

# NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

**CABINET – TUESDAY, 12 JUNE 2018**

Report Title	<b>2017/18 QUARTER 4 PERFORMANCE MANAGEMENT REPORT</b>
Key Decision	a) Financial - No b) Community - No
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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 4 (Q4) (Jan-Mar).
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 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 4 PERFORMANCE REPORT (JAN– MAR 2018).</b>

## PERFORMANCE SUMMARY FOR QUARTER 4

### 1 Introduction

This report sets out the performance and progress against the Council Delivery Plan priority actions, performance indicators, finance and sickness absence management. The quarterly reports will go to the Policy and Development group first for 2018/19.

A high level exception report of the Council's performance for Q4 is included in Appendix 1.

#### 2.1 Value for Money

Customer Services staff have been engaged with testing the new waste services online forms with the digital transformation team. Following the launch of the waste service processes, the digital transformation team will be working on Environmental services forms to get them online and integrated with back end systems. The next service to be worked with is Revenues and Benefits with a demonstration having been scheduled to provide a high level overview of the new website and new waste services processes. Marketing activities have been undertaken by the Communications team to promote the launch of the new website and new waste services forms.

The information management team has continued to make improvements towards how the council handles data in order to become compliant with the new General Data Protection Regulation which comes into force from 25 May 2018. All tasks identified in the GDPR Compliance Plan are either completed or on track to be completed by 25 May 2018. Work will continue during Q1 of the new financial year to ensure the remaining tasks are carried out and documented so that compliance can be demonstrated if required.

The process for GDPR compliance will not end on 25 May 2018 as the Council must work to continually renew and improve its management of personal data. Certain tasks from the Compliance Plan will become "business as usual tasks" for the new information management function following Phase 2 of the restructure.

The team has continued to process requests for information during this period. There were 52 enquiries that were actionable as Freedom of Information (FOI) requests

received and logged in Q4. 100% of these enquiries were answered within the 20 working day statutory time limit. There were no Subject Access or Environmental Information Regulation Requests received. In addition to the above, there were 55 simple FOI requests received which were dealt with as 'business as usual', 24 FOI requests received which were transferred to other authorities and 38 Land Charges requests.

Maintenance and improvement works continue at Moira Furnace. Furnace Lane resurfacing work was completed in November 2017 and craft unit toilets refurbishment work was completed in February 2018 (working with Property Services). Funding for priority one and two works have been confirmed in the 18/19 budget and further work is being undertaken to develop an options appraisal for the site. A meeting took place in February with Heritage Lottery to discuss an options appraisal for the site in 2018/19. Whilst HLF is interested in this project, consideration needs to be given to the wider master planning work of the Heart of the National Forest, being progressed by the National Forest Company.

## **2.2 Homes and Communities**

The council delivered its first new build properties since 1991 which is the beginning of a programme to deliver a further 42 homes during 2018/19. In addition to this, 14 new affordable homes were delivered in March resulting in 144 homes for the year, exceeding the target of 130 homes. A mixture of rented and low cost home ownership properties were delivered in Coalville, Ashby, Thringstone and Measham as well as in rural settlements of Ravenstone, Appleby and Moira.

Based on expected delivery the Strategic Housing team would expect to see delivery of 110 new affordable units during 2018-19.

Rent loss performance is on track due to the overall number of empty homes reducing and the improved speed at which properties are being let. An increase in the new number of new assistive technology customers has been achieved reflecting the actions undertaken in the AT Action Plan. The rent arrears performance is on track with the profiled performance. The rent arrears performance is monitored on a weekly basis and appropriate action taken.

During Q4, the focus has been on preparations for Universal Credit which moved to full service in February 2018 and the allocation of the new build properties in addition to normal service delivery. Both areas have been completed successfully with extremely positive feedback being received from partners about our preparations for Universal Credit and the new build properties.

Tenants moving onto Universal Credit are receiving Personal Budgeting Support where required to help minimise the financial impact to the rent account. A letter was sent to all tenants of working age in January ahead of the full service roll out in February 2018. Close working relationships with the team at Coalville Job Centre Plus have been established and any issues identified are addressed promptly.

The Resident Involvement team has assisted with several consultations/surveys in 2017/18. These have included the HRA budget, new build, the allocations policy, Housing Support Satisfaction survey and Air Source Heat Pumps installation. Planning will begin in April/May for a series of Pop Ups over the summer. Some ideas suggested include improved feedback to tenants, more training for tenants and local tenant open meetings to discuss local issues. All these ideas along with data from the STAR survey will feed into the planning and delivery of the 2018 series of Pop Up events across the district.

Consultation on the Local plan review closed on 4 April. A total of 68 responses were received. It is planned to take a report to the Local Plan Advisory Committee on 20 June.

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

A project inception meeting between NWLDC and LCC took place in March regarding Marlborough Square. A variety of documents have been prepared, including the project implementation, the risk register and the draft communications plan. The public engagement on the detailed proposal will commence in April following pre-consultation engagement with businesses and property owners.

Works to repair the clock tower are due to commence in May 2018. A bid for £30,000 has been submitted to the War Memorials Trust in March 2018.

6 new applications for Frontage grant funding are currently being developed and, over the next 6 months, the Business Focus team are looking to follow up with 36 eligible businesses who have previously expressed an interest in the frontage funding. This follow up engagement work will also be supported by new media releases and direct mailing to eligible properties. Cabinet in March approved to extend the current Local Development Order that permits applicants to undertake eligible works to the front of the property without needing planning permission.

Work on the WW1 Commemorative Artwork for Memorial Square is progressing. A local artist has developed a design and costings for the initiative which is supported by CSEWP, Cabinet supported a request for funding (£5000) on 6 February, an application will be submitted to a local community fund (deadline 31.05.18). A district wide lamp post poppy appeal has been launched with parish and town councils with financial support from the Small Grant Scheme. Famous Fifty 'Play in A Day' (community engagement initiative), Chorus Theatre has signed the contract and the performance is scheduled for 9 and 10 November 2018. Clock Tower, Memorial Square - an application has been submitted to HLF (decision expected 19 April), if the application is successful a number of community initiatives will be delivered focussing on Memorial Square in 2018, complementing the restoration works.

A family funfair, "Coalville May Fair", has been confirmed and scheduled to take place 4 to 7 May 2018, at Bridge Road car park, Coalville. The inaugural Coalville Writes Festival took place on 8, 9 and 10 March and Vienna Festival Ballet performance of Swan Lake took place on 16 March at Century Theatre, Coalville.

### **2.4 Business and Jobs**

All of the successful Enterprising NWL grant recipients claimed their grant awards and monitoring visits are ongoing. In recent months Business Focus have reported some of the incredible success stories of Enterprising North West Leicestershire grant recipients. Companies such as NFE Group Ltd, Charles Blyth Ltd, Healthy Stuff Online, TECK and OMS are demonstrating growth. Whilst FC Cartons and TruNet have since relocated to larger premises within the District. All grant recipients will be visited again in 2018 for a press/publicity programme.

Love Business Expo was held on Thursday 22 February. For the first time the Expo moved from Donington Park to the Holywell Park Conference Centre in Loughborough. The Business Focus Team exhibited and showcased a number of other business facing Council services including Environmental Health, Building Control and Cultural Services.

All businesses impacted by the final HS2 line have been contacted to remind about the advice and guidance available to them from the Council and the HS2 support services.

The EMEG Access to Work Partnership met in January to review their current terms of reference and a proposed governance review with the view to formalising an EMEG Skills Group. Subsequently a bid to the LLEP Open Call is being prepared for the partnership to secure match funding to deliver demand responsive transport solutions. The Roxhill Employment group meeting was held in February and the Winvic construction strategy was reviewed and approved in principle.

As at February 2018, the total number of JSA claimants in the District stood at 555, of which 335 were male and 220 were female. This claimant count represents 0.9% as a proportion of resident population of the District. The district compares favourably with the national figure of 2.1%.

## **2.5 Green Footprints**

Despite bad weather and change of dates, both Coalville and Ashby Big Spring Tidy's took place. The Rotary Club was leading on the Ashby event, which saw a turnout of approximately 40 volunteers. Social media was used on the day to tweet the progress of each event. The event-spearheaded by Keep Britain Tidy will again be included in Street Protection Team Plan 2018/19.

## **3 Financial management update**

- 3.1 This year represents the first year of faster closedown, whereby local authorities are required to approve and publish the accounts by the 31 May and 31 July respectively (this was previously 30 June and 30 September), meaning that the council now has a better understanding of its outturn position one month earlier than it has previously. As a result, a separate report detailing the provisional outturn for the 2017/18 year is included in a separate report on the Cabinet agenda, however the paragraphs below summarise this position.
- 3.2 The expected final position on the General Fund is a provisional surplus for the year of £3.27m, compared to a budgeted surplus of £934k. This is mainly due to income in respect of Business Rates forecast at £5.627m compared to a budget of £3.85m. This is largely because our provision for appeals in relation to the 2010 rating list was significantly reduced throughout the year as a result of settlement of claims. As the Government has introduced a new business rates appeals system which has coincided with the 2017 revaluation and new rating list, we are yet to receive details of appeals against the 2017 rating list. In the absence of known formal appeals, a recommendation to set aside an earmarked reserve of £614k to manage the impact of forthcoming appeals to our budgeted level of business rates is included within the Provisional Outturn 2017/18 report.
- 3.3 Other major variances in respect of the General Fund include an additional £145k on recycling income, £179k salary underspends (of which £57k are as a result of the Phase 1 Management restructure), £255k underspend in respect of Housing Benefit rent allowances and rebates and a £166k underspend in respect of planning appeals and associated costs. This additional income and underspends are offset by an increase in the bad debt provision of £150k, a reduction of £187k in planning fee income and an increase of £236k in respect of the net service deficit on Leisure Centres, due for the most part to income being £171k less than the budgeted position.
- 3.4 Detailed within the Provisional Outturn 2017/18 report is the recommendation to allocate the surplus arising on the 2017/18 financial year as follows:

- 3.4.1 In line with the decisions made by council at its meeting on 27 February 2018, £1.857m of the £3.27m surplus arising on the 2017/18 year has been transferred to the self-sufficiency reserve, taking the reserve from £900k to £2.76m.
  - 3.4.2 £614k transferred into an earmarked reserve as part of a local provision for future business rates appeals, as outlined in paragraph 3.2 above.
  - 3.4.3 Creation of an earmarked reserve of £600k for the purposes of acquiring and redeveloping assets in the Coalville area as part of the Coalville Project.
  - 3.4.4 Contribution of £200k to an existing earmarked reserve of £200k, set aside for the purposes of replacing the council's finance system. Members will note that a separate report is on the agenda of this meeting, seeking approval of this project.
- 3.5 The budgeted contribution to Special Expenses reserves was £6k and the actual outturn was a contribution to reserves of £19k. This movement was a result of increased burial fee income and a reduction in repairs and operational purchases at Coalville parks and recreation grounds.
  - 3.6 The Housing Revenue Account expected final position is a surplus of £520k, being £378k higher than the approved budget. The surplus on the account has been added to the HRA balance which stood at £9.432m at 31 March 2018.
  - 3.7 The increased surplus is largely a result of additional rental income of £104k, as a result of reduced void loss, a reduced depreciation charge of £146k, an increased salary capitalisation of £112k as a result of additional employee costs of interim structure, thereby reducing revenue expenditure and an underspend in respect of Council Tax underspends on void properties of £89k, offset by repairs and maintenance overspends of £170k, reduced service charges, garage rental income, lifeline charges and heating charges of £90k and increased corporate recharges of £95k.
  - 3.8 Given the movement between Quarter 3 forecast outturn and outturn for the year, the main focus of the first tranche of finance clinics during 2018/19 will be on variance analysis of the 2017/18 year. This exercise will ensure that key budget lines that have contributed to the unplanned outturn position are identified and robust monitoring is put in place for the 2018/19 year, thereby allowing the council to make more timely decisions regarding the use of additional surpluses, or indeed how to deal with forecast deficits.

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

Temporary factors such as the severe cold weather and flu have had a significant effect on the sickness figures, as result in Q4 (2017/18) there were 3.69 days lost per FTE due to sickness which is noticeably higher than last year's Q4 figure of 2.57 days. Cold and flu (27%), accounting over a quarter of all sickness in this period, recorded a fourfold increase on the previous quarter which is in line with the national average. As expected customer facing teams were particularly affected by cold and flu, these include: Environmental Protection (65% of all sickness in this section), (Customer Services (39%) and Leisure Service (34%). As the weather improves we expect to see a reduction in such cases.

Instances of sickness due to Musculoskeletal (27%) were also high, particularly in the waste services team. The Waste Services management is already reviewing training and procedures. However, this spike is not in line with the previous few quarters, therefore the Waste Services team manager will monitor musculoskeletal related absences in this section and if the instances continue at the same rate refresher training will be rolled out.

Senior HR advisors are continuing to pro-actively manage long term sick cases. In 2017/18 four long term sick employees were managed to a situation where they have left the employment of the Council through resignation, ill health retirement or contract termination. Currently there are 11 long term sickness cases still open, this is down from 18 in the previous quarter. A number of employees have been supported in returning to work following long term sickness which has partly resulted in a 20% reduction in non-work related stress/depression cases.

Overall year to date figures indicate an increase in the rate of sickness from 9.3 days/FTE (in 2016/17) to 10.21 days/FTE, this increase is largely down to the higher sickness figures in Q4.

The Attendance Policy is being reviewed and updated in 2018/19 (in consultation with manager and trade unions) to ensure it remains fit for purpose in managing long and short term sickness absence.

## **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	4  Amber	1  Red	 Green	 Amber	 Red

Action	Update	Status
Develop and Implement Channel Shift Strategy - Start to implement project plans to deliver channel shift strategy	On hold pending the new Head of Customer Services coming into post. However work on Achieve Forms project is ongoing through the Digital Transformation Team.	
Review service level agreements with all external arts/heritage partners - Implementation of new arrangements	All SLAs have been reviewed and revised agreements are in place. 2018/19 SLAs are now being agreed and finalised.	
Review Ashby Tourist Information Centre and the service it provides - Implement the outcome of the review	Cultural Services Review to be progressed alongside other service reviews as part of phase 2 of the Management Restructure.	
To maximise efficiencies within the waste collection service - Prepare route optimisation on waste collection rounds for implementation in 2018/19	Route optimisation underway to implement following introduction of new vehicles in June 2018.	
Housing Repairs Service - Complete improvement plan for Health and Safety practices and procedures	Completion of the Health and Safety report by our contractor MDA was delayed, and the draft report only received in early March. This draft report is currently being reviewed and will be finalised, including the action plan, by the end of Q1.	
Income is maximised through Assistive Technology (AT) - Identify and compile case studies in preparation for new marketing actions for 2018	Testimonials have been obtained and a new marketing action plan will be developed when the new Assistive Technology Marketing Officer is appointed in April 2018.	
Improve the reputation of customer services – Host ongoing quarterly meetings with SLA partners to review performance and identify improvements	Team capacity and DTT affected outcome	
Develop and Improve quality and performance in customer services - Continue to improve team through quality improvement plan and report to Director on progress	Monthly reporting to Chief Executive and Director of Housing	
Conduct a resources review of the customer services team - Evaluate benefits	On hold pending the new Head of Customer Services coming into post	









To maximise efficiency in the street cleansing service – Implement agreed actions	A number of actions have been implemented including developing the online reporting tool for fly tipping, risk assessment of all high speed rural verges, and litter bin plotting with Whitespace systems which can then be used to optimise the route	
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Performance Indicators	Q4 Target	Q4 Actual	Status
Combined benefits performance	8.3	8.4	
Processing of new claims	18.5 days	17.8 days	
Processing of change of circumstances	7.7 days	7.2 days	
Council Tax in year collection rate	97.6%	97.8%	
Non-domestic rates in year collection rate	99%	99.4%	
HB overpayments collection rate	34%	40%	
Percentage of customers very satisfied or satisfied with the Planning Service	90%	91.1%	
Percentage of major planning applications determined within 13 weeks or a timetable agreed with the applicant	85%	87.5%	
Percentage of minor planning applications processed within 8 weeks or a timetable agreed with the applicant	85%	75%*	
Percentage of other planning applications determined within 8 weeks or a timetable agreed with the applicant	85%	86.84%	
Leisure Centre Membership income	£993,500	£861,915	
Leisure Facility Usage Levels (cumulative)	875,000	920,612	
Improve the percentage of calls answered against calls received into Customer Services (Annual target 79%)	N/A	74.61	
Calls into the contact centre are reducing (Annual target 10% reduction)	N/A	10.01	

\* Performance on minor applications in Quarter 4 was at 75.00%. Cumulatively to the end of Period 12 performance was at 78.98% which is well above the national target of 65%.

## 2 PERFORMANCE DASHBOARD – HOMES AND COMMUNITIES

Progress against CDP milestones			Progress against CDP Performance Indicators		
3  Green	2  Amber	1  Red	7  Green	2  Amber	1  Red

Action	Update	Status
To develop and deliver the 'linkages' element of Ashby Neighbourhood Plan 'action plan' and district wide access and connectivity initiatives	Moirs Furnace to Measham Road cycleway works commenced on 26 February. Works are scheduled for completion by the end of April 2018. Planning for the launch event is underway, press release launch anticipated in May 2018.	
Ensure a sustainable community based sport and physical activity offer - Consider the feasibility of removing the fitness suite at Castle Donington College	Consideration has been given to removing the fitness suite, but the decision has been taken to retain its pending potential improvements to the leisure offer in Castle Donington.	
Support open space improvements throughout the district - Develop a Woodland Strategy	Due to the Grounds Maintenance restructure and the reconfiguration of the depot taking longer than anticipated, this strategy will now be developed in 2019/20.	
New build units at Staley Avenue, Verdon Crescent and Smedley Close are let	New build units have been let as they have handed over. Additional methods undertaken where necessary such as promoting the 1 bedroom units at Leicester Road through targeted text messages	
Introduce tenant Estate Evaluators to review 'hot spot' areas from STAR survey - Obtain SMT approval for Estate Improvement Plans	The Tenant Scrutiny Panel has decided to undertake an inspection of Estate Management and the finding will be used to inform any changes to the future approach to Estate Evaluations.	
Manage the implementation of our Local Plan, including finding new gypsy and traveller sites - Examination	Report to Council on 20 March was withdrawn to allow for additional work looking at site options. Programme for additional work to be developed.	



Performance Indicators	Q4 Target	Q4 Actual	Status
Percentage rent arrears of current tenants	2%	1.86%	😊
Percentage of rent loss	1.2%	0.88%	😊
Percentage of tenants satisfied with the allocation and lettings process	95%	97%	😊
Average re-let times (days)	30	30	😊
Number of properties empty and unavailable	12	44*	😞
Percentage of customers satisfied with the repairs service	98%	95.7%	😐
Percentage of all repairs completed within target	87%	97.74%	😊
Average length of time taken to repair empty homes to achieve the lettable standard	20 days	33.3 days	😐
Percentage of homelessness cases where there is a decision within 33 working days	75%	100%	😊
Number of new affordable homes delivered (Annual target 130)	35	16**	😊


\*Westgate was disposed of during Q3 resulting in the performance being on track for Q3. Further assessments are ongoing for Woulds Court and Queensway House to further reduce the number of properties empty and unavailable, however this will not be achieved by the end of Q4.

\*\*see commentary in paragraph 2.2

## 2 PERFORMANCE DASHBOARD – BUILDING CONFIDENCE IN COALVILLE

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



Action	Update	Status
Monitor and evaluate the Wi-Fi GeoSense projects	The Wi-Fi and digital workshops program of work are both out to tender in March. The Wi-Fi project, part funded by NWLDC, LCC and the LLEP will look to provide free to access Wi-Fi in Coalville and Ashby. The Digital High Streets project will deliver retailer workshops that provide practical hands on training for NWL retailers, bars and restaurants to learn how to use digital and mobile devices to enhance their business.	
Coalville Market - Document actions for Market Development Plan for 2018/19	This work has now been incorporated into the Market Strategy work stream	







Performance Indicators	Q4 Target	Q4 Actual	Status
Impact of Coalville shop fronts		62 = 64%	
- Number of businesses engaged (Annual target 70%)		15	
- Number of grant awards	N/A	£253,414	
- Value of grant awards		£34,116	
- Private sector leverage			

## 2 PERFORMANCE DASHBOARD – BUSINESS AND JOBS

Progress against CDP milestones	Progress against CDP Performance Indicators
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2  Green	0  Amber	0  Red	7  Green	0  Amber	0  Red
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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 - Implement new model of third party contracts	Service Level Agreements with the National Forest Company and Leicestershire Promotions Limited are being prepared for 2018/19 to deliver priorities as agreed in the 2018/2021 Tourism Blueprint.	
Monitor the delivery of the live programmes that support people into work	Throughout the year Business Focus contribute to the Work and Skills Forum and continue to promote the current pathways to work programmes in NWL. In March Business Focus will, through meeting with providers, look to record the engagement had with NWL businesses and the number of local beneficiaries from the pathway programmes.	



Performance Indicators	Q4 Target	Q4 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	60,000	
Number of unemployed people in NWL (Decrease on 2016/17 year end, est 450)	N/A	555	
Number of business enquiries received and support (Establish baseline and method of reporting)	N/A	241	
Level of inward investment in NWL (Establish baseline and method of reporting) - Number of business - Approx. £ value investment	N/A	18 £127.3 million	
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	254 27 £457,498 £2,878,705	

Impact of Enterprising Town Centres			
- Number of businesses engaged (250)		139	
- Number of businesses supported (50)		50	
- Number of grant awards (40)	N/A	15	😊
- Value of grant awards (£200,000)		£81,158	
- Private sector leverage (£200,000)		£354,419	

## 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
Improve Litter at 3 Hotspot areas (private land) - Review success of the initiatives and report any none compliance to the Enforcement Team for action	Following assessment only one private land area needed to be improved- Bardon and a meeting took place with interested parties for 18th October to discuss an action plan. In the week leading to Christmas 2017 work commenced. Further work is required as the area is very heavily littered and requires foliage removal. Bardon is keeping Street Environment Officers informed of the progress to enable education and enforcement to be planned accordingly	
Deliver the Small Grant Scheme, Community Chest and assist in the completion of the 2015/16 Twenty for seven projects - Planning for 2018/19 completed	We have received an increase in the number of applications in March, we will not hit the number we had hoped, the additional funding is expected to carry over for the 100 year celebration	
Private stock condition survey information is used to secure funding for green improvements - Identify potential funding streams for improvements	An ECO flex scheme was set up in November 2017 to help improve the energy efficiency of housing in the private sector. To date 33 households have received ECO funding for energy efficiency measures.	
Review Green grants and Green shoots application process and create plan to target areas not previously applying	The Free tree scheme was a great success, with 15,000 trees given out. The number of Grants have not increased as we had hoped, but figures for the year were good	

Service Performance Indicators	Q4 Target	Q4 Actual	Status
Percentage of household waste recycled	46	46	
Kgs of household waste sent to landfill	516	480	

### 3 FINANCE UPDATE

This section sets out the projected financial position of the Council for the quarter ending 31 March 2018. 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	14,322	1,817

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	480	(13)

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)	(520)	(378)

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	584	1,989
Approved projects in year	(530)	0	0	(530)
Slippage Identified in Year	(925)	0	(1,730)	(2,655)
<b>Total budget for 2017/18</b>	<b>3,020 *</b>	<b>0</b>	<b>9,006</b>	<b>12,026 *</b>
<b>Likely outturn for 2017/18 (provisional)</b>	<b>1,618</b>	<b>0</b>	<b>6,179</b>	<b>7,797</b>
<b>Variance</b>	<b>(1,402)</b>	<b>0</b>	<b>(2,827)</b>	<b>(4,229)</b>

*\* Subject to rounding difference of £1k*



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

- Increase in Business Rates of £1.78m;
- Increased recycling income of £145k;
- Salary underspends within the Chief Executive's directorate amounting to £179k;
- Investment Income received in excess of budget £89k;
- Housing Benefit Rent Allowances and Rebates underspend of £255k;
- Reduced Revenues and Benefits Partnership Contributions of £33k;
- Underspend on Revenue Summons Income £74k;
- Planning Appeals and Associated Costs under budget £166k;
- Increase in bad debt provision £150k;
- Increase in the net deficit on Leisure Centres £236k;
- Reduced level of Planning Fee income £187k;

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

- Original budget £6K into balances, actual £19K into balances (variance £13K) as a result of an increase in burial fees and reduced repairs and operational purchases at Coalville Parks and Recreational Ground

### **Comments on HRA Variances**

- Additional rental income of £104k, largely as a result of reduced void loss;
- Reduced depreciation charge of £146k;
- Unused earmarked reserves transferred back to HRA of £59k;
- Increased salary capitalisation of £112k as a result of additional employee costs of interim structure;
- Gas and electric underspends of £50k;
- Contract cleaning underspends of £44k;
- Council Tax underspends on void properties of £89k; and
- Additional investment income of £42k.
- Repairs and maintenance overspends of £170k, net of new earmarked reserve;
- Reduced service charges, garage rental income, lifeline charges and heating charges of £90k;
- Salary overspends, mainly as a result of interim Asset Management costs of £52k;
- Increased corporate recharges of £95k; and
- Increased 'non-distributed costs (early retirement of £45k).

### **Comments on Major Variances**

- Increased burial fees £4K and reduced repairs and operational purchases at Coalville Parks and Recreation Grounds £11K.

## 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	2.10 days

Quarter 2	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
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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 days	4.22 days	1.44 days	0.74 days	2.42 days

Quarter 4	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	10 days long 16.58 days short	578.47 days long 271.49 days short	65 days long 73.23 days short	213.45 days long 123.78 days short	189 days long 68.20 days short	13 days long 16.66 days short	1068.92 days long 580.08 days short
Total days lost in qtr	26.58 days	849.96 days	138.23 days	337.23 days	257.20 days	29.66 days	1649 days
Number of FTE's	18.16	204.33	56.93	77.86	63.62	13.16	446.35
Average no of days lost FTE	1.46 days	4.16 days	2.43 days	4.33 days	4.04 days	2.25 days	3.69 days

## 5 CUSTOMER SERVICE CALL CENTRE STATISTICS – QUARTER 4

	Jan 16/17	Jan 17/18	+/-	Feb 16/17	Feb 17/18	+/-	Mar 16/17	Mar 17/18	+/-	Total 16/17	Total 17/18	+/-
<b>Received*</b>	8,457	9,006	+549	8,264	7,386	-878	11,735	11,255	-480	28,456	27,647	-809
<b>Answered</b>	5,934	6,577	+643	5,492	5,721	+229	8,304	7,990	-314	19,730	20,288	+558
<b>Answered in 30 secs</b>	2,999	2,697	-302	2,109	2,393	+284	3,986	2,666	-1,320	9,094	7,756	-1,338
<b>Answered in 60 secs</b>	3,289	3,039	-250	2,418	2,728	+310	4,428	3,095	-1,333	10,135	8,862	-1,273
<b>Abandoned**</b>	2,382	2,182	-200	2,563	1,538	-1,025	3,265	3,021	-244	8,210	6,741	-1,469
<b>Rejected***</b>	141	247	+106	111	127	+16	166	232	+66	418	606	+188
										<b>Average 16/17</b>	<b>Average 17/18</b>	
<b>Handling Time</b>	0:04:02	0:04:25	+0:00:23	0:05:13	0:04:24	-0:00:49	0:04:55	0:04:34	-0:00:21	0:04:43	0:04:28	-0:00:15

There are 30 dual way phone lines council wide

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

\*\* Calls on the holding line in the queueing 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 for Q4 2017/18 shows a 2.8% decrease in the number of calls received compared to Q4 2016/17. Whilst the number of calls answered has increased with less calls abandoned, reduced by 17%, performance in terms of response times has decreased by 14.7% (30 secs) and 12.6% (60 secs). Overall, call handling time has improved.

The new Head of Customer Services joins the Council on 11 June 2018. Supporting improvements to the performance of the Customer Contact Centre will be a priority area of work.