

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY GROUP – 12 JUNE 2019

Report Title	2018/19 QUARTER 4 PERFORMANCE MANAGEMENT REPORT
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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) (January-March 2019).
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 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
Background papers	Council Delivery Plan 2018-2019
Recommendation	THAT THE CORPORATE SCRUTINY GROUP NOTES THE QUARTER 4 PERFORMANCE REPORT (JANUARY-MARCH 2019) AND PROVIDE COMMENTS FOR CONSIDERATION BY CABINET.

PERFORMANCE SUMMARY FOR QUARTER 4

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 that 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 Corporate 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 etc.
- 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 the five Corporate priorities that applied in the 2018/19 financial year.
- 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 4

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

2. COUNCIL PRIORITIES

2.1 VALUE FOR MONEY

- 2.1.1 All of the six actions are on track or within tolerance to achieve the milestones set with some good progress on the Customer First Programme and the delivery of the leisure services project.
- 2.1.2 The performance indicators show out of nineteen indicators, eighteen are on target or within tolerance and one is falling below target relating to leisure income.
- 2.1.3 Performance in the call centre continues to be good, which has carried through in to the busy council tax billing period. The percentage speed of answer targets though short of target are in comparison to the same period 2017/18 dramatically improved (40%+ improvement). The rate of abandonment is equally improved 6.86%, which is reflected in high levels of customer satisfaction.

The council relaunched its "My account" self-service account, following a full redesign and reengineer of the customer journey. This was linked to the Council Tax annual billing campaign and supported by Communications and Customer Services.

To complement the relaunch, further progress has been made by the Digital programme which has completed several new customer processes in this quarter, increasing the opportunity for customer to self-serve.

A corporate customer experience group has now been formed, with the first meetings to be held in Q1 2019/20, to drive the next phases of customer experience work.

- 2.1.4 The Leisure project remains on target, with the contract start date being 1 May 2019. The three bidders submitted their final tenders on 16 November 2018. The council's project team has completed the evaluation of the qualitative, design and financial aspects of the three bidders and the successful bidder has been selected, Everyone Active who have their office based in Hinckley.

2.2 HOMES AND COMMUNITIES

- 2.2.1 All four actions are showing good progress against the milestones, eight of the nine performance indicators are on target or within tolerance. One indicator, the Number of properties empty and unavailable to let within the council's housing stock was 42 and above the end of year target. This indicator has been declining steadily over the last three years – there were 86 such properties in June 2016. Of the remaining properties, the vast majority are at Woulds Court, Moira, and Queensway House, Measham, both of which are de-commissioned sheltered housing blocks awaiting redevelopment. Other decommissioned sheltered blocks at Greenacres, Coalville and Westgate House, Ibstock have been redeveloped respectively by the Council (11 new houses completed) and east midlands homes (13 new homes currently being constructed).

Both buildings will need to come down to allow any new development to proceed, so the decision was taken for the Council to demolish them. A tender exercise was undertaken in quarter 4 to appoint a demolition contractor (and a contractor for asbestos removal). The intention is to appoint contractors and complete the demolition of both sites by the end of June 2019.

Discussions are ongoing with two developers to progress these sites and the preferred partner for Woulds Court has completed design and viability work, with a legal agreement with the Council agreed in principle. Discussions at Queensway House have taken place with the developer who owns the adjacent site (for which there is planning permission) as a combined site would produce a better overall outcome, but progress has been difficult.

- 2.2.2 Following the publication (in the previous quarter) by HS2 Ltd of their working draft of the Environmental Statement extensive comments were submitted by NWLDC, LCC, parish councils and partners in order to enable HS2 to find ways of minimising the numerous impacts on communities, individuals and businesses. A response from HS2 Ltd is imminent. Further consultation by HS2 Ltd on a small number of changes to their proposals is also expected soon.
- 2.2.3 Work with partners on the East Midlands HS2 Strategic Board is also continuing. This is looking at opportunities to maximise the economic and infrastructure benefits of HS2 which will include new housing and employment areas. In Northwest Leicestershire this may include links to the proposed transport hub at Toton and links from Toton to East Midlands Airport.
- 2.2.4 The sole major residential development scheme approved in Quarter 4 scored positively against Building for life 'good' standard ensuring continued high quality developments in our district.
- 2.2.5 Phase 2 of the new build programme is the redevelopment of the former Police Station site on Ashby Road, Coalville, with work now well advanced to all properties. The 24 new homes will be advertised to invite bids from prospective tenants in late April, and then handed over in phases from May 2019 onwards.

- 2.2.6 A planning application was submitted regarding the redevelopment of the Cocked Hat site on Cropston Drive, Greenhill and this was approved. Pricing negotiations with our construction contractor Robert Woodhead commenced as the site design for 8 new homes is confirmed. Assuming agreement is reached on the price, works will start on site by early August (although the site has already been cleared), with completions of the homes by April 2020. Feasibility investigations into a number of other sites across the district continue to be progressed including Measham (x2), Whitwick, Ibstock, and Thringstone
- 2.2.7 Our performance regarding the delivery of new affordable homes exceeded our annual target of 100 new homes, with 117 delivered by the end of Q4. A planning application has now been submitted for the new extra care housing scheme being developed by East Midlands Housing off Burton Road, Ashby de la Zouch. This scheme is due to provide 50 rented and 15 shared ownership new apartments for older people, and is being financially supported by the Council.
- 2.2.8 We welcomed the arrival of two families to Ibstock and Measham under the Syrian Vulnerable Persons Relocation Scheme in March 2019. The necessary plans to support the families are in place, using the government funding provided for this work. We will facilitate the arrival of a further two families in November 2019.
- 2.2.9 Rent arrears were 1.99% against a year end target of 2% and this has been achieved despite the challenges of having over 300 council tenants in receipt of Universal Credit.
- 2.2.10 Performance in repairing and reletting empty Council homes further improved in Q4, with an end of year performance of 21 days. Performance compares favourably with outturns of 30 days for 2017/18 and 38 days in 2016/17, and represents a significant improvement, facilitated by close working between the repairs and housing management teams.
- This continued reduction further improved our rent loss performance, which was 0.63% at year end, thus out-performing our target and improving on the previous year's figure of 0.88%. Letting empty homes more quickly means we gain extra rental income, and also new tenants can benefit from accessing their new home more promptly.
- 2.2.11 The repairs teams completed 96.6% of all repairs within the target timescale against a target of 87%. A pilot to test customer demand for later repairs appointments on Thursdays commenced in February, and the outcome will guide whether extended appointments will become a regular feature of the service.
- 2.2.12 We will be conducting our biennial STAR (Survey of Tenants And Residents) in May / June 2019 to get an independently commissioned view of how satisfied residents are with various aspects of the housing service. Survey forms (which can also be completed on line) will be sent to 2000 residents in May 2019 so members are requested to encourage residents to complete and return the survey. The results will be known in August.

2.3 BUILDING CONFIDENCE IN COALVILLE

- 2.3.1 All three actions are on target or within tolerance to deliver against the milestones set, two of the four performance indicators relating to Coalville shop fronts, businesses engaged and grant awards have fallen short of the Q4 target.
- 2.3.2 Intervention plans for these indicators have been developed and are set out in Appendices A and B.
- 2.3.3 In response to the 'Make the regeneration of Coalville a priority' petition, Business, Community Focus and Communications facilitated two community drop in events to consult with local residents about the Coalville Project. The event took place on Wednesday 13 March at Insomnia Café in the Belvoir Centre and again on Friday 15 March at the Marlene Reid Centre on Belvoir Road. Comments will be fed into the work

on the Coalville Regeneration Framework.

- 2.3.4 In Q4 the Business Focus Team prepared and submitted a substantial expression of interest funding form to the Future High Streets Fund. This fund is a new £675 million Government funding programme to help 'local areas to respond to and adapt to changes'.
- 2.3.5 Following the Midpoint Review of the Coalville Frontage Improvement Scheme, the Business Focus team are currently actioning the recommendations and preparing to appoint an architectural consultant who, in addition to providing architectural and design input, will also fulfil the role that Leicestershire County Council had previously performed to support the delivery of the scheme. It is anticipated that the Coalville Frontage Improvement Scheme will fully reopen for applications in June 2019 and will we have identified priority targets for investment of grant funding, including eligible properties on the south side of Marlborough Square. Following agreement with LCC that NWLDC should lead on the regeneration of Marlborough Square, initial designs have been reviewed and are being amended by consultants.
- 2.3.6 Business Focus are continuing to work with Intechology to deliver free to access Wi-Fi in Coalville and Ashby. In Q4 a final site meeting took place to finalise the location of hardware to provide the Wi-Fi Network. Further work has been completed to obtain the necessary permission and licenses to install the new hardware in Coalville and Ashby town centres. It is anticipated that the installation works will begin in May and take place overnight to avoid disruption. The contractor estimates that the install could be completed with three weeks.

2.4 BUSINESS AND JOBS

- 2.4.1 All five actions are showing good progress against the milestones, the four performance indicators are also on target or within tolerance.
- 2.4.2 Business Focus continue to raise awareness of the available EU Exit guidance and information for local businesses. In Q4 Business Focus shared the Government advice for businesses to get ready for the possibility of a 'No Deal' scenario. Details of the governments Partnership Pack and the Technical Notes were sent to all of our business champions, partner organisations, businesses networks and the international trade businesses operating around EMA. Business Focus will continue to engage with local business as further guidance and clarity on potential dates for EU Exit are available.
- 2.4.3 In a series of four documents, the Business Focus Team have developed a draft Economic Growth Plan. The Plan sets out ambitions for North West Leicestershire and, how working cooperatively with our partners, we will continue to develop a thriving and sustainable economy and to play a prominent role in the regional and national economies. As well as a strategic document, the Economic Growth Plan will also be utilised as a place marketing and inward investment tool and also as a lever to attract funding.

In Q4 the Economic Growth Plan was be presented to Cabinet and to Policy Development Group. The plan is now subject to partner consultation, which will take place in May before the final draft is returned to Cabinet for final approval.
- 2.4.4 The Business Focus team completed a procurement exercise and commissioned Building Business to run a number of Women in Business workshops and one-to-one sessions to encourage entrepreneurial activity amongst women throughout 2019. The programme will launch in May and look to provide support specifically to women to support them in the workplace or to consider self-employment.
- 2.4.5 The Business Focus team continued to work with partners to deliver two further jobs fairs in January. The first job fair was held on 14 January with Job Centre Plus, a mini sector specific jobs fair was held at the Job Centre Plus offices in Coalville. The jobs fair was

targeted to support recruitment within the care sector.

The other job fair was held on 26 January, East Midlands Airport hosted a jobs fair specifically for East Midlands Airport and the employers on Pegasus Business Park. A total of 350 jobs were available at the airport in passenger services, security, car parking, hospitality, retail and catering. In addition, Jet2.com, Swissport, DHL, UPS and Jury's Inn hotel were also recruiting. Over 2,000 job seekers attended the jobs fair.

- 2.4.6 Business Focus continue to support the occupation of the SEGRO Logistics Park near East Midlands Airport. In Q4, Business Focus met again with XPO, K&N and Shop Direct. In addition, Business Focus held initial meetings with new occupier Maritime Transport, who will be operating the new Rail Hub at SEGRO, to begin support for their plans and labour requirements for circa 300 jobs.
- 2.4.7 During Q4, K&N officially went live culminating in the amalgamation of existing K&N sites in Nottingham & Minworth. Business Focus, working with the Job Centre, assisted K&N to recruit an additional 28 new staff.
- 2.4.8 Business Focus also met with Panattoni Developments and agents Fisher Hargreaves Proctor to officially begin works on EMDC 525, a new 525,000 sq. ft. speculative development at the East Midlands Distribution Centre business park. The Business Focus Team will continue to work with Panattoni to promote the development to potential occupiers. It is hoped it will be completed by the end of 2019 and once occupied could create up to 1000 new jobs in the District.

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 remains below target that of 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 for Air Source Heat Pumps. The forecast for replacement of Air Source Heat Pumps has been revised and the remaining 57 are due to be completed by the end of Q2 2019/20.
- 2.5.4 As part of our commitment to establish a green policy, an invite to tender for consultants to measure the current carbon footprint of our services, closed on Friday 12 January 2019. Two companies have submitted responses to the tender; these will be assessed and if acceptable a contract will be awarded in April 2019. Work is expected to commence in April 2019 and completed no later than July 2019.

Taking into account the viability and investment costs, the tendering company will be asked to make recommendations on the type of work to be completed. Once this work is completed a policy and action plan will be created to deliver the changes, achieving the targets set out in the Climate Change Act 2008 or the UK100 pledge.
- 2.5.5 The Green Grant scheme has been a great success, however the funding for 2018-19 has been exhausted. The Stronger and Safer team look forward to relaunching this in the new financial year.

3. FINANCIAL MANAGEMENT UPDATE

- 3.1 This year represents the second year of faster closedown, whereby local authorities are required to approve and publish the accounts by 31 May and 31 July respectively meaning that the council now has a better understanding of its outturn position earlier than previously. A separate report detailing the provisional outturn for the 2018/19 year is included on the Cabinet agenda on the 18 June 2019, however the paragraphs below

summarise the position.

- 3.2 Financial performance in 2018/19 has continued to improve. Variances between budget and outturn on expenditure (net cost of services) and funding or rental income having reduced compared to previous years on both the General Fund and Housing Revenue Account (HRA).
- 3.3 The expected final position on the General Fund is a provisional surplus outturn for the year of £1.525m, compared to a budget of £299k. This is due to a number of positive movements, with the net position being a forecast £1.226m additional surplus compared to annual budget and an additional £438k compared to the Q3 forecast outturn position, specifically attributable to additional business rates received and underspending on rent allowances and rent rebates that were not anticipated at the Quarter 3 update. As part 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.
- 3.4 Income in respect of Business Rates is forecast to be £5.344m compared to a budget of £4.86m. The additional £490k of business rates is the largest favourable variance for the year. This is largely due to additional Section 31 grant being received towards the end of the financial year.
- 3.5 Other major variances for the year in respect of the General Fund include combined salary savings of £578k in relation to the phase 1 and 2 restructures and a number of vacant posts across the organisation. Rent allowances and Rent rebates were underspent by £240k as a result of less benefits paid than budgeted for (the budget was based on the mid-year subsidy estimate submitted in August 2018), . Additional planning income of £130k, investment income of £124k, recycling income of £56k and licence fee income of £39k. A reduction in net financing costs of £56k and savings in the technical advice needed for planning appeals generating a saving of £60k
- 3.6 There was also a number of significant adverse General Fund variances which have counteracted the favourable variances including, additional net expenditure against the budget of £246k for the leisure centres, increase in non-distributed retirement benefits of £98k and a revenue contribution to capital of £78k for the purchase of a piece of land.
- 3.7 Detailed within the Provisional Outturn 2018/19 report is the recommendation to transfer £1.41m of the general fund surplus to the Self Sufficiency Reserve, with the net difference of £100k proposed to be utilised to create four new earmarked reserves (subject to Cabinet approval) taking the reserve balance from £2.77m 31 March 2018 to £4.28m as at 31 March 2019.
- 3.8 As part of the Journey to Self-Sufficiency Programme and development of the council's Commercial Strategy, there remains the opportunity to utilise this reserve to fund investment in income generating or revenue saving opportunities. However, officers are mindful not to reduce the reserve balance to the degree that it limits the council's ability balance future predicted deficit budget years on the General Fund arising from 2021/22 and at a total of £5.2m over the years to 2023/24. During 2018/19, the Journey to Self-Sufficiency Programme has:
 - Developed a Commercial Strategy which sets out how we will focus on income generation and develop the culture of the organisation to become more business-like.
 - Committed to Reducing our Corporate Costs by establishing a work stream to identify and make savings against the way we deliver our services.
 - Started to review our Asset Management approach by developing a new Asset Management Strategy and by engaging a commercial property consultant to undertake a market valuation of our commercial properties.

- Changed the way in which we set our Budget by challenging service areas to deliver target savings and more robustly forecast anticipated grant funding, income and expenditure. For the forthcoming 2019/20 year, this meant that we limited the increase in the forthcoming budget to just 1% compared to 2018/19. We also implemented a new Financial Management approach to monitoring and controlling spend with our 'Finance Clinics' where managers meet with Finance on a monthly basis to track and forecast our financial position and to identify potential savings, efficiencies and more cost advantageous ways of working. We have also implemented the biannual review of the Medium Term Financial Plan with members.

A further update on the progress of the Journey to Self-Sufficiency Programme will be provided to Cabinet in July as part of the biannual review of the council's Medium Term Financial Strategy.

- 3.9 The provisional outturn for Special Expenses is £532k compared to the approved budget of £527k. There are no significant variances to report.
- 3.10 The Housing Revenue Account (HRA) surplus is currently forecast to be £4.9m by the end of the financial year, compared to £3.3m reported in quarter 3 and a budget figure for the year of £2.9m. The change since quarter 3 was for the most part caused by a saving in depreciation of £535k that was not anticipated throughout the year and the release of £231k of earmarked reserves that were not utilised in 2018/19 and were no longer required for the original purpose they were created for.
- 3.11 Other major variances for the year in respect of the Housing Revenue Account include savings on employee costs of £656k due to vacant posts (offset by £433k spent on agency staff and advertising bringing the net savings down to £223k), an additional £385k 'profit' generated through increased use of our In-house Repairs Team to complete both repairs work and capital improvement works on our properties, spending £276k less on re-painting the exterior of our houses than originally planned and an additional £113k in rental income largely as a result of reducing the length of time our properties are empty between tenancies.
- 3.12 There was also a number of significant adverse Housing Revenue Account variances including unbudgeted costs of £126k for ill health retirements and lower than expected income from our service charges, garage rents and other charges of £73k.
- 3.13 This additional surplus means the HRA Loan Reserve now has the £13m required to repay the first of the HRA loans that fall due in 2022. Following Cabinet's decision to use surpluses more flexibly in the future, £280k of the surplus has been added to the £1.0m working balance.
- 3.14 The General Fund Capital Programme is forecast to be £4.048m. Movements during the quarter include additional £75k in relation to a land purchase and £63k for the town centre Wi-Fi scheme.
- 3.15 The HRA Capital Programme outturn is now forecast to be £7.6m, a reduction of £0.3m from quarter 3. This largely due to £260k of new build expenditure being re-profiled into future years. There was also an under spend of £219k in this financial year on the development of the new housing system – but this is expected to be spent in future years. This offset by additional spending on the air source heat pump programme of £94k, £54k additional spend on our Home Improvement Programme and £33k on off street parking.
- 3.16 Details of the major variances for all revenue accounts and the Capital Programme as at Quarter 4 can be found in Appendix 1 - Section 3 of this report.

4. SICKNESS ABSENCE MANAGEMENT UPDATE

- 4.1 In Q4 (2018/19) there were 1242 FTE days lost due to sickness - 407 FTE days fewer when compared with the same period in 2017/18. This is the equivalent of 2.58 days per full time equivalent (FTE). The final figure for 2018/19 is 9.67 days/FTE, this is lower than last year's figure of 10.21 days/FTE, however continues to remain above the corporate target of 8.0 days.
- 4.2 Legal and Support Services (4.58 days/FTE), Community Services (3.30 days/FTE) and Housing (2.16 days/FTE) were the work areas with the highest levels of sickness in this Quarter.
- 4.3 High levels of sickness in Legal and Support Services and Community Services is the result of long term sickness (68% of all sickness in these sections was long term). Over half of all sickness incidents in Community Services occurred in Waste services, 74% of which was long term sickness.
- 4.4 Across the organisation musculoskeletal accounted for over 30% of all sickness, almost half of it occurring in the waste services (47%), more than a quarter in Leisure Services (27%). This was followed by cold and flu (15%) and non-work related stress (13%) as the most common reasons for sickness. Instances of cold and flu related sickness remains high, increasing from 11% in Q3 to 15% of all sickness in Q4.
- 4.5 Table below illustrates total sickness as a percentage by reason:

Sickness reason	Percentage of sickness by reason
Asthma - bronchitis - respiratory	8.18%
Back pain - sprain - strain - musculo-skeletal	29.71%
Blood conditions	0.56%
Cold and Flu	14.85%
Debility - fatigue	0.20%
Ear nose & throat - dental	2.06%
Genito-urinary	0.32%
Gynaecological - obstetric	3.54%
Headache - migraine - neurological	3.18%
Heart - cardiovascular	0.08%
Infectious diseases	0.56%
Operation / Post Op	11.59%
Stomach - bowel - gastric - intestinal	8.88%
Stress - depression - anxiety - psychological (non-work related)	12.72%
Stress - depression - anxiety - psychological (work related)	3.54%

- 4.6 High levels of cold and flu continue to result in higher than normal levels of short term sickness (13%). Overall 59% of all sickness was long term sickness (10 days or more) and 41% was short term ad-hoc sickness.


- 4.7 Out of the 33 employees on long term sick in Q4, 26 have returned back to work, either full-time or on a phased return. There are currently 7 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.

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

Please find attached for information the latest version of the Corporate Risk Register at Appendix 2. Amendments have been made to risk 8 to reflect the latest phase of the Leisure Project and to risk 13 to reflect the latest developments with regard to the UK's exit from the EU.



2 PERFORMANCE DASHBOARD – VALUE FOR MONEY

Progress against CDP milestones			Progress against CDP Performance Indicators		
6  Green	0  Amber	0  Red	15  Green	3  Amber	1  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.	The contract has been awarded to Everyone Active. It is in the process of being finalised prior to being signed and will commence on 1 May 2019.	
The Council's financial resources are aligned with its priorities and the council achieves self-sufficiency.	Budget approved on the 26th February.	
Placing customer at the heart of the organisation.	<p>Work continues in this area, the Digital programme has completed a number of new customer processes, which provides an increasing online access for the customers to self-service.</p> <p>The call center has continued to provide a much increased level of responsiveness, which has been sustained into the busy annual billing period. The ambitious % speed of answer targets have not yet been reached but in comparison to the same period 2017/18, performance is dramatically improved (40%+ improvement). The rate of abandonment is very healthy at 6.86%, which is reflected in high levels of customer satisfaction.</p> <p>Work has also continued to further reengineer the customer complaints journey.</p> <p>A corporate customer experience group has now been formed, with the first meetings to be held in Q1 2019/20, to drive the next phases of customer experience work.</p>	

Start our Customer First Programme to improve our customer service.	As the Customer Experience Strategy has now been produced and approved, this action is now complete.	
Level of satisfaction with Customer Services – the % of customers that are satisfied or above with the services.	96% (of 139) respondents indicated that they were satisfied or above with the level of service provided by Customer Services.	
To promote the chargeable service offered by Waste Services.	This key deliverable has now been completed.	

Performance Indicators	Q4 Target	Q4 Actual	Status
Combined benefits performance - time taken to process new claims and changes in circumstances in average days	8.9	7.8	😊
Processing of new claims – time between application and confirmation of award in average days	18.5	15.2	😊
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	7.7	6.1	😊
Council Tax in year collection rate	97.6%	97.8%	😊
Non-domestic rates in year collection rate	99.0%	99.1%	😊
Housing Benefits overpayments collection rate – the percentage of outstanding overpayments collected as a percentage of the total amount outstanding	34.0%	32.0%	😐
Percentage of customers very satisfied or satisfied with the Planning Service	90.0%	91.4%	😊
Percentage of major planning applications determined within 13 weeks or a timetable agreed with the applicant	85.0%	100.0%	😊
Percentage of minor planning applications processed within 8 weeks or a timetable agreed with the applicant	85.0%	93.2%	😊
Percentage of other planning applications determined within 8 weeks or a timetable agreed with the applicant	85.0%	82.7%	😐
Leisure Centre Membership income	£941,540	£856,939	😞
Leisure Facility Usage Levels (cumulative)	850,000	1,016,582	😊
Total annual household dry recycling income	£109,000	£136,895	😊
Start our Customer First Programme to improve our customer service	Started	Started	😊
Give customers the ability to access at least 50 transactions online 24/7	Completed	50+	😊
Level of satisfaction with Customer Service – the % of customers that are satisfied or above with the service. Measure combined taken from 139 respondents across access channels to the question “Overall, rate your customer experience today”	90% satisfied	96%	😊
Rate of abandonment – the % of customer phone calls that hang up before they can be answered.	<10%**	6.86%	😊

Call wait time service level – the % of customer calls that are answered within a given time.	70% in 30 seconds*	66.64% in 30 seconds	
	90% in 60 seconds*	71.91% in 60 seconds	
Average queue time – the length of time on average that a visitor has to wait before they are seen.	8.28 minutes	6.15 minutes	

* New targets set from Q2 by Head of Customer Services. Note that while the target for call wait time level has not been achieved in the quarter, the outturns have improved significantly when compared to the end of year figures for 2017/18 when the comparable rates were 28.05% in 30 seconds and 43.66% in 60 seconds.





** Disregard calls that have abandoned before they have connected to the main call answering queue.

* **Measures following ICT audit recommendations -**

- Number of ICT security incidents detected 37**
- Number of ICT security incidents defended 37**
- Number of ICT security incidents breaches 0**

2 PERFORMANCE DASHBOARD – HOMES AND COMMUNITIES



Progress against CDP milestones			Progress against CDP Performance Indicators		
3  Green	1  Amber	0  Red	8  Green	1  Amber	0  Red


Action	Update	Status
Develop a Health and Wellbeing Strategy - the wellbeing of people in North West Leicestershire is improved.	The Strategy has been adopted corporately and officers have commenced work on its implementation, including engaging partners to support its delivery.	
Refurbish the CCTV system – Modernise Coalville CCTV to tackle anti-social behaviour.	The CCTV move has been delayed due to the need for further discussions with the Belvoir Centre management. This is being resolved as quickly as possible. It is anticipated that a written agreement will be reached in early 19/20.	
To devise and publish and implement a statement of licensing policy to reduce crime and improve public safety.	Implement new statement of licensing policy and staff are briefed on the revised policy. Policy published and introduced on 26 March 2019.	
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.	The Homelessness Strategy and Rough Sleeping Strategy was approved by Cabinet in March 2019.	





Performance Indicators	Q4 Target	Q4 Actual	Status
Percentage rent arrears of current tenants	2.00%	1.99%	😊
Percentage of rent loss	1.1%	0.63%	😊
Percentage of tenants satisfied with the allocation and lettings process	95%	95%	😊
Average re-let times (days)	25 days	21 days	😊
Number of properties empty and unavailable	0.75% (32 properties)	1.00% (43 properties)	😞
Percentage of customers satisfied with the repairs service (% of completed jobs)	98%	96.3%	😊
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	21 days	😊
Number of new affordable homes delivered (Annual target 100)	100	117	😊

2 PERFORMANCE DASHBOARD – BUILDING CONFIDENCE IN COALVILLE


Progress against CDP milestones			Progress against CDP Performance Indicators		
1  Green	2  Amber	0  Red	2  Green	0  Amber	2  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>Work to redesign Marlborough Square had been paused to ensure the project provides value for money. The designs have now been reviewed and alterations are being considered. Business Focus have maintained contact with the Leicester and Leicestershire Enterprise Partnership (LLEP). The LLEP are part project funders and they have permitted an extension to the original timescales to draw the funding down.</p> <p>Initially it was the intention that consultants would be commissioned to prepare the Coalville Masterplan. It was decided that the Business Focus Team would take ownership of the masterplan project and instead of commissioning the work will undertake the majority of the preparation work internally.</p> <p>Initial work reviewed all previous masterplans for Coalville and their proposals as well as a desk based review of all other strategies, economic intelligence and policies that will influence the Masterplan. Work on the Masterplan was then put on hold to create the capacity to bid for the Governments Future High Street Fund (application was submitted in March 2019).</p> <p>The Business Focus team are now planning to commission work that will assess the viability and deliverability of key sites and properties within the town. Work will start in June 2019.</p>	
Establish and maintain an events programme in our public spaces, including the redesigned Marlborough Square.	Work has continued on events programmes in other public spaces while planning work is being undertaken on the redesigned Marlborough Square.	



<p>To deliver programmes that support SME businesses and entrepreneurial activity in our towns.</p>	<p>Business Focus continue to provide a supporting role to the town centre networks across the District including the groups representing Kegworth, Castle Donington and Ashby de la Zouch.</p> <p>The Business Focus Team are still providing chairmanship and secretariat for Ibstock town centre network until alternative arrangements can be made.</p> <p>The Business Focus team continue to act as conduit for engaging with town centre business on events, businesses support and on regeneration initiatives such as Marlborough Square and the Coalville Market relocation.</p>	
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Performance Indicators	Q4 Target	Q4 Actual	Status
Impact of Coalville shop fronts - Number of businesses engaged (Annual target 40) - Number of grant awards (Annual target 8)	10 2	0 0	 
Active promotion of at least seven tourism and culture events (annual target 7)	1	4	
Face to face business and environmental health advice to businesses each year (annual target 20)	20	20	

2 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.	Work on the Tourism Strategy will conclude in 2019/20 (end of Q2 anticipated), the presentation of a draft strategy to PDG and Cabinet has been postponed to ensure closer working with the National Forest Company and alignment with their Tourism Growth Plan. Work continues on the Accommodation Demand Study for the district, with the draft report presented in February 2019 and a presentation by the consultants scheduled for 29 April 2019.	
Increase numbers of people attending events in our district year on year.	Promotion of events on in NWLDC – work on this is ongoing with many of the events promoted.	
To facilitate and deliver programmes that support businesses to grow.	<p>In Quarter 4, Business Focus Officers, alongside Environmental Health Officers, completed the final of the 20 joint business visits planned in 2018/19.</p> <p>The joint visits are to food and regulatory businesses base in North West Leicestershire. The business received face to face dedicated support from experienced officers to advise on regulatory compliance, raising standards, business growth and business support.</p> <p>Business Focus have completed the preparation in readiness to launch Enterprising Phase 3 business grant programme in May 2019.</p> <p>Enterprising 3 will offer start up grants to retail businesses with our towns and local centres as well as grants between £1,000 and £25,000 to growing small and mediums sized businesses across the District who will create new local jobs. Enterprising Phase 3 will launch in May 2019.</p> <p>Business Focus continue to monitor the outputs achieved by Enterprising Phase 1 grant recipients. Enterprising Phase 1 has closed to new grant applications and</p>	




	<p>all grant recipients are currently being monitored as per the terms and conditions within the grant offers.</p> <p>In Q4 monitoring visits were completed with:</p> <ul style="list-style-type: none"> • Chestnut Farm, Moira • Ashtree Farm, Snarestone • JMBMC, Coalville • County Drains, Coalville • Trunet Group, Ashby • Green Science, Packington • Lightwear, Coalville • Sew Essential, Moira <p>There are 7 outstanding grant awards that still require one further monitoring visit in 2019/20.</p>	
<p>To deliver regulatory services in a way that supports business growth.</p>	<p>Support visits have been made to six businesses by the safety team during Q4. Ten visits have been made by the Business Focus team. A total of 20 businesses have received support visits from both Business Focus and Environmental Health.</p>	
<p>Develop an options appraisal for the future development of the Moira Furnace site.</p>	<p>The District Council working in partnership with the National Forest Company (NFC) as part of their legacy work on the Black to Green (Heritage Lottery Funded initiative) was being progressed with a bid to the Heritage Lottery Fund 'Resilient Heritage Fund' the application was submitted on 18 January 2019. Unfortunately the application was unsuccessful. The Moira Furnace Options Appraisal work remains a priority for the District Council as does master planning work in the Heart of the National Forest for the National Forest Company. Discussions are planned with the National Forest Company to consider a 'plan B' and opportunities for joint working in 2019/20 to progress priorities.</p>	




Performance Indicators	Q4 Target	Q4 Actual	Status
Number of business enquiries received and supported (Establish baseline and method of reporting)	40	67	
Level of inward investment in NWL (Establish baseline and method of reporting) - Number of businesses (Annual target 12)	3	9	
Impact of Enterprising Town Centres - Number of businesses engaged (80) - Number of businesses supported (60)	20 15	0 0	 

2 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 work has taken place with Highways England, including continued attendance at the All Party Parliamentary Group (litter) to discuss litter and fly tipping solutions and regular communication with Highways England. A fly tipping education event took place at Donington Services on 15 August 2018 with media and social media coverage. Enforcement Officers have conducted observations at fly tipping hotspot areas, including Netherseal Lane which was cleared prior to intensive enforcement work and bring sites have been successfully targeted with a reduction in abuse. This work has been recognised nationally with a short listing at Local Government Awards "Environmental Services" category. Further work is to take place 2019/20 which includes Estates Green Day (Greenhill) and a variety of cross section fly tipping prevention initiatives arranged for Q1. 2019/20.	
Carry out a feasibility study for introducing electric vehicle charging points in Council owned Car Parks.	This task has now been completed. No further update.	
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.	Officers attended the All Party Parliamentary Group (litter) to contribute to the group that supports the Litter Strategy for England, overseen by; Department for Environment Food & Rural Affairs, Ministry of Housing, Communities & Local Government, Department for Transport. North West Leicestershire's roadside litter campaign which was composed of multi lingual signage, stickers and leaflets raising awareness of litter issues by road users, was well received and the branding was popular with fast food industry including McDonalds and snack wagons around the district. Partnership working with Bardon Aggregates culminated in the clearance of a badly littered layby where the new signage has helped reduce the litter issue to a minimum. The successful roadside litter campaign resulted in shortlisting by Keep Britain Tidy "Litter Initiative of the Year Award" and	

	further initiatives are to take place in 2019/20 with a number of other haulage firms within the district.	
Replace solid fuel heating systems in council owned homes with Air Source Heat Pumps (ASHP).	As per the commentary provided in Q3 the total number of installations in the program had also been decreased to 305 to take in to account properties disposed of under the Right to Buy. The forecast number of completions in 2018/19 was also revised to reflect the agreement with the installation contractor to complete 6 units per week. This produced a revised forecast of 255 installations in 2018/19 of which 248 had been fully completed by the end of March. The remaining 57 are due to completed by the end of Q2 of 2019/2020.	
Work to enhance our partnership with the National Forest and celebrate our 10th anniversary of the Free Tree Scheme.	This task has now been completed. No further updates.	
Develop a recycling strategy that encourages more households to recycle using the kerbside collection service.	The Recycle More strategy has now been formally adopted by Cabinet with this going live 25 April 2019.	

Performance Indicators	Q4 Target	Q4 Actual	Status
Percentage of household waste recycled	47.00	47.09	
Kgs of household waste sent to landfill per household (Annual target 510)*	510	430	
Number of homes where Air Source Heat Pumps (ASHPs) installed (Annual target 305) (previous annual target 312 has been reduced under the Right to Buy Scheme)	72	58	

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 high number of households still on solid fuel heating owing to the free coal subsidy in the

district (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.

3 FINANCE UPDATE

This section sets out the projected financial position of the Council for the quarter ending 31 March 2019. 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.

The outturn figures below are provisional and subject to change as we finalise the year end process.

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	14,027	524

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	532	5

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)	(4,897)	(1,951)

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	1,656	1	0	1,657
Slippage Identified in Year	(2562)	0	0	(2562)
Acceleration Identified in Year	154			154
Total budget for 2018/19	4,456	51	11,815	16,322
Provisional outturn for 2018/19	4,048	51	7,610	11,721
Variance	(408)	0	(4,205)	(4601)

Comments on General Fund Variances

- Significant Adverse Variances
 - Non-distributed retirement benefits +£98k
 - Revenue Contribution to Capital +78k
 - Leisure Centres +£246k

- Significant Favourable Variances
 - Salary savings (Director of Place, Planning and Legal Services) -£430k
 - Planning Income -£130k
 - Investment Income -£124k
 - Net Financing Costs -£56k
 - Rent allowances & rebates -£240k
 - Recycling Income -£56k
 - Phase 1 and 2 Restructure Savings -£148k
 - Business rates – additional income -£480k
 - Appeals – Planning -£60k

Comments on Special Expenses Variances

- None

Comments on HRA Variances

- £1.9m net increase in the contribution to HRA balance as a result of:
 - Salary, national insurance and pension savings of £656k, which are netted off by £433k spent on agency staff and employee advertising.
 - Savings on depreciation of £535k.
 - Surplus from the In-house Repairs Team of £385k being posted.
 - Reduced forecast expenditure on painting of £276k
 - Savings from releasing £231k of unused earmarked reserves.
 - Forecast underspend on gas and electricity of £129k.
 - Unbudgeted costs of £126k for ill health retirement.
 - Increased dwelling rent of £113k.

Comments on Capital Budget

- Additional Approved Schemes:
 - Car Park – Ashby Health Cultural Quarter -£87k
 - HPLC Ashby – Wall Improvements and Statute +£100k
 - Disabled Facilities Grant -£50k
 - Fleet Programme (net overspend agreed) +£10k
 - Marlborough Square +£1.23m
 - Castle Donington College – AWP resurfacing +£1k
 - Finance System Review (increase in schemed) +£50k
 - Finance System Review (virement to revenue) - £400k
 - User Screen Replacement virement to revenue) - £25k
 - HPLC – Car Park Resurfacing -£13k
 - Memorial Clock Tower +£40k
 - New Market Provision +£600k
 - Linden Way Depot – Welfare Facilities +£46k
 - Linden Way Depot – Workshop Extension -£46k
 - Council Offices – Fire Alarm and COTAG door entry system +£78k
 - Coalville Market -£11k
 - WIFI Schemes +£63K
 - Land Purchase +£75k

- Planned Slippage in 2018/19 carried forward to 2019/20
 - Finance System Review -£100k
 - Disabled Facilities Grants - £25k
 - District Car Parks – LED Lighting £25k
 - Linden Way depot – Welfare Facilities - £95k
 - Moira Furnace – Masonry & Drainage -£170k
 - Council Offices – Fire Alarm and COTAG -£105k
 - Council Offices – Lift Works -£30k
 - Memorial Clock Tower - £13k
 - Wellbeing Centre at HPLC -£399k
 - HPLC – Wall improvements and statute -£30k
 - Marlborough Square - £1.226m
 - New Market Provision -£280k
 - WIFI Scheme - £62k

- Acceleration brought forward from 201920 to 2018/19
 - Refuse Vehicles +£154k

- Variance (underspends/items not longer required)

- HPLC
 - Car Park – resurfacing –£2k
 - Linden Way Car Park Workshop Extension -£44k
 - Linden Way Car Park Extension -£200k
 - IDOX Platform -£30k
 - Access Road High Street Measham - £25k
 - Belvoir Shopping Centre – Main Service road maintenance -£10k
 - North Street Car Park improvements -£40k
 - HPLC – Replace learner pool boiler -£10k
 - HLC – replace hot water system - £18k
 - HLC – replace gym air con -£14k
 - Swannington Depot -£15k
- The HRA capital outturn is forecast to be £4.2m under budget, with movements being:
 - Re-profiling of £2.1m new build expenditure into future years.
 - Re-profiling of £2.0m home improvement and non-decency programme into future years.
 - Re-profiling of £0.4m for the new housing IT systems into 2019-20
 - The £0.3m budgeted contingency funding not being required.
 - Additional £1.0m expenditure due to the air source heat pump programme being accelerated.

4 MANAGEMENT OF ABSENCE

Quarter 1	Chief Exec	Community Services	Customer Services	Economic Regeneration	Finance	Housing & Property	HR&OD	Legal & Commercial Services	Planning & Infrastructure	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 quarter	0	653.13	203.37	16	10.14	83.83	4	89.91	19.25	1079.63
Number of FTE's	12.65	212.25	48.09	11.29	10.00	85.76	6.19	42.57	22.71	451.51
Ave 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 Regeneration	Finance	Housing & Property	HR&OD	Legal & Commercial Services	Planning & Infrastructure	All Directorates
Sickness days lost	0 long 0 short	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 quarter	0	628.14	137.51	0	0	171.61	22	57	27.03	1043.29
Number of FTE's	13.99	212.34	48.09	11.29	10.00	85.76	6.19	42.56	22.71	451.59
Ave no of days lost per FTE	0	2.90	2.46	0	0	1.68	2.16	2.92	1.14	2.24

Quarter 3	Chief Exec	Community Services	Customer Services	Economic Regeneration	Finance	Housing & Property	HR&OD	Legal & Commercial Services	Planning & Infrastructure	All Directorates
Sickness days lost	0 long 8.6 short	368.34 long 165 short	60 long 58.55 short	10 long 7.75 short	10 long 25.62 short	209.72 long 106.07 short	0 long 8.8 short	40 long 10.95 short	63 long 26.08 short	761.06 long 417.42 short
Total days lost in quarter	8.6	533.34	118.55	17.75	35.62	315.79	8.8	50.95	89.08	1178.48
Number of FTE's	13.03	227.09	60.65	10.46	10.33	105.63	8.87	19.04	24.71	479.81
Ave no of days lost per FTE	0.66	2.35	1.95	1.70	3.45	2.99	0.99	2.68	3.60	2.46

Quarter 4	Chief Exec	Community Services	Customer Services	Economic Regeneration	Finance	Housing & Property	HR&OD	Legal & Commercial Services	Planning & Infrastructure	All Directorates
Sickness days lost	0 long 0 short	504.51 long 232.77 short	55 long 57.68 short	0 long 5.55 short	0 long 10.20 short	104.49 long 134.50 short	0 long 21.23 short	63 long 29.05 short	0 long 24.33 short	727.00 long 515.31 short
Total days lost in quarter	0	737.27	112.68	5.55	10.20	238.99	21.23	92.05	24.33	1242.31
Number of FTE's	13.31	223.19	60.24	10.53	11.00	110.43	9.42	20.10	23.93	482.16
Ave no of days lost per FTE	0.00	3.30	1.87	0.53	0.93	2.16	2.25	4.58	1.02	2.58

5 CUSTOMER SERVICE CALL CENTRE STATISTICS – QUARTER 4

	Jan 18/19	Jan 19/20	+/-	Feb 18/19	Feb 19/20	+/-	Mar 18/19	Mar 19/20	+/-	Total 18/19	Total 19/20	+/-
Received*	9006	7833	-1173	7386	7586	200	11255	10093	-1162	27647	25512	-2135
Answered	6577	6873	296	5721	6885	1164	7990	8935	945	20288	22693	2405
Answered in 30 secs	2697	4934	2237	2393	5450	3057	2666	6618	3952	7756	17002	9246
Answered in 60 secs	3039	5357	2318	2723	5798	3075	3095	7190	4095	8857	18345	9488
Abandoned**	2182	671	-1511	1523	409	-1114	3021	670	-2351	6726	1750	-4976
Rejected***	247	0	-247	0	0	0	232	0	-232	479	0	-479

There are 30 dual way phone lines council wide

- * Calls received are direct to the call centre and does not include council wide or other direct calls to individual extensions.
- ** Calls on the holding line in the queuing system where the caller has hung up
- *** Calls that are not able to access the holding line where the system has rejected the call due to no free lines

We have seen a clear reduction in the number of phone calls relating to benefits over the year, resulting in an overall reduction of 29%. We are assuming this change in demand is associated with the introduction of Universal Credit to the district.

In addition, this has helped us to improve our call response rate to other service enquiries as well as the mid-year adjustment to focus on the experience for customers regarding waiting times, hence the call handling time being replaced.