Q3 (reported annually)

### 3 PROGRESS AGAINST REMAINING CDP PRIORITIES

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Progress against milestones			Progress against Performance Indicators		
4  Green	0  Amber	0  Red	5  Green	3  Amber	1  Red

- 2,106 customers registered online accounts to allow them to vote in the £20,000 for 7 campaign and opted to receive updates on future website developments.
- As at December 2014, 12 high-value self service website transactions per day are being completed.

See Appendix 2 for performance indicators for Q3

## 4 FINANCE UPDATE

This section sets out the projected financial position of the Council for the year ending 31 March 2015. The Council set its Revenue Budget at £10.546m on 25 February 2014.

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).	10,546	9,515	(1,031)

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).	686	670	(16)

HRA SUMMARY	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
Net cost of service (Total rent income less total expenditure)	746	1,267	521

Capital Expenditure	General Fund £ 000	Special Expenses £	HRA £ 000	Total
Approved/ *Revised Budget for the Year	2,294	202	19,394	21,890
C/F from 2013/14	322	13	0	335
Approved projects in year	144	6	0	150
Slippage Identified in Year	-374	0	0	-374
<b>Total budget for 2014/15</b>	<b>2,386</b>	<b>221</b>	<b>19,394</b>	<b>22,001</b>
<b>Likely outturn for 2014/15 (provisional)</b>	<b>2,285</b>	<b>216</b>	<b>17,656</b>	<b>20,157</b>

### **Comments on General Fund Variances**

- Planning Income and Recycling income is forecast to be £718k and £85k respectively above budget.
- Investment Income is forecast to be £48k over budget mainly due longer term investments yielding higher interest than forecasted.
- Leisure Centres Income from Learn to Swim direct debit collection is forecast to be £83k under budget. This is due to a technical adjustment following a movement from quarterly to monthly direct debits.
- Salary underspends of around £115k are forecast across both directorates.

### **Comments on Special Expenses Variances**

- Burial Income is forecast to be around £15k above budget.

### **Comments on HRA Variances**

- Reduced Forecast on Rent Income £272k (£189k on voids, £78k out of debit and £5k other).
- Due to a technical accounting regulation and a change in a method of valuation the council will have to set aside £492k to an Unusable Reserve for the revaluation of the garages for the year ending 2014/15

### **Comments on Capital Programme**

- Decent Homes backlog works – Forecast underspend £492k. This mainly relates to tenant refusals where the works will now be carried out in future years either when the tenant changes their mind or when the property becomes vacant.
- Housing Planned Investment Programme (HPIP) works – Forecast underspend £442k. This largely relates to forecast slippage from 2013/14 no longer required for HPIP works.
- Other works – Forecast underspend £804k. This mainly relates to Insulation works (£600k) and Garage modernisation works (£100k) now being carried out in future years. Note that the budget for insulation works has now reduced to £250k in 2015/16

## 5 MANAGEMENT OF ABSENCE

Quarter 1	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 - Long 4.32 - Short	299.92 - Long 125.15 - Short	47.42 - Long 79.31 - Short	91.00 - Long 200.50 - Short	68.15 - Long 26.50 - Short	0 - Long 22.60 - Short	606.23 - Long 358.64 - Short
Total days lost in qtr	4.32	425.07	126.73	291.50	94.65	22.60	964.87
Number of FTE's	16.02	204.66	60.34	100.09	58.13	26.05	465.29
Average Cumulative no of days lost per FTE	0.27 days	2.08 days	2.10 days	2.91 days	1.63 days	0.87 days	2.07 days

Quarter 2	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 – Long 2.6 - Short	359.70 – Long 73.5 – Short	55.0 – Long 41.3 – Short	52 – Long 103.4 – Short	7.5 - Long 25.1 – Short	0 – Long 1.8 – Short	474.16 – Long 247.57 - Short
Total days lost in qtr	2.6	433.2	96.3	155.4	32.6	1.8	721.73
Number of FTE's	13.92	200.58	59.81	100.09	57.73	26.55	458.68
Average Cumulative no of days lost per FTE	0.50 days	4.28 days	3.73 days	4.46 days	2.20 days	0.92 days	3.68 days

Quarter 3	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 – Long 8.4 - Short	283.8 – Long 137.1 – Short	29.9 – Long 44.1 – Short	56 – Long 109.7 – Short	27.3 - Long 55.9 – Short	0 – Long 4.8 – Short	396.97 – Long 360.05 - Short
Total days lost in qtr	8.4	420.9	74	165.7	83.2	4.8	757
Number of FTE's	15.52	193.79	56.57	103.09	57.90	26.55	453.42
Average Cumulative no of days lost per FTE	1 day	6.6 days	5.25 days	5.94 days	3.64 days	1.1 days	5.39 days

# MANAGEMENT OF RISK

Corporate Risk Register							
Risk Area	Inherent Risk			Control Measures	Residual Risk		
	Impact	Likelihood	Rating		Impact	Likelihood	Rating
Finance & Budget	4	4	16	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. Planning for the Future has been documented and is reviewed regularly. Internal and External audit of systems and accounts.	4	1	4
Resource Capacity & Capability	4	4	16	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 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.	2	2	4
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. Procurement Gateway Board oversees a procurement planning process. Training programme in place for staff.	3	2	6
Information Governance & Data Protection	4	4	16	Policies and procedures are in place. Corporate Governance is training is undertaken annually and includes information governance as	4	1	4

## Corporate Risk Register

Risk Area	Inherent Risk			Control Measures	Residual Risk		
	Impact	Likelihood	Rating		Impact	Likelihood	Rating
				appropriate to reflect changes in legislation. The Council has a dedicated SIRO. Corporate Governance Groups are in place to scrutinise impacts/issues arising.			
Emergency Planning & Business Continuity arrangements	4	4	16	Business continuity plans have been documented, policies and procedures are in place, initial continuity plans are in place to allow access to the service through alternative mechanisms (Hermitage Leisure Centre)	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 at the council office and a third offsite at Hermitage Leisure Centre so there are multiple levels of protection. Improved business recovery arrangements have been implemented to minimise recovery time.	3	2	6
Project & Programme Management	4	4	16	Progress is shared with regularly with CLT, experienced PRINCE 2 staff, transformation programme is continually reassessing its objectives	3	2	6
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

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## Appendix 2

# COUNCIL DELIVERY PLAN & KEY FRONT LINE SERVICES – ACTIONS AND PERFORMANCE INDICATORS BY EXCEPTION ONLY FOR QUARTER 3 CABINET PERFORMANCE REPORT

### Key



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




Performance under control (milestones)



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


## COUNCIL DELIVERY PLAN & KEY FRONT LINE SERVICES – ACTIONS

### Leisure Actions



Action	Responsible Officer	Action milestones for 2014/15		
		Q3 Milestone	Q3 Progress	Status
Measure customer service levels in Leisure Services	John Richardson	Co-design to refresh the health and fitness induction and programme experience for customers	Due to the development of the Spinergey Studio, this action will now be completed in Q4. 2 fitness members have agreed to work in liaison with the Council to review the induction and programme package and to ensure it is customer focussed and offers value for money.	

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### Housing Services Actions


Action	Responsible Officer	Action milestones for 2014/15		
		Q3 Milestone	Q3 Progress	Status
Feedback from customers is used to inform future service delivery and service improvements	Chris Lambert	Undertake actions within action plan.	Customer satisfaction is currently exceeding targets however to improve return rates the mobile working provider 'Oneserve' will be completing work within the system during the next quarter to make the completion of the tenant satisfaction survey within the new system a mandatory part of the job completion process.	

## Housing Services Actions


Action	Responsible Officer	Action milestones for 2014/15		
		Q3 Milestone	Q3 Progress	Status
Implement HomeGuide self service housing advice services by end of July 2014	Chris Lambert	Commence ongoing mystery shopping exercise to assess ease of use and relevance	The formal launch has been delayed pending delivery of a secure web domain (https) that will ensure any personal details that are input will be fully secure. The secure domain should be in place by end of January 2015, whereupon housing advisors will actively promote use of the site to anyone seeking housing advice.	
Determine the long term future of sheltered housing schemes with low occupancy/demand	Chris Lambert	Evaluate findings of community consultation and identify preferred option for the long term future of the schemes	The options for the future of the sheltered schemes with low occupancy will be included in the project brief for an independent advisor to advise on the options for increasing the availability of affordable homes in the District	

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## Revenues & Benefits Actions

Action	Responsible Officer	Action milestones for 2014/15		
		Q3 Milestone	Q3 Progress	Status
Implement the recommendations resulting from an external review of the Revenues and Benefits service	Ray Bowmer	Anticipated changes to working practice implemented	Appointments to newly agreed structure commenced by the end of the quarter. A number of subsidiary recommendations are being rescheduled.	


## Development Control Actions

Action	Responsible Officer	Action milestones for 2014/15		
		Q3 Milestone	Q3 Progress	Status
Engage with and deliver Planning related training to the Parish and Town Councils	Jim Newton	Review progress on Neighbourhood plans in Ashby and Ellistown – identify lesson to improve engagement with residents and parish councils	Contact made with Parish Council's at Liaison Forum in December and they were advised that due to resource issues, training would not now take place until after the election. Parish Council's also advised that the questionnaire for feedback on the e-consultation trial would be sent out in January.	

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## COUNCIL DELIVERY PLAN & KEY FRONT LINE SERVICES – PERFORMANCE INDICATORS

### Performance Indicators – Housing

Performance Indicators	Q3 Target	Q3 Actual	Status	Commentary
Average re-let times (days)	36 days	60 days		The stand alone performance for December was 39 days, an improvement of 18 days compared with the performance in November. At the end of September 2014, there were 248 properties void, of which 149 are active voids. A high level review of voids is underway involving the Director of Housing and a full review of the voids process scheduled for Q4.

## Performance Indicators – Development Control



Performance Indicators	Q3 Target	Q3 Actual	Status	Commentary
% of minor planning applications processed within 8 weeks (assessed against national target)	65%	59.90%	☹️	Performance dipped again in December and to the end of Period 9 is now at 55.90% (was 59.32 at the end of period 6). Analysis of this category continues to show that a high number of applications for residential development were subject to S106 Agreements. New process being implemented to ensure completion of S106 agreements in a more timely manner.

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## Other CDP Performance Indicators

Performance Indicators	Q3 Target	Q3 Actual	Status	Commentary
Percentage of calls answered	85%	80%	☹️	The annual target is 78% and YTD achievement at the end of Q3 is 80%, therefore on track to achieve the annual target.

## Other CDP Performance Indicators

Performance Indicators	Q3 Target	Q3 Actual	Status	Commentary
Percentage of calls abandoned	15%	20%		The annual target is 22% and YTD achievement at the end of Q3 is 20%, therefore on track to achieve the annual target.
Calls answered in 30 seconds	80%	62%		Achievement against this KPI has plateaued in recent months. On further analysis, it is possible to improve this specific measure with further improvements in technology planned within ICE e.g. Removal of switchboard calls (currently at a third of daily calls) and releasing valuable resource to answer more customer calls and meet current and future demand. The annual target for this indicator is 70%. YTD achievement is currently 62%. In December 2014, a marked improvement was observed with 72% of calls answered in 30 secs.

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