

# NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

## CABINET – 11 DECEMBER 2018

Report Title	<b>2018/19 QUARTER 2 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 of Director of Housing and Customer Services 01530 454819 <a href="mailto:glyn.jones@nwleicestershire.gov.uk">glyn.jones@nwleicestershire.gov.uk</a></p> <p>Head of Human Resources and Organisation Development 01530 454518 <a href="mailto:mike.murphy@nwleicestershire.gov.uk">mike.murphy@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 2 (Q2) (July-September 2018).
Reason for Decision	The report is provided for members to effectively monitor the performance of the organisation.
Council Priorities	The report addresses performance against each of the Council's five priorities for 2018/19.
Implications	
Financial/Staff	The report contains summary performance data on staff management and 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, Policy and Development Group.
Background papers	<a href="#">Council Delivery Plan 2018-2019</a>
Recommendation	<b>THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 2 PERFORMANCE REPORT (JULY – SEPTEMBER 2018).</b>

## PERFORMANCE SUMMARY FOR QUARTER 2

### 1 INTRODUCTION

- 1.1 The Planning and Performance Management framework helps the Council-
- Clearly articulate our priorities and desired outcomes
  - Prioritise what gets done within the resources available
  - Provides and demonstrates value for money
  - Provide good services and satisfaction for our local community
  - Improves organisational performance
  - Motivate and manage our staff
- 1.2 Its purpose is to deliver the best outcomes and service in relation to our priorities and statutory responsibilities within available resources, and to create an 'early warning system where this is not the case. To do this we need to be intelligence focused and take action in response to actual performance to make outcomes better than they would otherwise be.
- 1.3 Performance is managed at a strategic, service, operational and individual level, with each informing the other.
- 1.4 At a strategic level, Members and the Corporate Leadership Team need to ensure that services are provided meeting the needs of the community, both now and in the future. Members and the leadership team also need to ensure that there are appropriate and meaningful measures underpinning our vision and objectives so that they can be assured that we are making good progress towards our vision, priorities and objectives published in our Council Delivery Plan.

- 1.5 At a service level, Heads of Service need to monitor performance against service plans. These include all tasks, projects, measures and risks relating to their own service objectives and from any other source e.g. external inspectorate recommendations such as the planning peer review and internal audit recommendations.
- 1.6 At an operational level, individual work plans may be in place to monitor and report on team and individual performance to feed up into the service plans. This then informs individual performance appraisals.
- 1.7 Performance is monitored against our five Corporate priorities
- Value For Money
  - Home and Communities
  - Building Confidence in Coalville
  - Business and Jobs
  - Green Footprints
- 1.8 The quarterly performance reports will seek to recognise good performance, share best practice across the organisation and also to identify 'performance gaps' highlighting if and where action is required to meet targets. Once these gaps are identified, time bound intervention plans will be created or adapted to improve performance towards the target. This will be part of a continual cycle of review and action.

### **Summary of Performance Quarter 2**

- 1.9 This report sets out the performance and progress against the Council Delivery Plan priority actions, performance indicators, and finance and sickness absence management.
- 1.10 An overall summary of the report in Quarter 2 across all areas shows that twenty-three (89%) of the twenty six actions related to the Council Delivery Plan are on track or green, one is under control (amber), and two are below target.
- 1.11 An overall summary of the performance indicators for Quarter 2 shows twenty-five of the thirty-eight are on track or green (66%), two are under control (amber), and eleven are below target requiring interventions. It is relevant to note that three customer services indicators have been revised in this quarter's report for the first time, which has impacted on the overall results.
- 1.12 A high level exception report of the Council's performance for Q2 is included in Appendix 1.

## **2. COUNCIL PRIORITIES**

### **2.1 VALUE FOR MONEY**

- 2.1.1 Five of the six actions are on track or within tolerance to achieve the milestones set with some good progress in financial management and the delivery of the leisure services project. One action has fallen below target, that of customer satisfaction levels. The recognition of the need to improve the approach the council takes to its customers was reflected in the corporate restructure and the creation of a new Head of Customer Services post, with progress detailed below.

- 2.1.2 The performance indicators show out of nineteen indicators, thirteen are on target or within tolerance, and six are falling below target, one related to Leisure income and five related to Customer Services.
- 2.1.3 Intervention plans for the Customer Service and Leisure Income targets are attached as Appendices A and B.
- 2.1.4 Work is continuing on the 'Customer First Programme', an initial priority being to produce a Customer Experience Strategy that will outline the Council's approach to customer service over 2018-2021.
- 2.1.5 A Customer Experience Strategy has been drafted that will support the organisation in placing the customer at the heart of what we do, and in doing so changing our culture and approach to providing good customer service. It covers key themes such as accommodation, digitalisation, the Customer Service Centre and the wider organisational customer service. This will be submitted to Cabinet in November 2018 and if approved will be mobilised shortly after.
- 2.1.6 The Head of Customer Services was appointed in Q1 2018/19 and though much work has been done to improve performance, this requires time to lay foundations, embed and result in performance changes. The expectation is that the increase in performance in Q2 will be progressive, with further advances in Q3.
- 2.1.7 The Leisure project remains on target, three contractors have been shortlisted through to the next stage and competitive dialogue has recommenced with them prior to final bids being submitted in November 2018.
- 2.1.8 Work continues on a draft asset management strategy for our corporate property assets which will dovetail with the recently adopted Commercial Strategy. A value for money review of our existing property portfolio is being commissioned for completion in Q3. The strategy will also outline proposals for the Council offices, which require investment in both the core external fabric and internally, with a detailed project plan for delivery of these improvements to be developed in Q4.

## **2.2 HOMES AND COMMUNITIES**

- 2.2.1 All actions are showing good progress against the milestones, the performance indicators show out of nine indicators, eight are on target or within tolerance and one is falling below target.
- 2.2.2 Work has begun on the North West Leicestershire Health and Wellbeing Strategy, the draft strategy has now been revised in line with officer comments and will go back out to stakeholder consultation in October 2018, prior to the final strategy being produced in December 2018.
- 2.2.3 The Chief Executive, with the help of a consultant from SLC Rail and other officers are liaising with stakeholders, particularly parish councils, to identify negative impacts of the proposals for HS2 and ask HS2 to mitigate them. Liaison with HS2 Ltd is continuing for the same purpose. This work has recently increased as a result of the publication by HS2 Ltd of their working draft of the Environmental Statement which provides more details of the anticipated temporary and permanent impacts of the route. It will be important to respond to this consultation effectively in order to enable HS2 to find ways of minimising the impacts.

- 2.2.4 Partnership working with the members of the East Midlands HS2 Strategic Board is also underway and looking at opportunities to maximise the economic and infrastructure benefits of HS2 for North West Leicestershire.
- 2.2.5 An initial outline of the Economic Growth Plan has been produced and the final document will include a non-technical overview, a technical and statistical summary and highlight key areas of economic potential. It is being aligned with the "Local Industrial Strategy" for Leicester and Leicestershire and will provide an action plan for working with partners to achieve improvements in relation to key aspects including skills, access to employment, infrastructure and business growth investment. This document will form a key part of the Place Marketing Strategy.
- 2.2.6 As part of a wider operation, the Community Safety and Housing Management teams supported by our in house Legal Services team worked closely with the Police to obtain and serve three Closure Orders on Council tenants' homes which were being used for illegal purposes, causing significant anti-social behaviour issues for neighbours. Four notices were also served on private properties in the district during the quarter.
- 2.2.7 In September 2018, a total of 22 new homes were completed and let to new tenants from our housing register. 11 of these (10 houses and one bungalow) were built by the Council at Pine Tree Close in Coalville, on the site of the former Greenacres Sheltered Housing Scheme. We also received 11 properties as gifted units from David Wilson Homes on Moleyns Close, Ashby de la Zouch. All 10 of the one bedroom houses and the 2 bedroom flat on this development were also successfully let. The completion of our remaining Council new build properties in Ashby De la Zouch will now take place in Q3.
- 2.2.8 The redevelopment of the former Police Station site in Coalville continued in Q2 with groundworks to the 24 new homes completed up to foundation level. The developer, Westleigh Homes have been bought by Countryside Properties, and Q3 will see construction work on the actual properties commence, with completion of the first new homes projected to be May 2019.
- 2.2.9 Preparations for the next phase of our new build programme continued in Q2, with initial detailed design work commissioned for the Cocked Hat site in Greenhill, and further feasibility investigations into a number of other Housing Revenue Account sites across the district being progressed. More detailed financial viability assessments will be undertaken prior to commissioning designs.
- 2.2.10 Our overall performance regarding the delivery of new homes exceeded target in Q2 after being slightly below target in Q1 due to the delayed completion of some houses from Q1 into Q2.
- 2.2.11 Rent arrears collection performance again exceeded target in Q2, and were 2.19% of the rent due, against a target of 2.51%. This represents an over recovery of £56,000. This is particularly positive given that Universal Credit is now applicable for all new claimants across the district. Performance has been maintained by early and appropriate intervention by Housing Officers, backed up by detailed benefits and money advice from our resident support service, which is currently part funded by Department of Work and Pensions.
- 2.2.12 Performance in repairing and re-letting empty Council homes continued to be strong during Q2, with overall average performance improving from 29 days in Q1 to 25 days in Q2. This included the performance for September alone being just 20 days. This

reduction further improved our rent loss performance, which moved from 0.9% in Q1 to 0.73% in Q2. Letting empty homes more quickly means we gain extra rental income, and also new tenants can benefit from their new home more promptly.

- 2.2.13 A major staffing restructure of the former Asset Management Team was approved in August. The new arrangements include corporate property service staff and entail two new teams of Commercial Services, and Assets and Property. The Commercial Services team are responsible for taking repair reports from tenants and carrying out the work. They will also be delivering the home improvement programme (HIP) from 2018/19. The Assets and Property team will manage our stock condition information and other capital and planned improvements to the housing stock and corporate buildings. A clear focus for them will be our compliance responsibilities, including gas, fire and electrical safety inspections. Following the approval of the restructure, a total of 35 posts across the two new teams will be recruited to. Many of these have been covered on a temporary basis by agency staff, so the number of agency employees will be reducing significantly by the end of Q3. As part of this recruitment process a total of 16 new Trade Operatives joined the service in August, and have been through a detailed induction programme.
- 2.2.14 The number of properties empty and unavailable for letting exceeded target in Q2, due to delays in completing the transfer of two empty former sheltered schemes to developers. Negotiations over the Woulds Court, Moira and Queensway House, Measham sites are progressing, although not yet to a point of completion. To minimise the ongoing 'holding' costs, we are now considering demolishing both buildings by the end of Q4. An Intervention Plan is attached at Appendix C.
- 2.2.15 The number of new subscribers to our assistive technology service did not achieve target during Q2 with 43 new customers joining and 46 leaving the service. Following the withdrawal of supporting people funding, we have been working towards the support service being fully self-funding through increased subscription income from new service users. A detailed marketing plan has been developed and whilst we have seen an increase in overall income, the number of new subscribers has been below the target levels set. This service will be reviewed to reassess the value for money it offers during Q3 and an intervention plan developed in response to the outcome of this review.
- 2.2.16 Initial designs for the next phase of our off street parking improvement programme were completed in Q2, covering the Ridgeway Road area of Ashby de la Zouch. These plans will be shared with local residents and detailed proposals developed to be implemented in Q4.
- 2.2.17 The Housing ICT system procurement project was completed on time and on budget, with formal contract award to Aareon made in September. The new system, known as Aareon QL, will replace our existing housing management, repairs, allocations, and stock condition systems with one combined database. This will include additional self-service options for customers, and a comprehensive document management facility to remove the need for paper based filing systems. Implementation will commence in Q3 and will take up to 18 months.

## **2.3 BUILDING CONFIDENCE IN COALVILLE**

- 2.3.1 All five actions are on target or within tolerance to deliver against the milestones set, however one of the three performance indicators relating to businesses engaged in the shop grant scheme has fallen short of the Q2 target.

- 2.3.2 An intervention plan for this indicator has been developed and is set out in Appendix F.
- 2.3.3 The Enterprising Town Centres grant programme is currently closed to new applications, however to date the scheme has awarded approximately £80,000 in grant funding to fifteen town centre business from across the District. The investment by the Council has generated over £350,000 of private investment in our towns.
- 2.3.4 Plans are still being discussed to create a closed Facebook group for business stakeholders for the Marlborough Square project. The group will allow businesses to collaborate and have instant communication with each other and with the Council via a digital platform.
- 2.3.5 Improvement works to the Memorial Clock Tower have been largely completed in Q2, including the refurbishment of the clock faces and hands, chemical cleaning of the stone and brickwork, and internal strengthening and maintenance, as well as repairs to the roof and access point. Scaffold will be removed in preparation for the armistice commemorations, and the contractor will return to site in late November to complete works to the base of the tower.

## **2.4 BUSINESS AND JOBS**

- 2.4.1 All five actions are on target or within tolerance to deliver against the milestones, however two of the four performance indicators relating to number of business enquiries and the impact of enterprising town centres has fallen short of the Q2 target.
- 2.4.2 An intervention plan for these indicators has been developed and is set out in Appendices D and E.
- 2.4.3 With continued development work on our apprenticeship programme we now have 18 apprentices internally on the programme, exceeding our government target of 17.5. Externally, funding has been secured through Section 106 planning agreements as part of infrastructure development to help address issues along the A511 corridor and discussions are ongoing with the county council and other partners to secure additional funds.
- 2.4.4 After the success of our 2017 Disability Confident Event, Business Focus have continued to work with Job Centre Plus and Stephenson College to support those furthest from the workplace into employment. Following on from the successful Coalville Jobs Fair delivered in Q2 we are now gearing up to deliver an Open Recruitment and Disability Confident event on Thursday 8 November 2018. The event will be held at Stephenson College and we will invite local employers to listen to speakers talk about how open recruitment and upskilling can benefit local businesses.
- 2.4.5 With low levels of unemployment in North West Leicestershire and with so many new job opportunities coming through, many companies are struggling to recruit staff. It is hoped that by seeing the advantages of both employing a wider workforce from



disadvantaged groups and becoming a Disability Confident Employer, many more opportunities could be accessed.

- 2.4.6 Business Focus continue to meet with the first four occupiers of SEGRO Business Park. The four end users will begin occupation of the site in April 2019 through until March 2020. Business Focus are continuing to offer our full support to help the companies recruit staff and help showcase the career opportunities locally.
- 2.4.7 In July and August 2018 the East Midlands Gateway (EMEG) Access to Work Partnership have facilitated meetings with public transport providers with the intention of commissioning a pilot project to connect key residential areas to the EMEG, primarily for employment purposes. The outcome of these meetings are being compiled into a report which was presented to the EMEG partnership sub group in September 2018.
- 2.4.8 Business Focus continue to work with the Leicester and Leicestershire Enterprise Partnership (LLEP) and other partners to look at how best to work with schools and bring logistics companies together. Business Focus, using contacts within local logistics companies have supported the LLEP in producing a 'Bursting the Myth' film for parents and schools that explores the diverse nature of employment opportunities within the logistics sector and encouraging people to explore career pathways within logistics.

## **2.5 GREEN FOOTPRINTS**

- 2.5.1 Five of the six actions are on track or within tolerance to achieve the milestones set. One action that has fallen below target is the replacement of solid fuel heating systems in council owned homes with Air Source Heat Pumps (ASHP).
- 2.5.2 The performance indicators show out of three indicators, two are on target or within tolerance and one falls below target.
- 2.5.3 An Intervention Plan for the failing action and target is attached as Appendix G.
- 2.5.4 Electric charging points will be installed as a pilot in the new car park in Ashby. Work is underway to review preferred providers and options for the installation of the charging points. The next stage is to go through the procurement process during November and December 2018.
- 2.5.5 The development work with businesses on litter hotspots saw the successful launch of roadside litter campaign "Love the Lorry" week on 19 September at A511 Bardon layby. This was attended by Bardon Aggregates, Street Environment Officers and Enforcement Officers from North West Leicestershire Council.
- 2.5.6 Haulage companies, Marks and Spencer, McVities and KP have agreed to support the "Keep Your Cab Fab" campaign after December 2018.
- 2.5.7 The Green Grant scheme - this grant scheme supports and encourages a range of community activities, initiatives and events that meet the needs of residents. Green Grants of £500 are available for environmentally-focused projects relating to climate change, energy efficiency, community orchards, litter picking equipment or general environmental improvements. Applications are welcome from groups and organisations, including parish councils.



- 2.5.8 The first international forest festival 'Timber' event was delivered on 6 July 2018. The event is confirmed to return in 2019 on 5/6/7 July. The Timber safety advisory group meeting took place on 5 September 2018 with no major concerns raised by us or partners. The district council is currently looking to support the initiative in 2019.
- 2.5.9 Good media and social media coverage from the fly-tipping education event held at Donington Services on 15 August 2018 by the Environmental Protection team was a success.

### **3. FINANCIAL MANAGEMENT UPDATE**

- 3.1 At the end of the second quarter of the financial year the General Fund and Housing Revenue Account and Capital Programme budgets are being managed effectively.
- 3.2 The General Fund forecast surplus outturn is £608k compared to a budget of £299k. This is due to a number of positive movements, with the net position being a forecast £309k additional surplus. As part of the setting of the annual budget on 27 February 2018, the council committed to transferring the surplus income over expenditure in 2018/19 to the Self-Sufficiency reserve. The Self-Sufficiency Reserve remains at £2.77m and there has been no expenditure against the reserve since it was created. As part of the Journey to Self-Sufficiency Programme and development of the council's Commercial Strategy, members will be presented with proposals to utilise this fund for investing in income generating opportunities or delivering savings.
- 3.3 Income in respect of Business Rates is forecast to be £4.96m compared to a budget of £4.86m. There has been no change from the end of quarter 1, and this movement on business rates was as a result of accounting differences, compared to the budgeted level stated in the council's NNDR1 return. The council continues to retain a separate earmarked reserve of £614k as an additional provision against the financial risk of future losses arising on appeals against the 2017 rating list which remain unknown. The Head of Finance continues to monitor the need to utilise this reserve, however the reserve has not been used up to Quarter 2.
- 3.4 There is forecast to be £504k (of which £396k reported at Q1) of salary underspends across the General Fund. Of this amount, £115k relates to the phase 1 Senior Management restructure that was approved and implemented in February 2018 and £33k in relation to the Phase 2 restructure which affected a number of corporate support services. Other favourable movements (in addition to those reported in Q1) include additional planning fee income of £100k and ICT licence savings of £55k.
- 3.5 In addition to the adverse movements reported in Q1, there is a continued increase in the forecast Leisure Centre deficit to £132k (£68k as at Q1), additional expenditure of £34k for CCTV equipment and relocation, additional NDR payable on car parks of £15k, reduction of car parking income of £38k, and a reduction in trade refuse income of £14k.
- 3.6 Coalville Special Expenses forecast outturn remains at £527k net expenditure as per the approved budget.
- 3.7 The HRA surplus is £3.084m, compared to a budget of £2.946m. This is due to a number of positive movements within Quarter 2, with the net position being a forecast £138k additional surplus. The favourable movements include additional rental

income of £108k, salary savings of £69k, additional interest on HRA balances of £14k, reduction in council tax in relation to void properties of £30k and budget savings of £16k in relation to Energy Performance certificates. On the adverse side, there is reduced service charge income of £35k and reduced lifeline income of £14k.

- 3.8 The General Fund Capital Programme is forecast to be £6.764m. Movements during the period include identified underspend of £322k as a result of works to Linden Way depot now not proceeding, and projects approved in year of £1.884m, including the provision for Marlborough Square works and utilisation of grant funding for Memorial Tower.
- 3.9 The HRA Capital Programme is forecast to be £10.865m. Movements to Quarter 2 include a forecast underspend of £950k in respect of the Housing Improvement Programme.
- 3.10 Details for the major variances for all revenue accounts and the Capital Programme as at Quarter 2 can be found in Section 6 of this report.

#### **4. SICKNESS ABSENCE MANAGEMENT UPDATE**

- 4.1 In Q2 (2018/19) there were 1043 FTE days lost due to sickness - the equivalent of 2.24 days per full time equivalent (FTE). This is 0.25 FTE/day higher in comparison with the same period last year, but there has been a reduction (improvement) on the Q1 rate of 2.39 days per FTE. If the rate continues at this level, projecting ahead, the annual absence rate will be 9.26 days lost per FTE against a corporate target of 8.5 days.
- 4.2 Legal & Support Services (2.92 days/FTE), Community Services (2.90 days/FTE) and Customer Services (2.46 days/FTE) were the work areas with the highest levels of sickness in this Quarter.
- 4.3 Musculoskeletal accounted for over 36% of all sickness, and almost two thirds of it was in the waste services team. This was followed by operation/post-operative recovery (15% of sickness) and non-work related stress (14.36% of all sickness), the latter being highest in the Customer Services and Environmental Protection teams. The work related stress absences were a small number of employees across different services, and all of the affected employees are now back in work.

4.4 The table below illustrates total sickness as a percentage by reason:

<b>Sickness reason</b>	<b>Percentage of sickness by reason</b>
Asthma - bronchitis – respiratory	3.85%
Back pain - sprain - strain - musculo-skeletal	36.45%
Blood conditions	0.96%
Cold and Flu	3.57%
Debility – fatigue	0.19%
Ear nose & throat – dental	1.17%
Eye – ophthalmic	0.40%
Genito-urinary	4.00%
Gynaecological - obstetric	0.67%
Headache - migraine - neurological	1.31%
Infectious diseases	0.10%
Operation / Post Op	15.15%
Stomach - bowel - gastric – intestinal	9.61%
Stress - depression - anxiety - psychological (non-work related)	14.36%
Stress - depression - anxiety - psychological (work related)	8.21%

4.5 73% of all sickness was long term sickness (10 days or more) and 27% was short term ad-hoc sickness. This is comparable with the previous quarter.

4.6 During this quarter 27 employees returned from long term sickness, this includes 10 employees returning after an absence of a month or more. There are currently 10 employees still on long term sickness. The Senior HR Advisors are working with team managers and Occupational Health to manage these employees back to work.

4.7 The completion rates of return to work interview forms across the Council was 76%, which is a 9% increase on the previous quarter. The return to work interviews are known to be a critical first process in managing sickness, so we have emphasised the need for managers to complete and return these during the past quarter. We will be seeking to further increase the return rate in Q3.

## 5.0 COMMENTS FROM POLICY DEVELOPMENT GROUP

This performance report was considered by the Policy Development Group of the Council at its meeting on 5 November 2018. The comments of the group are attached as draft minutes at Appendix 3.

### **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)



### **Corporate Risk Register - Appendix 2**

After consideration by the Audit and Governance Committee on 10 October 2018 two new corporate risks have been added to the Risk Register around local government organisation and the UK's exit from the European Union (please see risks no.12 and 13 of the Risk Register attached).

# 1 PERFORMANCE DASHBOARD – VALUE FOR MONEY





Progress against CDP milestones			Progress against CDP Performance Indicators		
5  Green	0  Amber	1  Red	1 2  Green	1  Amber	6  Red

Action	Update	Status
Delivery of the Leisure Project. Procure a new contractual partnership with an external leisure provider to build a new leisure centre in Coalville and make improvements to Ashby Leisure Centre.	Detailed solutions were submitted by the four contractors and these were assessed throughout August. Three contractors have been shortlisted through to the next stage of the Leisure Project and competitive dialogue has recommenced with them prior to final bids being submitted in November 2018.	
The Council's financial resources are aligned with its priorities and the council achieves self-sufficiency.	The earmarked reserves review is currently in progress with budget holders. Finance business partnering budget holder sessions have now been completed with a Head of Services session scheduled for mid-October 2018. Workshops have also been delivered to the senior and extended leadership team.	
Placing customers at the heart of the organisation.	Work towards achieving this has begun with the drafting of the Customer Experience Strategy. The strategy defines how we will interact with our customers going forwards, placing them at the heart of our organisation. This was submitted to PDG in September 2018 and will reach Cabinet in November 2018. Equally the Customer Service team has benefitted from attention, with the introduction of performance targets, supported by technology changes and improved team management. Though these pieces of work have shown limited output in Q2 they are important foundation pieces that will enable progression in Q3 and beyond.	
Start our Customer First Programme to improve our customer service.	This has been started, with the production of the Customer Experience Strategy.	

Level of satisfaction with Customer Services – the % of customers that are satisfied or above with the services.	This target has been revised, as previously there was no measure of customer satisfaction, so it is difficult to show % increase. The consistency of measure is addressed as a theme within the Customer Experience Strategy. However a sample has been taken of Customer Service customers which shows the following levels of satisfaction: Face to face 88%, Telephone 84%, Online 71%. This sample will be repeated in Q3, pending a more consistent organisational view.	
To promote the chargeable service offered by Waste Services.	A commercial plan has been discussed with Head of Service as part of the Commercial strategy dialogue. 16 commercial ideas for Waste Services have been suggested. Three have been started, five are planned to start shortly and others will require resources, planning and approval.	

Performance Indicators	Q2 Target	Q2 Actual	Status
Combined benefits performance - time taken to process new claims and changes in circumstances in average days	10.9	8.3	😊
Processing of new claims – time between application and confirmation of award in average days	15.9	16.1	😊
Processing of change of circumstances - the time it takes from receiving a notification of changes to the date of a revised award in average days	10.2	7.4	😊
Council Tax in year collection rate	56%	56%	😊
Non-domestic rates in year collection rate	56%	56%	😊
Housing Benefits overpayments collection rate – the percentage of outstanding overpayments collected as a percentage of the total amount outstanding	20%	19%	😐
Percentage of customers very satisfied or satisfied with the Planning Service	90%	91%	😊
Percentage of major planning applications determined within 13 weeks or a timetable agreed with the applicant	85%	93%	😊
Percentage of minor planning applications processed within 8 weeks or a timetable agreed with the applicant	85%	88%	😊
Percentage of other planning applications determined within 8 weeks or a timetable agreed with the applicant	85%	92%	😊
Leisure Centre Membership income	£494,958	£414,177	😞
Leisure Facility Usage Levels (cumulative)	467,500	511,246	😊
Start our Customer First Programme to improve our customer service	Started	Started. Customer Strategy to Cabinet in Nov 2018	😊
Give customers the ability to access at least 50 transactions online 24/7	50	50+	😊
Level of satisfaction with Customer Service – the % of customers that are satisfied or above with the service  (A consistent measure will be established through the Customer Experience Strategy. As an interim, this data is from a sample of 100 Customer Services customers taken in August 2018).	90% satisfied	Face to face 88%  Telephone 84%  Online 71%	😞







Rate of abandonment – the % of customer phone calls that hang up before they can be answered.	<10%*	21%	
Call wait time service level – the % of customer calls that are answered within a given time.	70% in 30 seconds*  90% in 60 seconds*	49% within 30 seconds  49% within 60 seconds	 
Average queue time – the length of time on average that a visitor has to wait before they are seen.	10 minutes*	00:10:30	

**\*New targets set from Q2 by Head of Customer Services.**

## 2 PERFORMANCE DASHBOARD – HOMES AND COMMUNITIES



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




Action	Update	Status
Develop a Health and Wellbeing Strategy - the wellbeing of people in North West Leicestershire is improved.	A draft NWL Health and Wellbeing Strategy has been developed and refined following engagement with officers. This will now go out to further consultation before the final strategy is produced in December 2018.	
Refurbish the CCTV system – Modernise Coalville CCTV to tackle anti-social behaviour.	The tender process is now complete to provide an upgraded CCTV control room which is relocated to the council offices. The new control room will be located next to the existing 24 hour council control room. The work is due to be completed early 2019.	
To devise and publish and implement a statement of licensing policy to reduce crime and improve public safety.	Existing policy reviewed and revised draft devised. Consultation process closed at end of August. Scheduled for Licensing Committee in November 2018.	
Develop new Homelessness Review and Strategy as part of our new duties under the Homelessness Reduction Act to make sure people threatened with homelessness in the district receive the support they need.	Implementation of the new Homes Reduction Act in Q1 proved more resource intensive than was originally projected, and our new Home Connections Choice Based Lettings system is not yet able to reliably produce the statistics needed to inform the development of an updated Homelessness Strategy. As a result, the timetable to produce a draft strategy for consultation with stakeholders has been revised to December 2018, with the final approval to be in Q4.	




Performance Indicators	Q2 Target	Q2 Actual	Status
Percentage rent arrears of current tenants	2.51%	2.19%	😊
Percentage of rent loss	1.1%	0.73%	😊
Percentage of tenants satisfied with the allocation and lettings process	95%	92%	😐
Average re-let times (days)	28	25	😊
Number of properties empty and unavailable	0.75% (32 properties)	0.98% (42 properties)	😞
Percentage of customers satisfied with the repairs service (% of completed jobs)	98%	99.2%	😊
Percentage of all repairs completed within target	87%	97%	😊
Average length of time taken to repair empty homes to achieve the lettable standard	25 days	14 days	😊
Number of new affordable homes delivered (Annual target 100)	25	57	😊

### 3 PERFORMANCE DASHBOARD – BUILDING CONFIDENCE IN COALVILLE







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




Action	Update	Status
To deliver programmes that enhance the district's unique town centres and make the town attractive to residents and developers.	<p>The restoration work to the Grade II listed clock tower began in June 2018, funded in part by National Lottery players through the Heritage Lottery Fund and War Memorials Trust.</p> <p>A supporting brochure has been produced as part of the Memorial Clock Tower Project. The brochure provides an overview of world war one memorials across villages and communities within North West Leicestershire.</p> <p>Business Focus have finalised the mid-point evaluation of the Coalville Frontages scheme. The evaluation provided a statistical overview of the programme to date and also identifies ways the scheme delivery can be improved and encourage further applications.</p> <p>As a result of the evaluation, administrative changes will be made to how the Coalville Frontages scheme will be delivered. It is intended the scheme will temporarily close to applicants and re-open again in January 2019 once the recommended changes to the scheme have been made.</p>	
Establish and maintain an events programme in our public spaces, including the redesigned Marlborough Square.	<p>The Marlborough Square work has been put on hold to ensure that the price for the work reflects value for money. The project, which is being managed by Leicestershire County Council (LCC) on our behalf, was due to start at the beginning of October. However, the cost received from LCC's contractors was over the estimate and the allocated budget, which was unexpected.</p> <p>Officers are now discussing with LCC and their contractors how we can bring the cost of the scheme down. We are hopeful that work will start later this year or in early 2019.</p> <p>While the work is paused, the temporary fencing has been removed, making the one hour free car parking spaces in the square available to shoppers and short stay visitors. The 24 replacement free spaces that have been split between James Street Car Park and Margaret Street will also continue to be free.</p>	

	<p>Work continues on the events initiative in conjunction with the Marlborough Square improvements team. Work on the schedule of events for 2019/20 has commenced with contact with potential attractions and businesses. An internal task and finish group will be set up in quarter three to develop the detail to ensure a varied programme of events is scheduled.</p>	
<p>Develop a Tourism Strategy that promotes, encourages and enhances the visitor experience.</p>	<p>A draft Tourism Strategy will be ready for consultation at the start of quarter four. Alongside the development of the Tourism Strategy work is underway on an Accommodation Demand Study for the district, with a draft report ready for the end of quarter three.</p>	
<p>Increase numbers of people attending events in our district year on year.</p>	<p>There has been active social media activity to promote many North West Leicestershire events in this quarter. High priority has been given to district council organised and supported events, notably Timber, Coalville by the Sea, Hello Heritage and Coalville Colour Run 2018.</p>	
<p>To deliver programmes that support SME businesses and entrepreneurial activity in our towns.</p>	<p>Due to high levels of initial demand and applications to the Enterprising Town Centres fund, the grant scheme closed early. Therefore the scheme has not been actively promoted. Enquiries for funding are still being managed by the Business Focus team and funding enquiries are being directed to alternative funders and also to the LLEP business Gateway for support.</p> <p>Whilst the funding has closed to new applicants, the business support element of the initiative is still being delivered. Town Centre Businesses are receiving specialist 1 to 1 advice and a series of workshops are being delivered across NWL Market towns.</p> <p>In Q2, Business Focus met with a series of key commercial agents representing town centre properties in Coalville to help small businesses to move onto High Street properties. The team have also meet with developers and agents representing key sites and premises on industrial estates in the Coalville area. All commercial agents were written to in Q2 to ensure that the portfolio is up-to-date and that Business Focus have the current and relevant point of contact within each agency.</p> <p>The Business Focus team continue to review the commercial property market and have updated the latest records available to the commercial property portfolio.</p>	



Performance Indicators	Q2 Target	Q2 Actual	Status
Impact of Coalville shop fronts	10	0	
- Number of businesses engaged (Annual target 40)			
- Number of grant awards (Annual target 8)	2	2	
Active promotion of at least seven tourism and culture events (annual target 7)	2	4	





## 4 PERFORMANCE DASHBOARD – BUSINESS AND JOBS

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

Action	Update	Status
Develop a Tourism Strategy that promotes, encourages and enhances the visitor experience.	A draft Tourism Strategy will be ready for consultation at the start of Quarter 4. Alongside the development of the Tourism Strategy work is underway on an Accommodation Demand Study for the district, with a draft report ready for the end of Quarter 3.	
Increase numbers of people attending events in our district year on year.	There has been active social media activity to promote many North West Leicestershire events in this quarter. High priority has been given to district council organised and supported events, notably Timber, Coalville by the Sea, Hello Heritage and the Coalville Colour Run 2018	
To facilitate and deliver programmes that support businesses to grow.	<p>The Business Champions and Green Footprints have been reviewed to ensure they are still active as businesses and are disseminating messages on through their own business networks. A number of new Champions have been added to the Champions list to help expand the Council's engagement with local businesses and wider business networks.</p> <p>Business Focus continue to meet with local business networks to meet local businesses and to promote the availability of support from the Council.</p> <p>In Q2 the team met with the Coalville Market Traders group and the Mill House Managed workspace businesses, the Castle Donington retailers group, the East Midlands Chamber of Commerce and the NWL Parish Fair.</p> <p>The Portfolio Holder has been invited to meet a series of businesses as part of the Business Focus construction skills workshop. The workshop is being delivered jointly between Business Focus, counterparts at Hinckley &amp; Bosworth Borough Council and the Construction Industry Training Board (CITB). The event will provide the businesses with details of shared apprenticeships opportunities, grant funding and advice on how to increase their business exposure to emerging construction contracts across the region.</p>	









To deliver regulatory services in a way that supports business growth.	A pipeline of businesses showing indications of growth is in place. Joint visits were made to Zamani restaurant and No22, a business expanding from a market stall to the high street. Training is to be delivered to selected food businesses on behalf of Business Focus and Environmental Health at a food and drink workshop in October 2018.	
Develop an options appraisal for the future development of the Moira Furnace site.	An option to work with the National Forest Company (NFC) as part of their legacy work on the Black to Green (Heritage Lottery Funded initiative) is currently being considered. The Moira Furnace Options Appraisal work could be progressed as a partnership 'Resilient Heritage' Initiative with NFC, which could broaden the scope of the project and attract funding from Heritage Lottery Fund (HLF) and Architectural Heritage Fund. Commencing the project in this way could result in opportunities to apply to HLF for one of their major funding schemes. If the project progresses in this way, it is likely that the Options Appraisal would be started at the end of 2018/19 and completed in 2019/20.	





Performance Indicators	Q2 Target	Q2 Actual	Status
Number of business enquiries received and supported (Establish baseline and method of reporting)	40	34	
Level of inward investment in NWL (Establish baseline and method of reporting) - Number of businesses (Annual target 12)	3	13	
Impact of Enterprising Town Centres - Number of businesses engaged (80) - Number of businesses supported (60)	20 15	0 20	 

## 5 PERFORMANCE DASHBOARD – GREEN FOOTPRINTS

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

Action	Update	Status
Work with Highways England on their network in our district to reduce fly tipping.	Partnership working has taken place with a fly tipping education event at Donington Services on 15th August 2018. Media and social media coverage was successful.	
Carry out a feasibility study for introducing electric vehicle charging points in Council owned Car Parks.	It has been agreed that electric charging points will be installed as a pilot in the new car park in Ashby. We are currently investigating preferred providers and options for the installation of the charging points. The next stage will be a procurement process during November and December 2018.	
Be a key stakeholder in the All Party Parliamentary Group litter strategy for North West Leicestershire – through engagement with haulage companies and snack wagons to raise awareness of roadside litter and aim to reduce it.	Successful launch of roadside litter campaign during "Love the Lorry" week on 19 September 2018 at A511 Bardon layby, attended by Bardon Aggregates, Street Environment Officers and Enforcement Officers from the Council. Haulage companies, Marks and Spencer, McVities and KP have agreed to support "Keep Your Cab Fab" campaign after December 2018 due to lead up to Christmas.	
Replace solid fuel heating systems in council owned homes with Air Source Heat Pumps (ASHP).	Due to an increase in customer enquiries around new systems installed, it was discovered that there was an issue which prevented the unit from providing hot water to the heating system. The units which were causing issues were fitted by a different team of fitters, who are no longer being used. As a precaution new installations were stopped and visits were made to every property where the fitters had carried out the installation. All issues were resolved and new installations have resumed.	
Work to enhance our partnership with the National Forest and celebrate our 10th anniversary of the Free Tree Scheme.	The Free Tree Scheme was launched on Monday 1 October and in the first few days in excess of 20,000 trees have been ordered. To celebrate the 10th anniversary of the scheme a special commemorative Wild Service Tree is also available to order for residents living within the National Forest only, in addition to four other varieties.	

Develop a recycling strategy that encourages more households to recycle using the kerbside collection service.	Recycle more was presented to the Policy Development Group (PDG) on 19 September 2018 for consultation purposes. Residents' consultation will be via a web link to our website on the back of the annual waste collection calendars, which will be delivered during November 2018.	
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 Performance Indicators	Q2 Target	Q2 Actual	Status
Percentage of household waste recycled	46.50	50.08	
Kgs of household waste sent to landfill per household (Annual target 510)*	255	236	
Number of homes where Air Source Heat Pumps (ASHPs) installed (Annual target 312)	78	55	

A household waste figure, which does not result in an increase in waste to landfill, is considered good performance. NWLDC's waste to landfill is the highest in Leicestershire and is attributed in part to the higher number of households still on solid fuel heating (higher weight in ash waste). However, NWLDC recycles more waste per household than Melton BC, Charnwood, and Oadby & Wigston. NWLDC collects the second highest tonnage of total household waste behind Harborough DC.

## 6 FINANCE UPDATE

This section sets out the projected financial position of the Council for the period ending 3 September 2018. The Council set its General Fund Revenue Budget at £13,502,753 and the Housing Revenue Account budgeted surplus of £2,946,140 on 27 February 2018.

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).	13,503	13,482	(20)

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).	527	527	0

HRA SUMMARY	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
Net cost of service (Total rent income less total expenditure)	(2,946)	(3,084)	(138)

Capital Expenditure	General Fund £ 000	Special Expenses £	HRA £ 000	Total
Approved Budget for the Year	3,137	50	10,085	13,272
C/F from 2017/18	2,071	0	1,730	3,801
Approved projects in year	1,878	6	0	971
Slippage Identified in Year	0	0	0	0
<b>Total budget for 2018/19</b>	<b>7,086</b>	<b>56</b>	<b>11,815</b>	<b>18,957</b>
<b>Likely outturn for 2018/19 (provisional)</b>	<b>6,764</b>	<b>54</b>	<b>10,865</b>	<b>17,683</b>
<b>Variance</b>	<b>(322)</b>	<b>(2)</b>	<b>(950)</b>	<b>(1,274)</b>

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

- £309k net increase in the contribution to General Fund balance as a result of:
  - £115k salary savings across the General Fund as a result of implementation of Phase 1 restructure and £33k in relation to Phase 2.
  - £356k of other salary savings across the organisation
  - Additional planning income of £100k
  - Additional rental income of £22k and a reduction in NDR rates of £19k associated with the council's commercial property
  - Additional taxi licencing income of £30k
  - Increased annual cost of finance system licences £13k
  - Increase in the projected net deficit of the Leisure Centres of £132k
  - Increased costs due to Sports Action Plans £26k
  - Increased NDR payable on car parks £15k and reduced car parking income £19k
  - Reduced trade refuse income of £14k
  - Increase in refuse and recycling in respect of salaries of £20k and fuel £17k offset by an increase in recycling income of £48k
  - ICT licence savings of £55k offset by additional costs of the roadmap £15k, digital storefront £11k and reduced print room income of £7k
  - Additional funding of £28k for CCTV equipment and relocation
  - £96k favourable movement in anticipated Business Rate income as a result of accounting differences in the way that business rates are distributed to preceptors and central Government.

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

- None

### **Comments on HRA Variances**

- £138k net increase in the contribution to HRA balance as a result of:
  - Increased dwelling rent of £108k
  - Reduced service charge income of £35k
  - Salary savings of £69k
  - Additional interest of £14k
  - Reduction on council tax on void properties £30k
  - DWP grant reduction of £27k
  - Lifeline charges reduced income of £14k
  - Budget of £16k in relation to Energy Performance certificates no longer required

### **Comments on Capital Budget**

- All carry forward amounts have been incorporated into the General Fund (£2.07m) and HRA Capital Programmes (£1.1m)
- The approved projects in year net figure of £1.884m and other movements include:
  - Inclusion of the Marlborough Square scheme into the capital programme ( + £1.7m funded by EMR)
  - A review of the Fleet replacement programme has identified a net overspend (+ £22k funded from the Transport Account)
  - Expenditure in 2017/18 of a revenue element of the DFG scheme reduced the carry forward reported in the capital programme (-£53k EMR)
  - Hood Park LC car park Ashby – resurfacing: Scheme identified as no longer required and reflected in underspends (-£15k Unsupported Borrowing)
  - Linden Way Depot Workshop Extension (for 8 wheelers): Scheme identified as no longer required and reflected in underspends (-£90k Unsupported Borrowing)
  - Further works identified on Memorial Tower (+£40k Ear Marked Reserve)

## 7 MANAGEMENT OF ABSENCE

Quarter 1	Chief Exec	Community Services	Customer Services	Economic Development	Finance	Housing Services	HR&OD	Legal & Support Services	Reg & Planning	All Directorates
Sickness days lost	0 long 0 short	538.28 long 114.85 short	164.07 long 39.3 short	0 long 16 short	0 long 10.14 short	25.31 long 58.52 short	0 long 4 short	57.5 long 32.41 short	0 long 19.25 short	786.17 long 294.37 short
Total days lost in qtr	0	653.13	203.37	16	10.14	83.83	4	89.91	19.25	1079.63
Number of FTEs	12.65	212.25	48.09	11.29	10.00	85.76	6.19	42.57	22.71	451.59
Average no of days lost per FTE	0	3.08	4.23	1.42	1.01	0.98	0.65	2.11	0.85	2.39

Quarter 2	Chief Exec	Community Services	Customer Services	Economic Development	Finance	Housing Services	HR&OD	Legal & Support Services	Reg & Planning	All Directorates
Sickness days lost	0 days 0 days	501.79 long 126.35 short	86.31 long 51.20 short	0 long 0 short	0 long 0 short	101.35 long 70.26 short	22 long 0 short	33 long 24 short	23 long 4.03 short	658.14 long 220.61 short
Total days lost in qtr	0	628.14	137.51	0	0	171.61	22	57	27.03	1043.29
Number of FTEs	12.65	212.34	48.09	11.29	10.00	85.76	6.19	42.56	22.71	451.59
Average no of days lost per FTE	0	2.90	2.46	0	0	1.68	2.16	2.92	1.14	2.24



## 8 CUSTOMER SERVICE CALL CENTRE STATISTICS – QUARTER 2

	July 17/18	July 18/19	+/-	Aug 17/18	Aug 18/19	+/-	Sept 17/18	Sept 18/19	+/-	Total 17/18	Total 18/19	+/-
<b>Received*</b>	9040	10338	1298	9532	8951	-581	8658	7779	-879	27230	27068	-162
<b>Answered</b>	6843	6877	34	6691	7179	488	6687	6535	-152	20221	20591	370
<b>Answered in 30 secs</b>	2663	2045	-618	1700	4035	2335	2663	3937	1274	7026	10017	2991
<b>Answered in 60 secs</b>	3014	2379	-635	2011	4444	2433	2960	3319	359	7985	10142	2157
<b>Abandoned**</b>	2072	3231	1159	2748	1326	-1422	1876	1241	-635	6696	5798	-898
<b>Rejected***</b>	118	230	112	93	18	-75	92	0	-92	303	248	-55

There are 30 dual way phone lines council wide

- \* Calls received are direct to the call centre and do not include council wide or other direct calls to individual extensions.
- \*\* 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.

Performance has improved in Q2 2018/19 compared to Q2 2017/18, with a fall in % abandoned calls from 25% to 21%, wait times have also improved from 35% of calls answered in 30 seconds in 2017/18, to 49% in 2018/19. However the level of performance still represents a poor customer experience overall, with longer than desirable call wait times and a still high level of call abandonment.

The Head of Customer Services was appointed in Q1 2018/19 and though much work has been done to improve performance, this requires time to lay foundations, embed and result in performance changes. The expectation is that the increase in performance in Q2 will be progressive, with further advances in Q3.