

**NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**

**CABINET – TUESDAY, 6 MARCH 2018**

Report Title	<b>2017/18 QUARTER 3 PERFORMANCE MANAGEMENT REPORT</b>
Key Decision	a) Financial - No b) Community - No
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:bev.smith@nwleicestershire.gov.uk">bev.smith@nwleicestershire.gov.uk</a></p> <p>Strategic Director of Place 01530 454555 <a href="mailto:james.arnold@nwleicestershire.gov.uk">james.arnold@nwleicestershire.gov.uk</a></p> <p>Strategic Director of Housing and Customer Services 01530 454819 <a href="mailto:glyn.jones@nwleicestershire.gov.uk">glyn.jones@nwleicestershire.gov.uk</a></p>
Purpose of report	The report provides members of the Cabinet with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for quarter 3 (Q3) (Oct-Dec).
Reason for Decision	The report is provided for members to effectively monitor the organisation's performance.
Council Priorities	The report addresses performance against each of the Council's five priorities for 2017/18.
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	<a href="#">Council Delivery Plan 2017 - 2020</a>
Recommendations	<b>THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 3 PERFORMANCE REPORT (OCT– DEC 2017).</b>

## PERFORMANCE SUMMARY FOR QUARTER 3

### 1 Introduction

This report sets out the performance and progress against the Council Delivery Plan priority actions, performance indicators, finance and sickness absence management.

A high level exception report of the Council's performance for Q3 is included in Appendix 1.

### 2.1 Value for Money

The disposal of HRA land at North Close, Blackfordby, Hamilton Road, Greenhill , and ex-sheltered housing site at Westgate, Ibstock was completed in December 2017. Negotiations for sites at Woulds Court, Moira and Queensway House, Measham are ongoing.

The in-house repairs team will undertake more than £1m of additional work in the financial year 2017-18 than it completed in 2016-17. This includes completion of a phase of Decent Homes upgrades from the capital programme. It is planned to bring the majority of capital works to maintain decency in-house from 1 April 2018 that will equate to up to an additional £19.9m of work being carried out in-house over the next 5 years.

The aims of the Digital Transformation programme are to completely transform the way we interact with customers by modernising our approach to customer service delivery, improve and quicken processes, and generate efficiency savings that can be reinvested into frontline services. Continuing work during Q3 means that all old forms on the old Firmstep platform have now been migrated to a new platform. Q3 has seen the Digital Transformation team working on the back-end systems integrations and process re-engineering for Environmental and Waste services. The team have made

excellent progress on the back-end systems integrations and business process re-engineering, engaging with both services respectively.

We now have online forms for Environmental and Waste services integrated into our waste system (Whitespace) and IDOX. The Team is currently working through "User Acceptance Testing ready for launch on the 19 April. This will completely change the way our customers do business and interact with us, as they will be able to make enquires and access services 24/7 online and get up-to-date information on enquiries including automated payment for services. Some of the processes by-pass customer services completely, integrating straight into back-end systems.

A demonstration of the platform has been arranged for 21 March with CLT. As this is such a huge change in process, which changes people lives, improves process and provides efficiencies, it needs to be seen to be appreciated.

The Business Improvement Team continued work around the improvement of the Information Management processes and the complaints process has resulted in the following improvements. The average response time for complaints in Q3 was 9 working days. This compares with 25 days in Q2 and 22 days in Q1. Outstanding complaints from the old database have been reduced from 16 to 3 in Q3. This compares to a reduction from 25 to 14 in Q2 and from 25 to 16 in Q2. FOI requests from December 2016 have now been published on the council website, which should reduce the amount of requests the Council has to deal with, as the information is now available in the public domain. The Revenues and Benefits Team has agreed to apply an exemption to FOI requests asking for credits applied on business rates. This approach ensures the Revenues and Benefits Team are saving an average of 5 hours per FOI request.

## **2.2 Homes and Communities**

The most significant change for the residents of the district came into force on 7 February 2018 when Coalville Job Centre Plus went 'full service' for the implementation of Universal Credit. This means all new claimants, and over time existing claimants, will need to claim Universal Credit which, subject to eligibility, will include their housing costs instead of a separate claim for Housing Benefit. In preparation for this change, an action plan was developed to ensure residents were able to access support for making their claim on line and key officers have received training. Close working relationships were established with colleagues at the Department for Work and Pensions to ensure residents who are in financial difficulty are able to access Personal Budgeting Support from the dedicated officer based in the Housing Service.

The Department for Communities and Local Government has not yet published any guidance in relation to the mandatory introduction to fixed term tenancies resulting in the development of the policy being placed on hold.

Central Government confirmed 17 January 2018 as the date that the 20% planning fees increase would come into effect. This additional income must be spent on the planning functions of the Council. Plans were already well advanced to add resilience to the planning service in two key areas, one of which is delivery of new developments. This new delivery focus will include an emphasis on ensuring that legal agreements are concluded more quickly, and that developments start on site sooner. Developments coming forward more quickly will mean that legal agreement 'trigger points' will be hit sooner, which in turn will bring about the community benefits and infrastructure improvements more quickly.

The construction phase of the building of 24 new council homes commenced on 10 May 2017. The first four new properties are scheduled to be completed and handed over in March 2018.

The Development of the Community Safety Partnership Strategy is complete.

The Safer North West Leicestershire Partnership brings together a number of agencies with a shared commitment to reducing crime and disorder in the district. The partnership includes organisations including the District, County Council, Fire Police, Probation and the CCG. All partners have agreed to work effectively together for the benefit of the district.

Every three years the partnership produce a strategy based on an assessment of the issues in the district and produce an action plan to deal with the highlighted issues. In 2017 the partnership created the 2017 to 2020 strategy deciding to assess the priorities each year. The first 3 priorities were identified as cyber crime, violent crime and anti-social behaviour.

The partnership invited over 50 people from various organisations to assist in creating the action plan to be worked on over the year which was very successful.

### **2.3 Building Confidence in Coalville**

Marlborough Square: the principle and parameters for the proposed Marlborough Square improvements were agreed in January 2018. The County Council has been fully briefed ahead of each milestone so far, and during Q3 had begun to work up initial designs with the Urban Designer. In addition, negotiations secured agreement about the arrangements for buses, taxis, servicing and traffic management. Detailed engineering drawings were commissioned in parallel with the concept planning.

The **Frontage grants** schemes are progressing. Frontage works were completed on Lady J Lingerie on High Street and Strandz on Belvoir Road. New applications are also being developed for 2a Hotel Street, 12-14 Hotel Street and 70-74 High Street.

To compliment the Cultural Services activity for **Christmas in Coalville**, the Business Focus launched the 'Christmas Toy Trail' and 'Christmas Window Competition' event that engaged Coalville Town Centre businesses to participate in Christmas in Coalville. 15 Coalville shops took part in the Toy Trail and the toys that had been on display for the toy trail were given as prizes to children who had entered the prize draw. The Coalville Shop Window Competition in 2017 saw 16 business decorate their windows with a Christmas theme. Residents and visitors were encouraged to visit each shop and vote for their favourite window display. The competition saw 640 online votes registered. This represents an increase of 253 votes that were registered in 2016.

**Enterprising Town Centres** has received over 130 enquiries for the town centre grants and already has received 25 Expressions of Interest of which 12 applications have been developed and approved by an independent grants panel. In quarter 3 grant applications from Sugar and Ice (Coalville) and Measham Dental were both approved by the grants panel.

### **2.4 Business and Jobs**

The Business Focus team have proactively led **business engagement** activity. 36 new enquiries from businesses were resolved or passed on to appropriate partners such as the LLEP and the Business Gateway.

Business Focus have been providing ongoing support to all of the successful **Enterprising North West Leicestershire** grant recipients. In quarter 3 Business Focus conducted a progress monitoring visit with grant recipients based in Castle

Donington. Since the company received the Enterprising grant funding the businesses has seen rapid growth. The company has seen turnover increase from £1million to £4.5million and through further planned growth they anticipate to increase turnover to £10million in the next two years. In addition, the business are currently expanding their office space to accommodate new and future staff required to meet the growing demands of the business.

Q3 saw the Businesses Focus Team, working with Coalville JobCentre Plus and Stephenson College, to deliver another successful **Coalville Jobs Fair**. The 2017 Coalville Jobs Fair was held in October at Stephenson College where thousands of local jobs were available from over 30 different local employers. The 2017 Coalville Jobs Fair was deemed a huge success. Over 100 jobseekers attended the event and feedback suggests that over 25% of the job seekers who attended the Jobs Fair secured interviews. All of the businesses who attend found the event useful and will return for the 2018 Jobs Fair.

Two further **Enterprising Town Centres** retail workshops were delivered in Castle Donington and Ibstock. For these events 15 small town centre businesses received specialist advice on how to improve their businesses, increase sales and attract footfall. Feedback from delegates who attended the workshops was unanimously positive. Building on this, a similar workshop is being planned to take place in Kegworth in Q4. The retailer support programme will also deliver further workshops to town centre businesses throughout 2018.

As part of the **Leicester Business Festival**, the Business Focus Team coordinated two local events:

1) **Disability Confident workshop** - An event to raise awareness of the Disability Confident Employer initiative was hosted by North West Leicestershire District Council, the Department of Work & Pensions (DWP) and Stephenson College. The event was the first of its kind and attracted 30 attendees from a variety of businesses and organisations who were encouraged to look beyond disabilities and health conditions when it comes to recruitment. From this event 7 businesses in North West Leicestershire have requested additional information and pledged to sign up to become Disability Confident Employers.

2) **Business Funding workshop** - Working with a number of regional funders, the Business Focus team coordinated an event to showcase a number of potential funding solutions available to local businesses. The event attracted 23 businesses who were able to receive practical advice on how to apply for funding programmes such as Enterprising Town Centres, Collaborate Grants, Green Belle and Grant for Enterprise.

Working with Leicestershire County Council, the Business Focus Team have secured £9,000 of external funding to help deliver **digital training workshops** for town centre businesses in Ashby and Coalville. These workshops will be delivered in quarter four and will provide practical hands on support to town centre retail businesses to use digital technology to grow their business.

## **2.5 Green Footprints**

Cabinet approved the award of a contract in December 2017 to replace all solid fuel heating systems to council houses in 'off gas areas' by April 2019. The programme will commence on 5 March 2018.

The community litter pick programme has to date recorded 181 volunteer litter pickers since the launch of the scheme. At present for 2017/18 there have been 16 litter picks booked, however, this is likely increase as groups join the Big Spring Tidy. It is estimated that the number of volunteers at 2017/18 litter picking events, including Coalville and Ashby Big Spring Tidy, will be approximately 350. These are key

activities in supporting our aim to create a sustainable community litter picking programme.

North West Leicestershire District Council worked in partnership with The National Forest and HK Wentworth Ltd to make free trees available to all residents and community groups in the district.

The Community Focus team, working with partners, completed an excellent scheme this year achieving a record, 16,210 trees being planted, including Holly, Cherry Plum, Hazel and Whitebeam. This is an excellent 'green project' and adds to the look and feel of the district as well as increasing the number of trees in the National Forest. The scheme has been running since 2008 and has collectively given out 74,042 trees over that period of time.

### **3 Financial management update**

At the end of the third quarter of the financial year the General Fund and Housing Revenue Account budgets are being managed effectively.

The General Fund forecast surplus outturn (as represented by the contribution to General Fund Balance) is £1.863m compared to a budget of £934k. This is mainly due to income in respect of Business Rates forecast to be £5.013m compared to a budget of £3.85m. The movement on business rates is as a result of withdrawn and settled appeals and a downward revision in our appeals provision which has released some funds back into the 50% business rates retention system. The increase in rates collected would have been higher, however we have one large commercial premises in the district which is now expected to be empty for the remainder of the year.

There is also forecast to be an additional £122k on recycling income, £35k Building Control fee income and £32k additional Council Tax/NNDR summons income. This additional income is forecast to be partly offset by £300k less Planning fee income, £124k additional expenditure on ICT equipment maintenance and £159k net cost of service deficit on Leisure Centres.

Following approval at Full Council on 27 February 2018, the surplus generated on the General Fund in 2017/18 will be contributed to the newly created Self-Sufficiency reserve.

Coalville Special Expenses forecast outturn has increased from £493k to £500k as a result of Coalville Christmas decorations/Christmas in Coalville, increased grounds maintenance schemes, offset by increased memorial fees income.

The Housing Revenue Account is forecast to deliver a surplus of £338k compared to a budgeted surplus of £142k, largely as a result of an increase in rental income due to improved voids performance compared to budgeted level and reduced spend on Council Tax voids and under occupancy incentives.

### **4 Sickness absence management update**

In Q3 (2017/18) there were 2.42 days lost per FTE due to sickness. This is comparable with the last year's Q3 figure of 2.21 days. Year to date figures indicate a small improvement in the rate of sickness in comparison to 2016/17. However we are unlikely to remain within our target of 8.5 days/FTE for the year. We have noticed a spike in cases of sickness due to cold and flu since Christmas, therefore we anticipate the year end sickness figure to be in the region of 9.3 days/FTE.

Senior HR advisors are continuing to pro-actively manage long term sickness cases. Out of the 27 long term sickness cases, 18 have returned to work in either full-time capacity or on a phased return arrangement. As expected, the rate of sickness due to winter illnesses increased, in this quarter, by 65% against the previous quarter. Cold and flu related sickness accounted for almost a fifth of all sickness - this is also in line with last year's data. Cold/flu related sickness is highest amongst front line services such as Waste (22%) and Asset Management (11%).

Operations and post op recovery (108+ days) and non-work related Stress/anxiety (185+days) are the most notable increases, however out 26 cases only 5 are currently still off sick.

The Health and Safety Officer been continuing to work closely with Waste Services Section to identify and reduce the risks of injury at work. Musculoskeletal related sickness has decreased by 50% against the previous period – similar arrangements will be put in place with Asset Management teams in the near future.

## **5 Priority Dashboards - Appendix 1**







Appendix 1 sets out the following items:










- Detailed statistics of CDP actions and performance indicators
- Details of actions plans where indicators are red
- Finance
- Management of Absence
- Customer Service Call Centre Statistics

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 – VALUE FOR MONEY

Progress against CDP milestones			Progress against CDP Performance Indicators		
5  Green	6  Amber	0  Red	6  Green	6  Amber	2  Red


Action	Update	Status
Develop and Implement Channel Shift Strategy - Draft project plans to implement the channel shift strategy	The Channel Shift Strategy will be developed as part of the Customer First Programme. Work has already started on the achieve forms by the Digital Transformation Team.	
Review service level agreements with all external arts/heritage partners	Work is ongoing. Four SLAs have been reviewed and revised agreements are in place. Work on the remaining SLAs will be completed in Q4.	
Review Ashby Tourist Information Centre and the service it provides	Cultural Services review will be progressed alongside other service area reviews as part of phase 2 of the management restructure.	
To maximise efficiencies within the waste collection service - Deliver actions within the implementation plan commencing with vehicle procurement	Procurement for four new Kerbsiders vehicles has been undertaken, evaluated and orders for the vehicles have been placed for delivery in May 2018.	
Housing Repairs Service - Complete improvement plan for Health and Safety practices and procedures	External independent auditor has been appointed and a mobilisation meeting held. An onsite audit has been scheduled to be completed in February 2018, with an improvement plan to be finalised in March 2018 and implemented to an agreed timescale thereafter.	
Income is maximised through Assistive Technology (AT) - Develop Team Incentives to increase AT take up	Details of AT service were displayed in reception to coincide with Disability Awareness Day. Other marketing activity with partners have also taken place.	
Income is maximised for parking facilities - Obtain approval for proposed model	A scheme has been identified at Claridge Place but requires additional assessment which has been delayed until Q4.	
Improve the reputation of customer services – Host ongoing quarterly meetings with SLA partners to review performance and identify improvements	Planning and Building Control SLA to be finalised, awaiting final checks and sign off. Also following work on the call menu, further SLA's will possibly be identified.	
Develop and Improve quality and performance in customer services - Implement preferred feedback solution	Awaiting the Firmstep solution through the achieve service. Additional methods will be considered during Channel Shift roll out. Currently working with the Communications Team on gaining feedback on the Website and Channel Shift, including Customer Service Standards which are delayed due to collating a Citizens Panel.	









Conduct a resources review of the customer services team - Evaluate benefits	The visitor software upgrade completed in December 2017. The Call Centre software recommendation is under review with the role out of call menu/skill based routing planned for January/February 2018. A survey regarding staffing has been developed and sent out, collating of responses will be in completed in January 2018. Analysis is planned February 2018.	
Stronger and Safer Team - Business Continuity reviewed, redesigned and tested - Full test of plan by Health & Safety Manager	This is not on track as expected due to the location identified being withdrawn, this was due to changes in contracts. Other locations have now been identified and a process for business continuity will be finalised in Q4.	

Performance Indicators	Q3 Target	Q3 Actual	Status
Combined benefits performance	10.1	10.7	
Processing of new claims	16.4	19.8	
Processing of change of circumstances	10.7	9.3	
Council Tax in year collection rate	84.1%	83.7%	
Non-domestic rates in year collection rate	82.4%	84.4%	
HB overpayments collection rate	26%	33%	
Percentage of customers very satisfied or satisfied with the Planning Service	90%	91.10%	
Percentage of major planning applications determined within 13 weeks or a timetable agreed with the applicant	85%	100%	
Percentage of minor planning applications processed within 8 weeks or a timetable agreed with the applicant	85%	79.77%	
Percentage of other planning applications determined within 8 weeks or a timetable agreed with the applicant	85%	89%	
Leisure Centre Membership income	£749,042	£657,180	
Leisure Facility Usage Levels (cumulative)	731,007	709,996	
Improve the percentage of calls answered against calls received into Customer Services (Annual target 79%)	79%	81%	
Calls into the contact centre are reducing (Annual target 10% reduction)	10%	15%	

## 2 PERFORMANCE DASHBOARD – HOMES AND COMMUNITIES

Progress against CDP milestones			Progress against CDP Performance Indicators		
1  Green	5  Amber	0  Red	10  Green	1  Amber	0  Red

Action	Update	Status
To develop and deliver the 'linkages' element of Ashby Neighbourhood Plan 'action plan' and district wide access and connectivity initiatives	The 'linkages' element of the action plan has not been progressed other than an initial meeting. NWL Cycling Strategy (part two) Ashby de la Zouch is being considered as a supplementary planning document (subject to legal advice).	
Ensure a sustainable community based sport and physical activity offer - Produce an Income Generation Plan for Castle Donington and Ibstock Community Colleges	An Income Generation Plan has been produced. Actions within this include, at Castle Donington College, the resurfacing of the AWA pitches, a review of the health and fitness provision, an increase in the number of party slots available, and linking up Year 10 students into an after school and lunchtime gym session. At Ibstock actions include the production of a Learn to Swim (LTS) Newsletter to cross sell activities and facilities, the extension of the LTS scheme on Saturdays and the addition of personal training sessions. Generically the standard of publicity material has been improved, links are being made to the Teachers to Parents texting service and staff have attended a social media course to improve skills in this area.	
Support open space improvements throughout the district - Prioritise and implement a plan for improving play areas in Coalville	Due to the Grounds Maintenance structure review taking longer than anticipated, this will now be delivered over Q4 and Q1 in 2018/19.	
Commence second phase of new build programme (Greenhill)	Negotiations to purchase two sites for the second phase of the new build programme in Coalville and Greenhill are in progress. It is anticipated that these negotiations will now be concluded in Q4 of the financial year and the construction phase will commence in the Q1 2018/19.	
Introduce tenant Estate Evaluators to review 'hot spot' areas from STAR survey - Identify learning from inspections undertaken and develop estate improvement plans and link to Apprentice Gateway project where appropriate	A new approach to estate evaluations is being developed and linked to findings in the STAR survey. The new approach will be effective from April 2018.	
Manage the implementation of our Local Plan, including finding new gypsy and traveller sites - Council agrees publication Gypsy and Traveller DPD	A needs assessment has now been finalised and the draft development plan documents (DPD) to be reported to Council in February 2018.	




\* The level of rent arrears at the end of Q3 reduces due to the two rent free weeks in December 2017.



\* 100% complete, achieved in Q2.

Performance Indicators	Q3 Target	Q3 Actual	Status
Percentage of rent arrears of current tenants	1.75%	1.72% *	😊
Percentage of rent loss	1.2%	0.76%	😊
Percentage of tenants satisfied with the allocation and lettings process	95%	97%	😊
Average re-let times (days)	32	32	😊
Number of properties empty and unavailable	44	41	😊
Percentage of customers satisfied with the repairs service	97%	94.7%	😐
Percentage of all repairs completed within target	89%	97.6%	😊
Average length of time taken to repair empty homes to achieve the lettable standard	23 days	21.2 days	😊
Percentage of decent homes upgrades delivered within target	N/A	N/A*	😊
Percentage of homelessness cases where there is a decision within 33 working days	75%	100%	😊
Number of new affordable homes delivered (Annual target 130)	78	78	😊







## 2 PERFORMANCE DASHBOARD – BUILDING CONFIDENCE IN COALVILLE


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







Action	Update	Status
Complete the Coalville Wi-Fi and GeoSense project in both Coalville and Ashby	Business Focus are continuing to explore ways in which the Council can provide free to access Wi-Fi count in our Town Centres. A procurement exercise to appoint a contractor will begin in Q4.	
Coalville Market - Continue with Media and website campaigns with seasonal promotions	The success of 16 new traders in the last 15 months (5 in Quarter 3) has been a direct result of The Coalville Market Facebook and Twitter accounts. These have been used to promote the Market Campaigns seeing 50 visits from Halloweens pumpkin party and in excess of 200 visits to Santa's Grotto. We continue to use the website but have seen a greater return from social media.	
Coalville Market - Implement signage improvements	The external light box and flagship sign has now been completed. The internal Livery is budget dependant and costs are higher than initially costed.	


Performance Indicators	Q3 Target	Q3 Actual	Status
Impact of Coalville shop fronts - Number of businesses engaged (Annual target 70%) - Number of grant awards - Value of grant awards - Private sector leverage	N/A	Engaged 55% Grant (14) Value (£196,715) Leverage (£27,815)	
Numbers attending Coalville Events organized by Cultural Services Team (subject to weather conditions) Annual target 13000	5000	5000	

## 2 PERFORMANCE DASHBOARD – BUSINESS AND JOBS







Progress against CDP milestones			Progress against CDP Performance Indicators		
1  Green	0  Amber	0  Red	7  Green	0  Amber	0  Red





Action	Update	Status
To develop a process that best supports the promotion of NWL and The National Forest as an emerging tourism destination and delivers support to tourism businesses - Agree new arrangements	NWL Tourism Blueprint final version signed off end of Q3. The blueprint sets out a three year plan of action for delivery of tourism initiatives across the district.	



Performance Indicators	Q3 Target	Q3 Actual	Status
Number of businesses in NWL (Increase on 2016/17 year end, est 4,110)	N/A	4110	
Number of jobs in NWL (Increase on 2016/17 year end, est 56,000)	N/A	60000	
Number of unemployed people in NWL (Decrease on 2016/17 year end, est 450)	N/A	480	
Number of business enquiries received and support (Establish baseline and method of reporting)	N/A	164	
Level of inward investment in NWL - Number of business - Approx. £ value investment (Establish baseline and method of reporting)	N/A	Businesses (14) Declared value (£121.8Million)	
Impact of Enterprising NWL - Number of businesses engaged (100) - Number of grant awards (30) - Value of grant awards (£500,000) - Private sector leverage (£3million)	N/A	Grant: (3) Value: (£52,602) Leverage estimate: (£366,230)	
Impact of Enterprising Town Centres - Number of businesses engaged (250)			

<ul style="list-style-type: none"><li>- Number of businesses supported (50)</li><li>- Number of grant awards (40)</li><li>- Value of grant awards (£200,000)</li><li>- Private sector leverage (£200,000)</li></ul>	N/A	Engaged (138) Supported (50) Grant (12) Value (£61,540) Leverage (£332,725)	
---	-----	---	---

## 2 PERFORMANCE DASHBOARD – GREEN FOOTPRINTS

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

Action	Update	Status
Coalville Market – Continue to implement energy saving measures	Work to replace fittings and restrict inefficient practices has been completed as per budget allowance.	
Improve Litter at 3 Hotspot areas (private land) - Re-assess hotspot areas and undertake observations at hotspot areas to ensure continued improvement	Work has commenced at Bardon layby. Continued liaison with Bardon Aggregates, once the area has been cleared Environmental Protection Officers will commence with education and signage.	
Deliver the Small Grant Scheme, Community Chest and assist in the completion of the 2015/16 Twenty for seven projects - Support the completion of the Twenty for Seven plans	Grant applications have slightly increased during December 2017, however the target is unlikely to be achieved but should produce an increase over the previous year. The Twenty for Seven plans are on track to be completed on time or closed.	
Private stock condition survey information is used to secure funding for green improvements - Results collated and analysed alongside secondary data	The draft report has been completed. A final draft of the report including the findings and recommendations will be circulated to stakeholders in January 2018.	

Service Performance Indicators	Q3 Target	Q3 Actual	Status
Percentage of household waste recycled	46%	46.3%	
Kgs of household waste sent to landfill	516	513	

### 3 FINANCE UPDATE

This section sets out the projected financial position of the Council for the quarter ending 30 December 2017. The Council set its General Fund Revenue Budget at £12,504,860 and the Housing Revenue Account budgeted surplus of £142,110 on 23 February 2017.

General Fund – Summary of Net Expenditure	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement).	12,505	12,505	0

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).	493	500	7

HRA SUMMARY	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
Net cost of service (Total rent income less total expenditure)	(142)	(338)	(196)

Capital Expenditure	General Fund £ 000	Special Expenses £	HRA £ 000	Total
Approved Budget for the Year	3,071	0	10,152	13,223
C/F from 2016/17	1,405	0	(4,081)	(2,676)
Approved projects in year	(429)	0	0	(549)
Slippage Identified in Year	(192)	0	0	(192)
<b>Total budget for 2017/18</b>	<b>3,855</b>	<b>0</b>	<b>6,071</b>	<b>9,926</b>
<b>Likely outturn for 2017/18 (provisional)</b>	<b>3,837</b>	<b>0</b>	<b>6,071</b>	<b>9,908</b>
<b>Variance</b>	<b>(18)</b>	<b>0</b>	<b>0</b>	<b>(18)</b>



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

- Forecast increase in Business Rates income of £1.163m.
- Forecast increase in recycling income of £122k.
- Forecast increase in Building Control fee income of £35k
- Forecast increase in Council Tax and NNDR summons income of £32k
- Forecast decrease in planning fee income of £300k.
- The net cost of service deficit on Leisure Centres is forecast to be £159k more than budget.
- ICT equipment maintenance is forecast to be £124k more than budget.
- Waste – reduced pooled transport costs of £77k.

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

- Forecast overspend of £4.5k on Christmas decorations/Christmas in Coalville and £6k on grounds maintenance schemes, offset by £2.5k income for monument fees.

### **Comments on HRA Variances**

- Increase in rental income of £92k forecast due to improved voids performance compared to budgeted level.
- Reduced spend on Council Tax voids and under occupancy incentives of £100k.

### **Comments on Capital Budget**

- Carry forward from 2016/17 reduced on General Fund as a result of release of £450k DFG earmarked reserves returned to general fund unallocated balances.
- Projects approved in year movement for the most part as a result of removal following virement to revenue.
- Movement on slippage, on anticipated DFG works (£139k), and car park improvements (£52k), carried forward to 2018/19.

# 4

# MANAGEMENT OF ABSENCE

Quarter 1	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 days long 4.9 days short	337.1 days long 149.16 days short	0 days long 49.62 days short	155.29 days long 56.54 days short	86.33 days long 49.95 days short	5.3 days long 2 days short	584.02 days long 312.17 days short
Total days lost in qtr	4.9 days	486.26 days	49.62 days	211.83 days	136.28 days	7.3 days	896.19 days
Number of FTE's	14.68	194.16	52.7	102.49	58.15	29.62	451.8
Average no of days lost FTE	0.33 days	2.5 days	0.94 days	2.06 days	2.06 days	0.24 days	1.98 days

Quarter 2	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 days long 4 days short	412.27 days long 99.51 days short	34 days long 43.59 days short	110.99 days long 64.64 days short	52.00 days long 43.17 days short	0 days long 0 days short	609.26 days long 255.91 days short
Total days lost in qtr	4 days	511.77 days	77.59 days	175.64 days	95.17 days	0 days	865.169 days
Number of FTE's	17.86	189.53	55.04	75.57	60.32	24.41	434.01
Average no of days lost FTE	0.22 days	2.70 days	1.41 days	2.32 days	1.58 days	0 days	1.99 days

Quarter 3	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	13 days long 4.17 days short	394.18 days long 148.86 days short	53.9 days long 42.79 days short	77.73 days long 260.88 days short	31.00 days long 59.27 days short	10 days long 7.36 days short	579.81 days long 526.33 days short
Total days lost in qtr	17.17 days	543.04 days	96.69 days	338.61 days	90.27 days	17.36 days	1106.14 days
Number of FTE's	17.47	204.56	56.97	80.15	62.70	23.48	456.81
Average no of days lost FTE	0.98 days	2.65 days	1.70	4.22 days	1.44 days	0.74 days	3.5 days

## 5 CUSTOMER SERVICE CALL CENTRE STATISTICS – QUARTER 3

	Oct 16/17	Oct 17/18	+/-	Nov 16/17	Nov 17/18	+/-	Dec 16/17	Dec 17/18	+/-	Total 16/17	Total 17/18	+/-
Received*	10,925	8,882	- 2,043	11,181	8,922	- 2,259	7,820	6,633	- 1,187	29,926	24,437	- 5,489
Answered	6,101	6,525	+ 424	5,177	7,001	+ 1,824	4,457	5,362	+ 905	15,735	18,888	+ 3,153
Answered in 30 secs	1,613	2,202	+ 589	728	3,302	+ 2,574	1,725	2,682	+ 957	4,066	8,186	+ 4,120
Answered in 60 secs	1,181	1,816	+ 635	888	3,718	+ 2,830	1,946	2,971	+ 1,025	4,015	8,505	+ 4,490
Abandoned**	4,477	2,280	- 2,197	5,577	1,793	- 3,784	2,897	1,237	- 1,660	12,951	5,310	- 7,641
Rejected***	311	72	- 239	427	128	- 299	458	33	- 425	1,196	233	- 963
										<b>Average 16/17</b>	<b>Average 17/18</b>	
Handling Time	0:05:10	0:04:57	- 0:00:53	0:05:44	0:04:55	- 0:00:89	0:04:26	0:05:24	+ 0:00:98	0:04:93	0:04:79	- 0:00:14

There are 30 dual way phone lines council wide.

\* Calls received are every call that the system acknowledges, council wide, including call directs

\*\* Calls on the holding line in the queuing system where the caller has hung up

\*\*\* Calls that are not able to access the holding line where the system has rejected the call due to no free lines

**The call data shows that in comparison to 2016/17, although the council received 5,489 fewer calls in 2017/18, the response times in answering calls has significantly improved whilst not increasing the handling time. The abandoned calls have been reduced by 59% and the rejected calls by 81%.**