

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 29 JULY 2014

Report Title	2014/15 QUARTER 1 PERFORMANCE MANAGEMENT REPORT
Key Decision	a) Financial - No b) Community - No
Contacts	Councillor Richard Blunt 01530 564510 richard.blunt@nwleicestershire.gov.uk Chief Executive 01530 454500 christine.fisher@nwleicestershire.gov.uk Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk
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 1 (Q1) (April - June).
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 four priorities for 2014/15
Implications	
Financial/Staff	The report contains summary performance data on staff management & financial information.
Link to relevant CAT	The report links to the work of all Corporate Action Teams.
Risk Management	Risk management is applicable to all areas of the Council's statutory duties and service provision. Any relevant risks relating to actions set out in the Council Delivery Plan are managed through the Corporate Risk Register.
Human Rights	No direct implications.
Transformational Government	No direct implications

Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Monitoring Officer	The report is satisfactory
Consultees	Corporate Leadership Team
Background papers	(1) Council Delivery Plan 2014/15 - http://www.nwleics.gov.uk/pages/council_delivery_plan_2014_15
Recommendations	THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 1 PERFORMANCE REPORT (APRIL – JUNE 2014).

PERFORMANCE SUMMARY FOR QUARTER 1

1 Introduction

This report sets out the performance of the Council's key frontline services, progress against Council Delivery Plan priority actions, performance indicators, finance and sickness absence management.

2 Performance summary of key frontline services

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

Front line Service	Value for Money	Business & Jobs	Homes & Communities	Green Footprints Challenge
Leisure	✓		✓	✓
Housing	✓	✓	✓	✓
Revenues and Benefits	✓			
Refuse and Recycling	✓	✓	✓	✓
Development Control	✓	✓	✓	✓
Environmental Health	✓	✓	✓	

The detailed evidence and statistics of the Council's performance for Q1 is included in Appendix 1

2.1 Leisure Centres

Leisure Centre usage figures during Q1 have exceeded target. The events portfolio at Hood Park LC continues to grow with the addition of one-off sporting events, an increased number of Fairs and one-off event bookings such as Dickinson's Real Deal. In addition to this, membership levels continue to grow. There were 221 more members at the end of June 2014 as compared to the end of June 2013 – a total of 2,837 members, 3 off the highest tally ever.

During Q1, consultation has taken place on Leisure Centre opening times which has resulted in proposed revised times being identified. Consultation with affected staff has commenced and the proposals will go out to further consultation with customers and other partners prior to any changes being implemented. Whilst revised opening times will not adversely affect customer service levels, they may effect savings.

A customer satisfaction survey tool has been developed for Grounds Maintenance which will be introduced in Q4 to gain baseline data. The survey will then be undertaken annually in order to ascertain if service performance has improved.

2.2 Housing Services

The number of new affordable homes delivered exceeded the target of 10 by 65, with 75 delivered across the district by the end of Quarter 1. It is important to note that this is due to schemes being brought forward earlier than expected. We do not anticipate this level to be sustained throughout the year.

The level of vacant Council properties continues to be higher than projected, with an associated increase in void rent loss as previously reported. There is an increase of 83% in properties becoming empty in comparison with the same period of last year. The top three reasons that properties become empty have remained the same; tenants passed away, transferring to another council property or moving to residential care. In addition to this, more tenants have moved to other Association's properties due to the increased number of new affordable homes that have become available during Quarter 1. Of the transfers and moves 25% have been where the tenants have been classed as being 'high band' following welfare reform and as a direct result of the under occupancy charge.

Following the award of HCA funding we are returning properties back in to our stock and available for letting that we could not afford to do before due to the amount of work required. Any empty property where Decent Homes work has been identified as being required, will benefit from this work before the property is returned for re-letting. We have also introduced a more robust method of managing the transfer of properties between the various contractors involved in completing works which have both impacted on turnaround times.

The number of vacant properties is now being reduced as a result of additional resources and prioritising the work of the repairs team.

2.3 Revenues & Benefits

All three benefits processing performance indicators were made more challenging for 2014/15 and have still remained green.

Council Tax collection is slightly down on 2013/14 which may be due in part to changes to the Local Council Tax Support Scheme effective from 1 April 2014. The effects of the scheme are being closely monitored and improvements were made to communications and

recovery processes throughout 2013/14 to manage the impact of changing from the national Council Tax Benefit scheme.

The in-year Non-domestic Rates collection is lower than target because there are a small number of high value debtors who are currently in the Council's recovery process and a major rate payer who paid their June instalment in July.

The recently appointed Interim Head of Partnership is in post and is implementing the recommendations of the service review endorsed by the Joint Committee in April this year. A permanent appointment is expected to be made shortly.

2.4 Refuse & Recycling

A number of initiatives have been delivered during the quarter that have helped increase the reliability and efficiency of the refuse and recycling service through the use of technology to optimise route planning and vehicle performance, as well as providing more detailed management data which will help identify further areas for improvement. These initiatives have included the installation of new TomTom trackers on refuse vehicles, better reporting processes for vehicle finish times and introducing improved in cab technology.

Procurement is in progress to support the council's investment plans for recyclable materials sorting technology to increase income by maximising the value of plastics bottles, pots, tubs & trays and steel & aluminium cans

2.5 Development Control

Customer satisfaction rates in planning remain high with 92% of those responding indicating they were satisfied with the service they received. Equally performance in determining major applications is well above target. However, performance in dealing with minor applications, whilst improving from the previous month, remains under target. This under performance is principally due to the fact that a large number of approved schemes now require Section 106 agreements to secure financial contributions to improvements to the River Mease SAC. These agreements are necessary and can unfortunately delay the time before planning permission can be issued for a number of reasons particularly around the collation of the information necessary to process the Sec 106.

The number of planning applications being dealt with remains consistently high compared to this time last year although the Council is experiencing an increase in the number of major planning applications and this is reflected in the fee income for the service which was just over £420,000 at the end of Q1 against an annual budget of £550,000.

2.6 Environmental Health

The Environmental Health team worked with event organisers and other council teams to ensure the Download Festival was delivered safely, and without causing a nuisance to residents nearby. Initial analysis of the data shows that this year's event has been extremely successful with no noise complaints received and a significant reduction in crime compared with 2013. The team also attended the first multi agency event planning meeting for the Strawberry Fields Festival, further work and support will be provided in July ahead of the festival taking place in August.

The team has been working with the Leicester, Leicestershire & Rutland Regulatory Services Partnership and Better Business for All work programme to ensure regulatory resource is targeted more effectively at higher risk activities and businesses. We have implemented a revised food safety intervention policy. This has resulted in a reduction in the number of full food hygiene inspections being undertaken at food businesses rated as risk category D. These lower risk businesses will receive either a shorter focussed

inspection or a sampling visit, thereby freeing up resource to target higher risk and non compliant businesses.

3 Council Delivery Plan

Appendix 2 sets out a high level exception report for the remainder of the Council Delivery Plan and further information on key front line services. This provides commentary against actions and performance indicators that were not on target during Q1.

3.1 Business & Jobs Priority

Work to improve the physical appearance of Coalville Market commenced during the quarter. This work will assist in making the market exterior more attractive to traders and customers which it is hoped will lead to greater use of the market.

To do this, promotion took place during the Quarter which included articles in the Coalville Times and regular use of social media. Plans for Q2 include a walk round Coalville by Cllr Blunt and BBC Radio Leicester which will include Coalville Market (scheduled for 16 July 2014).

3.2 Progress against remaining CDP priorities.

Over £423,000 savings have been realised to date as part of the Planning For the Future Programme and a further £44,000 are planned in addition to any further savings which may be realised through six service reviews due to be completed by the end of 2014/15.

The new council website had a soft launch in May in order to identify any problems before its full launch. A number of minor issues were identified and rectified before full launch on 27 June 2014. Promotion of the new website has been via postcards in public areas of the Council Offices as well as a number of community events including Picnic in the Park.

To empower community groups to develop a series of projects that make a difference to residents' quality of life and the environment, a Small Grants Programme has been developed.

4 Financial management update

At the end of the first quarter of the financial year, the General Fund and Special Expenses budgets are being managed effectively and there are early projections of additional income. It is too early in the financial year to assume that there will be additional resources at the end of the year because of the volatility of local income streams, particularly Planning Fees.

The Housing Revenue Account is showing reduced rental income because of a combination of higher Right to Buy sales than expected in the budget and increased numbers of void dwellings. Additional resources have been deployed to turnaround the voids and it is expected the projected rent losses will reduce in future quarters.

Spending on both the General Fund and Housing Capital Programmes is expected to be on budget at the year end.

A further report on this agenda details additional costs of delivering the Decent Homes Programme and make recommendations for Council to approve the funding which has been identified.

5 Sickness absence management update




The corporate target for 2014/15 is 7.4 days per full-time equivalent employee. This equates to 1.85 days per quarter. The actual outturn for Quarter 1 is 2.07 days, so this means the target has been missed by 0.22 days. Further analysis has shown that this short-term spike is attributable to an increase in the percentage of long term absences during the quarter. A number of those cases have now been concluded following appropriate interventions and HR support.

6 Supporting evidence and statistics - Appendix 1

Appendix 1 sets out the following items:

- Progress against Council key front line services
- Progress against Business & Jobs priority
- Progress against remaining priorities
- Finance
- Management of Absence

Status definitions used in Appendix 1

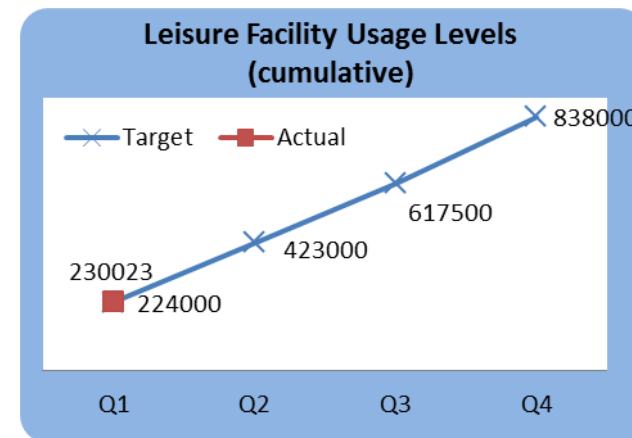
-  Performance on track (milestones) or performance on or above target (PI's)
-  Performance under control (milestones)
-  Performance failing (milestones) or performance below target (PIs)

2 PERFORMANCE DASHBOARD – LEISURE CENTRES

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

Budgeted Cost to provide service	Not available	Total FTE's	92.06	Complaints received	15
Forecasted cost to provide service	Not available	Total days lost to sickness	101.4	Compliments received	6

- The website has been re-designed and a 'soft launch' was introduced by the Councils Communications team in May 2014 with a view to securing feedback aimed at improving customer experience. As part of this, a number of Leisure Centre customers have been actively engaged to test the design and provide additional feedback with a view to further changes being made which will enhance the customer experience further.
- To monitor customer satisfaction for Grounds Maintenance, a customer satisfaction survey tool has been developed which will be introduced in Q4 to gain baseline data. The survey will then be undertaken annually in order to ascertain if service performance has improved for this service area.
- Customer consultation on leisure centre opening times has been undertaken and proposed revised opening times have been identified. Consultation with affected staff has commenced. Once all affected staff have been consulted the proposals will go out to consultation with customers and other partners prior to the changes being implemented. It is anticipated that all consultation will be completed during Q2 with the changes being implemented in Q3.
- Target for the leisure facility usage levels exceeded for the quarter.



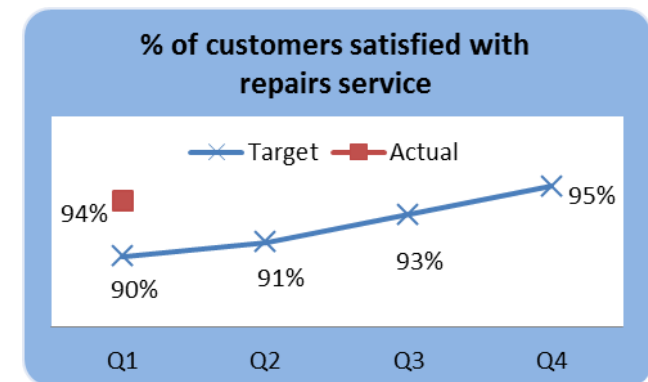
Performance Indicators	Q1 Target	Q1 Actual	Status
Leisure Centre Membership income	£224,500	N/A	N/A
Leisure Facility Usage Levels (cumulative)	224,000	230,023	😊








2 PERFORMANCE DASHBOARD – HOUSING

Progress against milestones			Progress against Performance Indicators		
4 😊 Green	2 😐 Amber	0 😞 Red	4 😊 Green	3 😞 Red	

Budgeted Cost to provide service	Not available	Total FTE's	100.09	Complaints received	42
Forecasted cost to provide service	Not available	Total days lost to sickness	293.50	Compliments received	11

- Regular Core Group meeting held with both DHIP Service Providers to ensure that the Council is on track to improve the condition of its housing stock through the Decent Homes Improvement Programme
- Tenant satisfaction has remained high for this quarter with all satisfaction targets being met. 97% of tenants satisfied with the Decent Homes Works; 94% satisfied with the responsive repairs service and 90% satisfied with the allocations and letting process.
- Key housing management targets for the level of rent arrears and the average length of time a property is vacant were both above target in Quarter 1. The rent arrears target did not meet the challenging target 0.14% or £15,354 and whilst support is available for those who are in financial hardship, we have experienced greater leniency by the Court Service when taking enforcement action against those who choose not to pay. The increased number of properties being let during Quarter 1, and the overall number of days the property is empty, (which includes all highlighted Decent Homes work but excludes major works periods), are included in the calculation resulting in the average re-let times being above target. To reduce this and the delays resulting from implementing more effective management of the transfer of properties between the various contractors, temporary resources have been appointed which will be reflected in future performance, particularly in Quarters 3 and 4.



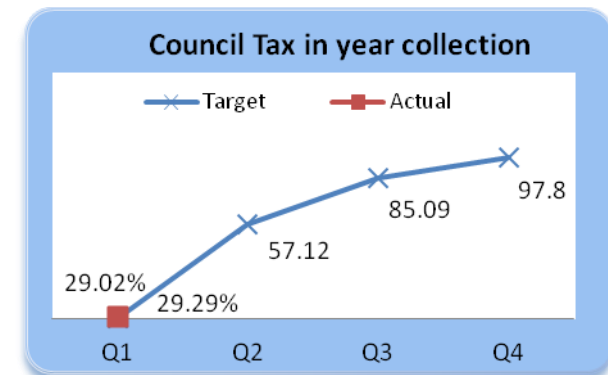
Performance Indicators	Q1 Target	Q1 Actual	Status
% rent arrears of current tenants	2.04%	2.18%	
Total arrears for current tenants £	£349,901	£365,255	
% tenants satisfied with the allocation and lettings process	86%	90%	
Average re-let times (days)	37 days	62 days	
Percentage of customers satisfied with adaptations	95.5%	N/A	N/A
Percentage of customers satisfied with responsive repairs	90%	94%	
Percentage of customers satisfied with DHIP programme	97%	97%	
Percentage of Homeguide users who find the service easy to use	Reported annually	Reported annually	NA
Number of affordable homes delivered (Quarterly – Cumulative target 110)	10	75	

2 PERFORMANCE DASHBOARD – REVENUES & BENEFITS

Progress against milestones			Progress against Performance Indicators		
3 😊 Green	0 😐 Amber	0 ☹ Red	4 😊 Green	2 ☹ Red	

Budgeted Cost to provide service	Not available	Total FTE's	27.89	Complaints received	5
Forecasted cost to provide service	Not available	Total days lost to sickness	99.98	Compliments received	3

- All three benefits processing performance indicators were made more challenging for 2014/15 and have still remained “green”.
- The introduction of Universal Credit is being run as a corporate project (including resource implications and timescales) by the Welfare CAT group. A sub group has been formed that includes staff members and a representative from the Department of Works & pensions that will look specifically at the requirements of the Local Support Services Framework. The roll out of Universal Credit is not expected until 2016/17 at the earliest.
- Council Tax collection is slightly down on 2013/14 and may be due in part to changes to the Local Council Tax Support Scheme effective from 1 April 2014. The effects of the scheme are being closely monitored and improvements were made to communications and recovery processes throughout 2013/14 to manage the impact of changing from the national Council Tax Benefit scheme.
- The in-year Non-domestic Rates collection is lower than target because there are a small number of high value debtors who are currently in the Council’s recovery process and a major rate payer who paid their June instalment in July.



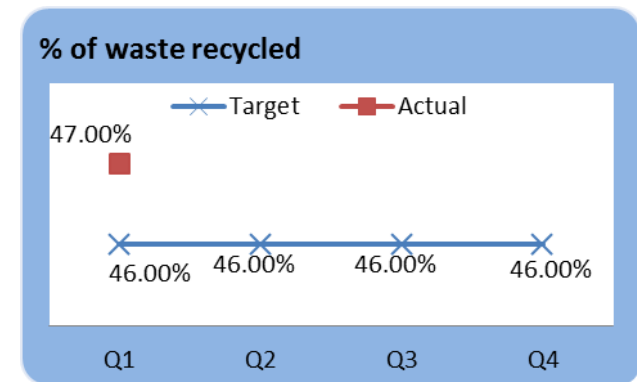
Performance Indicators	Q1 Target	Q1 Actual	Status
Benefits Right Time Performance Indicator	11 days	10.33 days	😊
Benefits New Claims	19 days	17.12 days	😊
Benefits Change Events	9 days	9 days	😊
Council Tax in year collection rate	29.29%	29.02%	☹
Non-domestic rates in year collection rate	31.64%	30.90%	☹
HB overpayments recovered	12%	14.11%	😊




2 PERFORMANCE DASHBOARD – REFUSE & RECYCLING

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

Budgeted Cost to provide service	Not available	Total FTE's	74.31	Complaints received	1
Forecasted cost to provide service	Not available	Total days lost to sickness	290.50	Compliments received	8

- To fully implement waste management software that will increase the reliability and efficiency of the refuse and recycling collections service, the refuse and recycling team carried out the following work.
 - Installed new TOMTOM trackers on all waste vehicles and implemented new and improved reporting processes for vehicle finish times.
 - Tablet devices are being secured by IT and are being trialled/developed by back office team along with the All On Mobile App.
 - Carried out user testing phase on back office systems/processes with issues raised and addressed.
 - Further to work already undertaken on mobile working, a safe systems of work has commenced.
 - Refuse Supervisor office secured and lockable units procured for secure storage of in cab devices



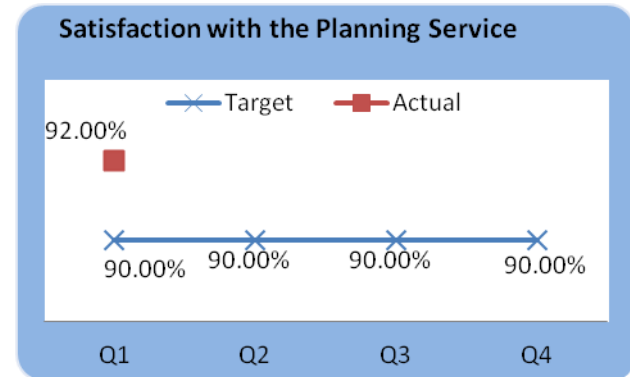
Performance Indicators	Q1 Target	Q1 Actual	Status
Income from sale of recyclables (cumulative)	£348,000	£332,000	
% of waste recycled	46%	47%	
Kgs of waste sent to landfill	518	517	

2 PERFORMANCE DASHBOARD - DEVELOPMENT CONTROL

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

Budgeted Cost to provide service	Not available	Total FTE's	11.70	Complaints received	2
Forecasted cost to provide service	Not available	Total days lost to sickness	0	Compliments received	0

- The % of customers very satisfied or satisfied with the Planning Service exceeded target and is consistent with the performance achieved for the same period of 2013/14.
- The % of major planning applications processed within period agreed with applicant has also exceeded target and when compared to the same period of 2013/14, performance has improved by 3%.
- Minor applications – performance improved in June but remains below target in light of the number of applications that require the completion of section 106 agreements to secure financial contributions required by the River Mease SAC Developer Contributions Strategy



Performance Indicators	Q1 Target	Q1 Actual	Status
Percentage of customers very satisfied or satisfied with the Planning Service	90%	92.20%	😊
Percentage of major planning applications processed within period agreed with applicant	85%	90.90%	😊
Percentage of planning applications determined within 8 weeks for minor applications (see appendix 2)	65%	62.74%	😞
Percentage of planning applications determined within 8 weeks for other applications	80%	80.26%	😊
Satisfaction with service based on agents and town and parish councils (Establish baseline)	NA	NA	NA

2 PERFORMANCE DASHBOARD - ENVIRONMENTAL HEALTH

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

Budgeted Cost to provide service	Not available	Total FTE's	14.9	Complaints received	1
Forecasted cost to provide service	Not available	Total days lost to sickness	1.5	Compliments received	4

- A review of our food safety intervention policy has been carried out. All food establishments are rated according to risk and are given a rating from A to E with A being the highest risk. Category E establishments (lowest risk) will receive a telephone survey to assess standards of compliance. Category D establishments will receive a partial inspection or a sampling visit. No full inspections will be undertaken. These 2 changes will create resource to allow for additional visits to be carried out at non compliant businesses (those rated as 0, 1 or 2 using the national food hygiene rating scheme).
- Download Festival - Staff from various services attended the event to support the event organiser and residents. Details on how to make a complaint was communicated to residents using a public notice, press release and the councils web site. Details were also sent to the Parish Council and District Ward Members for Castle Donington. Strawberry Fields Festival - Officers attended the first multi agency event planning meeting and further work and support will be given during July ahead of the event in August. Early analysis of the data shows that this years Download festival has been extremely successful for nearby residents and those attending the event. Crime levels were significantly down compared with the 2013 event, no noise complaints were received. Public safety was effectively managed.
- A programme of interventions at food establishments has been devised in accordance with the food law code of practice. The programme of interventions has been approved by Cabinet.
- A 'pop up' advertising the national food hygiene rating scheme has been designed and produced. This will be used to publicise the ratings scheme at future well families clinics. The importance of food hygiene was publicised during national food safety week in June. A press release publicising the rating scheme has been prepared and will be released in July.

No applicable performance indicators for Q1 (reported annually)




3 COUNCIL DELIVERY PLAN - BUSINESS & JOBS PRIORITY

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

- To make Coalville Market more attractive to traders and customers, external improvement works have commenced which will help implement a strategy for promoting and advertising of Coalville Market and will lead to greater use of the market.
- Initial promotion and marketing of Coalville Market has resulted in the following activities being carried out:
 - 3 articles placed in the Coalville Times including 2 front pages
 - Regular tweets
 - Regular facebook updates.
 - Commencement of works photoshoot undertaken.
 - A number of events have been co-ordinated including craft fair, trader taster weekends and Summer solstice,

No applicable performance indicators for Q1 (reported annually)

4 PROGRESS AGAINST REMAINING CDP PRIORITIES

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

- Savings of £422,800 have been realised to date as part of the Planning For the Future Programme. A further £44,000 savings are on track for delivery in 2014/15. Additional savings may be realised through the remaining six service reviews which are all scheduled to be completed by the end of 2014/15.
- The new website had a soft launch in May in order to identify any problems before its full launch. Minor issues were identified and rectified before the full launch on 27 June 2014.
- Promotion of the new website has been via postcards in public areas of the Council Offices and is planned for a number of community events including Picnic in the Park.
- To date, 40 self service options have been developed for the Council's website. 18 of these are already live and the remaining 22 will go live once final testing is complete. Customers are now able to report a number of environmental issues online such as fly tipping, dog fouling and graffiti.
- Web usage data is currently being monitored and is being used to help prioritise the ongoing addition of services and will be reported in Q2.

No Performance Indicators Applicable for this priority

5 FINANCE UPDATE

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

General Fund – Summary of Net Expenditure	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement).	10,546	10,150	(396)

Special Expenses – Summary of Net Expenditure	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement).	686	673	(13)

HRA SUMMARY	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
Net cost of service (Total rent income less total expenditure)	(485)	1,105	1,590

Capital Expenditure	General Fund £ 000	Special Expenses £	HRA £ 000	Total
Approved Budget for the Year	2,294	202	16,327	18,823
C/F from 2013/14	322	13	0	335
Approved projects in year	0	0	0	0
Slippage Identified in Year	0	0	0	0
Total budget for 2014/15	2,616	215	16,327	19,158
Likely outturn for 2014/15 (provisional)	2,616	215	19,394	22,225

Comments on General Fund Variances

- Planning Income is forecast to be £300k over budget due to increased number of applications
- Salary under spend of £76k across Chief Executive directorate

Comments on Special Expenses Variances

- Increased Burial fees of £10k

Comments on HRA Variances

- RCCO forecast to increase by £1.24m to meet additional Decent Homes backlog spend not finance by backlog grant.
- Decent Homes Backlog grant reducing by £619k following negotiations with Homes and Communities agency, to be offset in HRA by matching reduction in financing contribution to major Repairs Reserve.
- Reduced forecast rent income of £ 314k due to increased void levels (£196k), reduced stock levels (£97k) and other (£21k). The projected rental income reduction of £196k represents the potential full year effect of the Q1 position due to the high number of void properties. Corrective action has already been taken to allocate additional resources to bring these void properties back into use. The impact of this will be seen in Q2 and Q3 as the properties are re-let, and it is anticipated that the project rental reduction for the full year will be reduced to reflect this in subsequent quarterly reports.

Comments on Capital Budget

General Fund

- It is currently anticipated all Capital out- turn will be as budgeted

Housing Revenue Account

- The anticipated outturn overspend of £3m is explained in the report at agenda item no 8 (additional cost of Decent Homes Programme 2014/15). The Council will be asked to approve the additional funding identified at its meeting in September.

6 MANAGEMENT OF ABSENCE

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