

## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 16 JUNE 2015

Report Title	<b>2014/15 QUARTER 4 PERFORMANCE MANAGEMENT REPORT AND END OF YEAR SUMMARY</b>
Key Decision	a) Financial - No b) Community - No
Contacts	Chief Executive 01530 454500 <a href="mailto:christine.fisher@nwleicestershire.gov.uk">christine.fisher@nwleicestershire.gov.uk</a>  Director of Services 01530 454555 <a href="mailto:steve.bambrick@nwleicestershire.gov.uk">steve.bambrick@nwleicestershire.gov.uk</a>  Director of Housing 01530 454819 <a href="mailto:glyn.jones@nwleicestershire.gov.uk">glyn.jones@nwleicestershire.gov.uk</a>
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). Also included is progress on how the Council is managing its corporate risks.
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 Management Team
Background papers	<a href="#">Council Delivery Plan 2014/15</a>
Recommendations	<b>THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 4 PERFORMANCE REPORT (JANUARY – MARCH 2015).</b>

## PERFORMANCE SUMMARY FOR QUARTER 4

### 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 Council priorities and links to key frontline services

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

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

The detailed evidence and statistics of the Council's performance for Quarter 4 is included in Appendix 1.

## **2.1 Leisure Centres**

In quarter 4 the fitness membership income target has been significantly exceeded due to the use of effective promotions and retention techniques, as well as a focus on Corporate Memberships. Monthly membership income in this last quarter exceeded £70,000 for the first time and broke the 3,000 member mark. This has contributed to an increase of almost £60,000 compared to 2013/14, from £845,000 to £903,500.

The annual customer satisfaction levels were also reported in quarter 4 and have increased this year with 11 out of 16 measures improving at Hood Park and 14 out of 16 measures improving at Hermitage. The largest increases came from improvements to communication through social media and catering services with staff welcome and friendliness remaining consistently high.

### **End of Year Summary**

The estimated financial out turn for the year is set to show a reduction in the Net Cost of Service for the 7<sup>th</sup> consecutive year from £711,305 in 2008/09 to approximately £307,645 in 2014/15 (excluding a technical adjustment for Learn To Swim direct debit payments). This continued reduction has been achieved with minimal price increases across key activities including health and fitness (which saw memberships rise to over 3,000 and £70,000 per month), and alongside inflationary increases to staffing, supplies and services. The budget for 2014/15 for leisure centres is however forecast to be exceeded due to a number of factors. The launch of the new Swim Academy with a parental web access included a change from quarterly to monthly direct debits resulting in a £83,000 technical adjustment in income from one financial year to the next. In addition to this, outdoor swimming income at Hood Park LC was £13,000 lower than forecast due to a relatively poor summer weather wise and the Hermitage Recreation Ground pitch was closed for 2 months during the £150,000 3G refurbishment. Following this refurbishment cheaper priced junior club bookings have also far exceeded adult bookings.

## **2.2 Housing Services**

The Decent homes programme for 2014-15 consisted of undertaking improvement works to 1,849 properties to achieve full decency across the whole of the Council's housing stock by 31 March 2015. In total 174 tenants refused works, primarily on the basis of age and/or health. These have been appropriately documented and as a consequence can be discounted. 100% decency was therefore achieved to target, and to the satisfaction of the Homes & Communities Agency which funded most of the work.

Work to reduce the number of vacant Council properties continued to pay dividends, with a reduction of 32 void properties in the quarter, although there continued to be a high number of new properties becoming empty. After a poor start to the year, the overall number of vacant properties has reduced from 270 at the end of quarter 1, to 198 at year end (includes all voids).

Satisfaction with the Housing Management Service was assessed through a text survey completed in Q4. A total of 769 text messages were sent with a response rate of 78 (10%). The overall satisfaction with the Housing Management Service was 80%. The Housing Management Working Group members have agreed for more specific service related satisfaction text surveys to be undertaken during 2015/16.

The HomeGuide system went live in mid-February, providing customers with a 24/7 web-based, self-service housing options advice facility. It is currently optional, however, the intention is that it will be a mandatory requirement for all housing applicants (other than emergency cases or those who need help with IT access) to register and follow the advice

before making an appointment with an advisor. This will enable more people to self serve, freeing up valuable officer time to dedicate to the more vulnerable/complex cases who need expert assistance. During March, 5 of the 95 requests for housing advice (5%) took up the option to register on HomeGuide.

The housing department has been progressing our desired approach to new build council housing. Support was obtained from Housing Quality Network, recognised housing industry experts, in assessing the different options open to the council to increase stock through new build and/or acquisitions. A report outlining the available options, including possible ways forward with the sites of de-commissioned sheltered housing schemes and garages, was produced in quarter four, and recommendations will be presented to Members for approval in the new financial year. With Acquisitions and Disposals Policies also being approved, the council has a good platform from which to go forward.

## **End of Year Summary**

Looking back over the whole year, the Decent Homes Improvement Programme was completed on target and on budget. 3771 tenants' homes were made Decent over three years of the programme, accessing £19.5million of Government Decent Homes Backlog Funding Grant and £7.5m of council monies. Improvements included:

- kitchens to 2,094 homes
- bathrooms to 1,584 homes
- new heating systems to 1,031 homes
- full electrical rewiring to 574 homes
- new roofs to 452 homes
- new doors or windows to 3,188 homes.

The Green and Decent Pilot Programme was launched in September 2014 and four different types of cutting edge, renewable technologies have been installed across 12 properties to provide low cost, energy efficient ways of heating tenants' homes.

The average time taken to re-let empty properties was 56 days so constitutes an area where performance needs to improve in 2015/16. We were more successful in reducing the number of void properties, with the number of re-let properties requiring minor works coming down from 135 at the end of the second quarter to 78, which brought us in line with the HRA business plan assumptions. We had 789 applicants on the Housing Register at the end of 2014/15, having let 389 homes over the course of the year.

The challenges of Welfare Reform changes were addressed and rent arrears recovery performance exceeded target with arrears as a percentage of gross debit being 2.01% against a target of 2.13%. This meant an additional £27k of income over target level, and outstanding arrears of £341k from an annual rental debit of £17m. In terms of benchmarking with other local authorities, this puts us between the median and upper quartile bracket.

Mobile Working for our repairs operatives was successfully introduced, with operatives now receiving job orders, and ordering materials, through tablet devices. Tenants are able to complete an electronic satisfaction survey immediately after the work has been completed, so we can now obtain more, and quicker, feedback from our customers. Overall, mobile working has heralded a much more flexible and efficient allocation of repair works to the team and a simplified reporting and appointment making process for customers.

## **2.3 Revenues & Benefits**

The staffing structure was completed in quarter 4 without impacting on service delivery. Ongoing savings of over £100,000 per year have already been identified with further non-staffing savings to follow.

### **End of Year Summary**

Processing times for Benefits continue to be within target. The proportion of Council Tax collected (97.6%) is slightly below target (97.8%) representing a good performance as a less generous Council Tax Support Scheme (LCTS) was introduced from 1 April 2014.

National Non Domestic Rate collection was on target at 99%.

Pro-active fraud work has seen a significant increase of new debts being raised each month. This has impacted on the collection rate for Housing Benefit overpayments. New processes have been introduced and access to employment information has improved which is helping the team to attach earnings in order to collect debts.

The service saw a busy year with the outputs of a whole service review beginning to deliver efficiencies. Significant changes have been seen across the Partnership from a cultural, operational and process perspective, with a continuous programme of change planned moving forwards. Performance is pleasing with Benefits processing targets all being met and seeing an increase in outturn from the previous year. Particular mention should be made to former years Business Rates arrears collection which reduced by 65% with a value attached of £1.084 m, together with in year Business Rate collection yielding £48.8m (99%) and whilst Council Tax Collection is 0.2% below target, there has been a 0.2 increase in collection from the previous year's outturn which is a positive measure given the changes to the LCTS scheme. Approval has been given to ensure reminders are issued earlier in the month, to minimise the impact of residents paying over 12 monthly instalments instead of 10, maximise cash flow and to assist residents before debts become too large.

The service will now see the new structure as a priority work area to develop and enhance staff skills, to then allow non staffing efficiencies to be realised and additional income streams generated with an aim to further build on the positive outturn of 2014/15.

## **2.4 Refuse & Recycling**

Q4 was a busy quarter for Waste with the usual increased tonnages of recycling and residual waste following Christmas and New Year, fortunately the weather was fairly mild which assisted crews in delivering services with minimal delay or disruption. Installation also commenced on the new Material Sorting Technology in preparation for commencement in quarter 1 2015/16. Trade waste contracts increased from 702 to 706 and internal preparations commenced for implementation of new Direct Debit payment system.

Also in quarter 4 the new waste management software began its trial implementation, tablets are now being used by drivers to complete service requests for container deliveries/repairs and genuine missed bin reports, tablets are due to be issued to recycling drivers by the end of April and refuse drivers by the end June. The full operational benefits will be realised and quantified in 15/16 quarter 2 following implementation whereby residents will see a swifter response to service requests including receiving replacement containers, repairs to bins and collection of missed bins.

## **End of Year Summary**

The service has exceeded its recycling target of 46% of household waste and this has been reflected in recycling income from sale of materials exceeding its target by £86,000. Operational expenditure has remained within budget.

Recycling income has exceeded the budget forecast also as a result of a new plastics and cans contract agreed in August 2014. Tonnage collected is consistent with annual projections.

An extra 708 new homes have been added to the collection rounds in 2014/15 whilst achieving a 93.5% overall satisfaction rating from a Customer Survey. 46.3% of household waste was recycled, recycling income exceeded target by 7.8% and totalled £1.186million with the re-let of the plastics and cans contract achieving an additional £25,000 in income. Trade waste also continued its year on year increase in business contracts to over 700 at the end of 2014/15 and exceeding budget by nearly £10,000 and in 2015/16 a new Direct Debit easy payment option will also be introduced. The first year of the implementation of the new Waste Policy led to a reduction in returns to missed bins of 23% and no new 2<sup>nd</sup> green bins being allocated both reducing costs to the service. Street cleansing removed 780 tonnes of street sweepings and 393 tonnes of litter whilst over 9 tonnes of litter equivalent to over 1,000 sacks of waste were removed from the verge and lay-bys of the A42 alone. Car parks were resurfaced at Coalville Market Hall and London Road, Coalville on time and within budget. Two major capital projects are also underway with the development of a new Waste Transfer Station at Linden Way Depot in partnership with Leicestershire County Council and a new material sorting plant to separate plastics, steel and aluminium which will lead to increased income from sale of materials. South Street car park Ashby and Silver Street Whitwick Car Parks will also be resurfaced during 15/16.

## **2.5 Development Control**

Following the recruitment of an additional person to Planning Support, the performance on processing of minor applications improved in March (76.47%) and to the end of Period 12 is now at 56.00% (was 54.46% to end of Period 11). Analysis of this category continues to show that, unusually, a number of applications for residential development were subject to S106 Agreements. This was, in the main, due to the need to secure contributions to the River Mease Special Area of Conservation. A new process is being implemented, including bringing the start of negotiations forward to when the application is registered as valid, together with more active monitoring of the progress of agreements by Planning, in particular once they have been agreed in principle with the applicant, to ensure the completion of S106 agreements in a more timely manner. A number of minor residential applications were also reported to Planning Committee where objections had been raised to the proposals leading to some delay in the final decision.

## **End of Year Summary**

Planning fee income to the end of Period 12 was approximately £1,349,000 against an overall budget of £550,000 and therefore, as previously reported, fee income will more than significantly exceed budget for 2014-15.

Overall, the Planning team has had a very successful year. Performance against targets to decide planning applications on time has improved, and in March 2015 the targets in all three categories were met. The team has been strengthened to ensure that excellent performance continues into the future.

More than 400 homes were granted planning permission (with more than 3,000 more on the way), and this has helped us to establish a five year supply of housing land, re-gaining control over where new development happens.

Over £12.6 million of Section 106 funding was secured from new planning permissions, to provide the infrastructure to support new development, including roads, schools, and a range of other facilities.

## **2.6 Environmental Health**

### **End of Year Summary**

Overall customer demand for the pest control treatments increased by 14% in 2014/15 compared to 2013/14. Of the treatment services provided rodents saw the highest percentage increase rising from 401 to 516 (29%). This work has contributed to the effective control of rodent population within the district.

A programme of food hygiene inspections was completed in March with all 55 high risk establishments being inspected and 431 of the 435 inspections within the whole programme being delivered. As a result of the advice and enforcement carried out by the Environmental health safety team the number of food businesses compliant with hygiene law has increased significantly during 2014/15 from 663 to 718. The work has contributed to ensuring that food is safe to eat.

An enhanced level of support was provided to 29 food establishments all of which were failing to comply with food hygiene law. Frequent visits were made to each of the establishments. Nine of the 29 establishments ceased trading throughout the year. On 31 March 2015, 18 of the 20 remaining establishments were broadly compliant with food hygiene law. The remaining two businesses will continue to receive support. In the event that a failing business does not make satisfactory progress towards achieving legal compliance, we will take appropriate enforcement action to secure compliance.

The enhanced advice and assistance provided to the non-compliant businesses has enabled them to become compliant and to sustain at least a satisfactory standard of hygiene, which helps the businesses and protects the public.

A programme of taxi vehicle inspections was carried out with almost 350 checks made. 65% of vehicles inspected passed the test first time, this compares with 64% the previous year. All vehicles failing a test must pass a re-test before a licence is renewed.

Customer satisfaction with the inspection services was assessed by leaving paper surveys with businesses at the time of the inspection and by using an online survey. 100% (All 80) businesses that completed the survey said that they would describe their relationship with Environmental health as being good and said that they were satisfied with the service received.

The Environmental Health service continues to facilitate business growth through the provision of face to face advice to business and by signposting businesses to other support available through the LLEP business gateway (growth hub).

### **2.7 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)

### **3 Council Delivery Plan**

Appendix 2 sets out progress for the remainder of the Council Delivery Plan for quarter 4.

#### **3.1 Business & Jobs Priority**

##### **End of Year Summary**

The Local Growth Plan has been agreed, and a Local Growth Plan fund of £500,000 has been established to deliver it's the key priorities. This fund has already received calls on it, including support for further development of Conkers in the form of a new zip wire attraction.

The Enterprising North West Leicestershire fund has also been established, again with a total value of £500,000, and this has generated a lot of interest from local small and medium sized businesses that are looking to invest to grow. A full bidding process is being conducted and it is expected that businesses will start spending the grant money during the 2015/16 financial year.

The Coalville Shopfronts Improvement Programme has been launched, which is a match-funded grant to restore historic shop fronts along the majority of Hotel Street and High Street in Coalville. With a total value of £225,000 available for grants, this represents a substantial investment in the Coalville Conservation Area. To date, more than half of the eligible property owners have expressed a strong interest. It is expected that the property owners will spend the grant money during the 2015/16 financial year.

£228,000 has been committed to Coalville Market, including internal improvements to the building itself, replacement toilets, and improvements to the public realm surrounding the market itself. The market forecourt has hosted a number of events including farmers' markets.

Input has been provided to numerous LLEP Sector Growth Plan Steering Groups, to guide the plans to stimulate growth in Advanced Manufacturing, Food & Drink, and Logistics. The intention is to capitalise on the district's strengths that already exist in these sectors, generating additional wealth and employment.

A number of business breakfast events have taken place with speakers on subjects as diverse as superfast broadband and pension auto-enrolment, across the district to enable as many local businesses to access the meetings as possible. These have been universally well received



Local businesses continue to receive support and advice, in partnership with partner agencies including the LLEP which has launched the LLEP Business Gateway. Overall, the team has launched three substantial investment programmes to help a range of local businesses to grow, thrive and generate extra employment. These will all come to fruition during the 2015/16 year. Investment in Coalville Market will ensure its continued success. Three business breakfast events were held during the last year.

### **3.2 Progress against remaining CDP priorities.**

**Value for Money** – In the first half of 2014/15, customer satisfaction surveying was undertaken at the customer service desks between the officer and customer. This often happened only when the transaction was positive in nature and therefore generally resulting in a high score. This methodology meant that feedback from customers who might have received a negative experience was never picked up and therefore no information to improve and develop the service based on customer feedback.

In the second half of the year, the methodology was changed by using the standpoint machine located in the reception area. This allowed customers to complete a survey without officer influence. Whilst this method has provided helpful feedback for improving and developing our service, the sample size has been generally low throughout the year.

In 2015/16, both reception staff and customer service officers have been briefed to be more proactive in engaging customers for their feedback. It is expected that the sample size will be much improved providing feedback to improve and develop our service area.

### **Improving the Customer Experience – ICE**

The first phase of the ICE Programme has been completed. The new waste management system has started to be introduced, which will allow the Customer Services team to process routine waste requests such as replacement recycling containers or bulky waste collection through a single, integrated system. This will reduce the amount of time customers spend on the phone as well as generating projected cost savings of £26,000 per annum with return on investment in 4 years.

There are currently 44 self service options available on the website being used by both customers and staff, with approximately 70 submissions per day being received. This is expected to generate cost savings of £40,000 per annum of which £11,000 has already been achieved.

Planning for the second phase of ICE is complete with projects focusing on staff and customer communication to drive channel shift across all services, giving customers a wider range of self-service options.

### **End of Year Report 2014/15**

A more detailed end of year report for 2014/15 will be presented to Cabinet in July 2015.

## **4 Financial management update**

The General Fund outturn is projected to be £1.172m under budget. This is because of a combination of increased income locally (Planning Fees £799k and Recycling Income £86k) and savings from internal efficiencies (Salaries - £115k, lower business rates for the council offices - £72k). The 2015-16 Revenue Budget report received by Cabinet on 11 February 2015 explained that resources from the underspending would increase the General fund balance to around £2.4m. This cabinet was made aware for this to be kept at

a higher level than it has been historically due to future risks. More details will be provided when the Provisional Outturn report is presented to Cabinet in July.

The outturn position could still change significantly particularly as local authorities now share the benefit of additional business rates with Central Government. Any reductions in business rates including closures and rating appeals are also shared locally. The projected outturn currently assumes no increase or decrease in business rates income for 2014/15 and the level of income will be finalised as part of the closure of accounts process.

The forecast overspend on the Housing Revenue Account was previously £523k, mostly as a result of reduced rental income because of an increase in empty properties compared with the budget and an accounting adjustment of £492k due to a change in method of valuation of HRA garages. The valuation adjustment requires the establishment of a reserve rather than a cash transaction. However, significant progress was made on reducing the number of empty properties and due to savings achieved across the housing department, in particular on the capital programme, it is now estimated that there will be a small surplus on the Housing Revenue Account.

Detailed figures are available in appendix 3.

## **5 Sickness absence management update**

The corporate sickness level was 8.14 days per fte at the end of 2014/15 against a target of 7.4 fte. The out-turn rate achieved in 2013/14 was 7.36 days per fte.

The data in the Appendix shows the detail of the days lost by work area, and the departmental breakdown between long and short term absence (long-term absence is defined as any period of absence in excess of 10 working days).

Long-term instances of absence are closely managed by managers with Occupational Health interventions as appropriate.

Comparative analysis has shown that the split between long and short term absences has remained fairly similar over the last two years. In 2013/14 59% of days lost were due to long term absence, and in 2014/15 it rose slightly to 60%.

The key increases in sickness have been in the Housing, Finance and Community Services areas, with a notable improvement in the sickness rate in the Planning service.

Detailed figures are available in appendix 4.

## **6 Corporate Risk Register**

The updated Corporate Risk Register is attached at Appendix 5. The Council's Risk Management Scrutiny Group reviewed this and recommended only minor changes which the Corporate Management Team agreed at its meeting on 28 April 2015. The review included consideration of the Community Risk Register which the Leicestershire Local Resilience Forum oversees and the Council's own Service Risk Registers. Whilst no new risks were added to the Register an emerging risk relating to the storage of data was identified. This risk is currently being evaluated and may be added when the register is updated for Q1 of 2015/16 and reported to Cabinet in July 2015. The Council's Corporate Risks have been included in the Performance Reports for Cabinet since Quarter 2 2014/15 and taken through the Audit and Governance Committee every quarter.

An Internal Audit of Risk Management conducted during the year gave the highest level of assurance for our Risk Management procedures.

The Service Risk Registers were robustly challenged by the Corporate Risk Scrutiny Group as part of the 2015/16 Team Business Planning process and the Corporate Risks were reviewed in Quarter 4 to ensure wider Community Risks were covered and that any Service Risks were escalated to Corporate Risks if appropriate.

APPENDIX 1

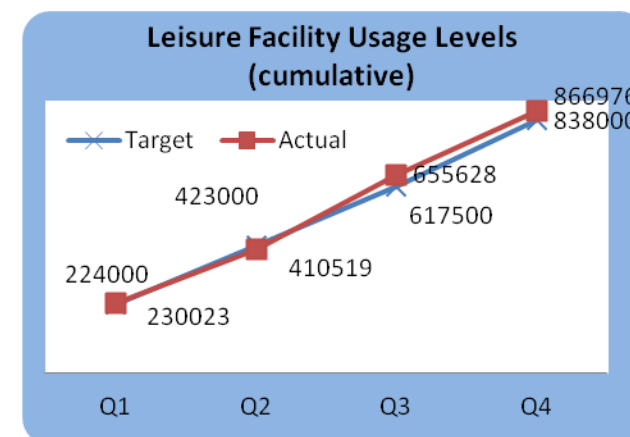
## 2 PERFORMANCE DASHBOARD – LEISURE CENTRES

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

Budgeted Cost to provide service	£749,610	Total FTE's	89.25	Complaints received	17
Forecasted cost to provide service	£815,390	Total days lost to sickness	89.38(302.23)*	Compliments received	22

\* days lost cumulatively 2014/15

- customer satisfaction levels at both leisure centres are above average with significant improvements being made in e-comm's, especially the use of Facebook and Twitter. Improvement has also been made in the catering offer at both sites, including perceived value for money.
- Usage has exceeded target due to an increase in the number of health and fitness members, an increase in the number of children on the Swim Academy, an increase in Club Activ8 usage, an increase in usage at the Hermitage Recreation Ground following the 3G pitch refurbishment, and most significantly, an increase in the number of events being held at the centres. New events for 2014/15 included a Vintage Food Fair, a Craft Fair, a Guildhall Fair and Dickinson's Real Deal.



Performance Indicators	Q4 Target	Q4 Actual	Status
Leisure Centre Membership income	£222,600	£232,744 (est)	😊
Leisure Facility Usage Levels (cumulative)	838,000	866,976 (est)	😊
Level of NWLDC subsidy to Hermitage and Hood Park Leisure Centres	£396,230	£508,326 (est)	☹️

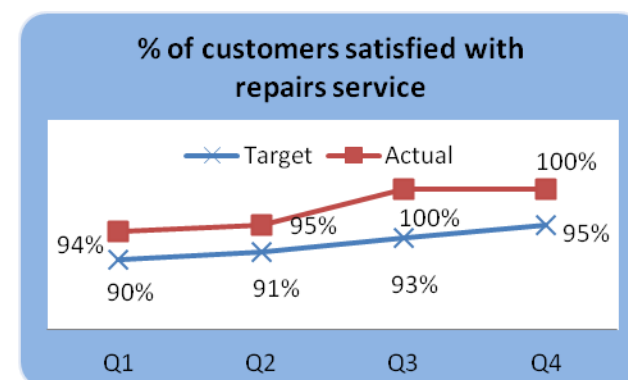
## 2 PERFORMANCE DASHBOARD – HOUSING

Progress against milestones			Progress against Performance Indicators		
7 😊 Green	1 😐 Amber	0 😞 Red	7 😊 Green	1 😐 Amber	0 😞 Red

Budgeted Cost to provide service	£746,000	Total FTE's	102.59	Complaints received	51
Forecasted cost to provide service	£1,268,000	Total days lost to sickness	263.69(1072.04)*	Compliments received	20

\* days lost cumulatively 2014/15

- The rent arrears target was exceeded in March by 0.12%. This has been achieved by the continued prioritisation of rent arrears collection, including support and assistance for tenants to receive financial advice.
- The stand alone performance on average re-let times for March was 48 days, an improvement of 22 days compared with the performance in October. Since the end of Q1, the overall number of active voids has reduced by 26%, or 72 properties. In addition to this, the number of long term voids that were out of debit and for which there was demand on the Housing Register, has reduced from 27 to 12 during the same period.
- All customers responding to satisfaction survey indicated that they were either very satisfied or satisfied with the overall service, the quality of work and the fact that the finished adaptation had met their needs and expectations.



Performance Indicators	Q4 Target	Q4 Actual	Status
% rent arrears of current tenants	2.13%	2.01%	😊
Total arrears for current tenants £	£368,768	£341,217	😊
% tenants satisfied with the allocation and lettings process – See Appendix 2	90%	97%	😊
Average re-let times (days) – See appendix 2	35 days	56 days	😐
Percentage of customers satisfied with responsive repairs	95%	100%	😊
Percentage of customers satisfied with DHIP programme	95%	96%	😊

Performance Indicators	Q4 Target	Q4 Actual	Status
Percentage of Homeguide users who find the service easy to use	70%	80%	😊
Number of affordable homes delivered (Quarterly – Cumulative target 110) – Monitored at year end	100	117	😊

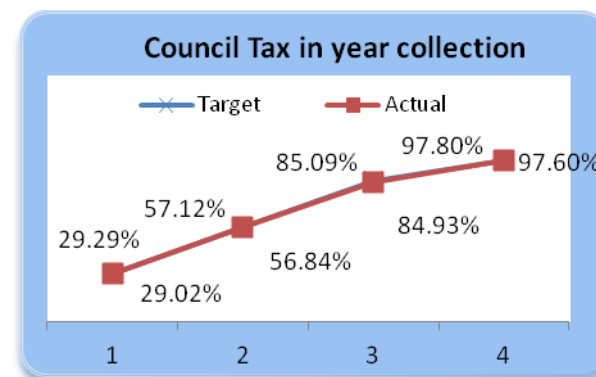
## 2 PERFORMANCE DASHBOARD – REVENUES & BENEFITS

Progress against milestones			Progress against Performance Indicators		
1 😊 Green	0 😐 Amber	0 ☹️ Red	4 😊 Green	1 😐 Amber	1 ☹️ Red

Budgeted Cost to provide service	£337,720	Total FTE's	26.89	Complaints received	6
Forecasted cost to provide service	£321,460	Total days lost to sickness	74.55 (223.62)*	Compliments received	3

\* days lost cumulatively 2014/15

- There has been significant amount of new debt raised each month due to proactive fraud work being undertaken and the introduction of the Governments new 'real time' earnings matches. This impacts on the collection rate. HB overpayment debt is difficult to collect as most of the people affected are often on low incomes and/or are in hardship. New processes have been introduced and access to employment information has improved, which is helping us to attach earnings in order to collect debts. This collection rate is based on debt within R & B and corporate debtor systems



Performance Indicators	Q4 Target	Q4 Actual	Status
Benefits Right Time Performance Indicator	11 days	8.7 days	😊
Benefits New Claims	19 days	16 days	😊
Benefits Change Events	9 days	6.7 days	😊
Council Tax in year collection rate	97.8%	97.6%	😐
Non-domestic rates in year collection rate	99%	99%	😊
HB overpayments recovered	40%	34.3%	☹️

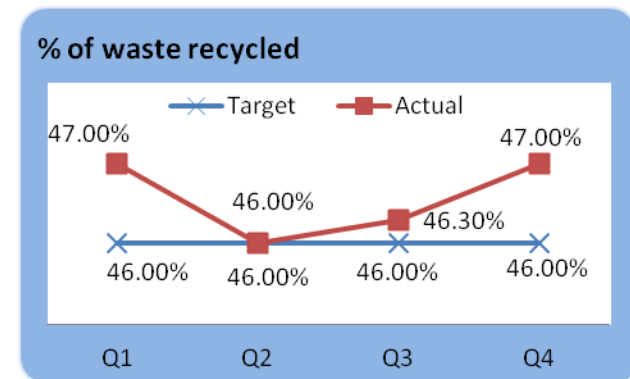
## 2 PERFORMANCE DASHBOARD – REFUSE & RECYCLING

Progress against milestones			Progress against Performance Indicators		
2 😊 Green	1 😐 Amber	0 😞 Red	4 😊 Green	0 😐 Amber	0 😞 Red

Budgeted Cost to provide service	£1,635,990	Total FTE's	75.77	Complaints received	3
Forecasted cost to provide service	£1,481,200	Total days lost to sickness	268.99 (868.72)*	Compliments received	11

\* days lost cumulatively 2014/15

- Sorting technology construction complete. Live testing and commissioning will take place throughout March and into Q1 2015/16
- Following a customer satisfaction survey, a press release has been issued highlighting the consistently high performance of the waste services.



Performance Indicators	Q4 Target	Q4 Actual	Status
Income from sale of recyclables (cumulative)	£1,100,000	£1,198,000	😊
% of waste recycled	46%	47%	😊
Kgs of waste sent to landfill	518 kg	516kg	😊



## 2 PERFORMANCE DASHBOARD - DEVELOPMENT CONTROL

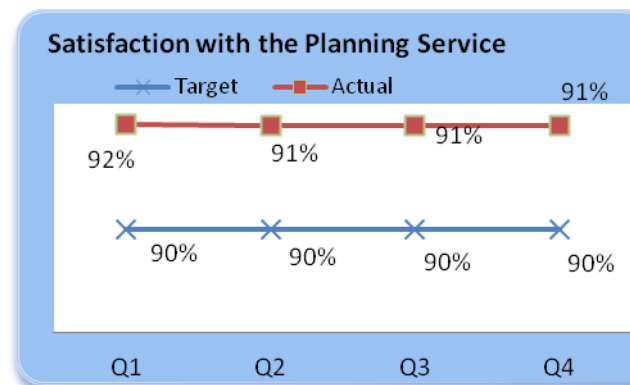
Progress against milestones			Progress against Performance Indicators		
2 😊 Green	1 😐 Amber	0 ☹️ Red	3 😊 Green	0 😐 Amber	1 ☹️ Red

\* Days lost cumulatively 2015/15







Budgeted Cost to provide service	£56,640	Total FTE's	12.2	Complaints received	3
Forecasted cost to provide service	£-665,920	Total days lost to sickness	5.8 (15.4)*	Compliments received	1

- Performance on 157a is now be reported to take into account the Governments Improving Planning Performance – Criteria for designation (special measures) which allows applications determined with extension of time agreements to be included in the 13 week figures.

Performance Indicators	Q4 Target	Q4 Actual	Status
Percentage of customers very satisfied or satisfied with the Planning Service	90%	91%	😊
Percentage of major planning applications processed within 13 weeks	60%	100%	😊
Percentage of planning applications determined within 8 weeks for minor applications	65%	56%	☹️
Percentage of planning applications determined within 8 weeks for other applications	80%	88%	😊





## 2 PERFORMANCE DASHBOARD - ENVIRONMENTAL HEALTH

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

Budgeted Cost to provide service	£354,950	Total FTE's	13.79	Complaints received	0
Forecasted cost to provide service	£284,615	Total days lost to sickness	9.77(15.27)*	Compliments received	0

\* days lost cumulatively 2014/15

- A programme of support has been provided to 29 food establishments which were failing to comply with food hygiene law. During the support programme 9 of the 29 businesses ceased trading. 18 of the remaining 20 businesses became compliant with food hygiene law. Work will continue with the remaining 2 non compliant businesses
- The number of establishments achieving a rating of 3 (Generally satisfactory) or higher (Good, Very Good) increased from 663 to 718 during 2014/15.
- The number of establishments still requiring improvement reduced from 56 to 46 during 2014/15.

Performance Indicators	Q4 Target	Q4 Actual	Status
Proportion of programmed food hygiene inspections carried out	96%	99%	
Number of food establishments rated as 3 (satisfactory) or higher using the national food hygiene rating scheme	670	718	

APPENDIX 2

**3 COUNCIL DELIVERY PLAN - BUSINESS & JOBS PRIORITY**






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

- Traders have their own Coalville Market Traders twitter account. A social media training session has been set up for 10th April 2015 for all interested traders. All traders visited by Communications Officer to encourage interest. 9 traders registered.
- Coalville Market Rent Income - Forecast reduced by £11k (from £22,000 at period 3 to £11,000). This forecast has been based on the actual income to period 11 in 2014/15.
- 23 businesses assisted in March 2015. 34 businesses assisted in quarter 4 with advice and guidance ranging from where grant funding can be accessed to helping to find suitable premises for businesses to operate from.





Performance Indicators	Q4 Target	Q4 Actual	Status
Increase in number of permanent traders attending coalville market	2	4	
Average monthly footfall figures at market	N/A Baselineing	1400*	N/A


\*Footfall figures are indicative only. The counting takes place at the same time each month for a period of 1 week only. These monthly figures have been extrapolated and averaged out to give an indication of market usage across the month.

### 3 PROGRESS AGAINST REMAINING CDP PRIORITIES

Progress against milestones			Progress against Performance Indicators		
1  Green	0  Amber	0  Red	4  Green	0  Amber	3  Red

- The small grants programme commenced later in the year than originally planned. However since its launch in quarter 3 we have received 15 applications, 9 of which have been successful.
- Achievement for the year 2014/15 in relation to calls answered in 30 seconds was 59% against a target of 65%. Whilst a hit was expected in March 2015 due to annual billing, this KPI has been a challenge throughout the year. Developments within ICE2 will allow for faster, more efficient call handling in 2015/16 and this particular KPI will remain for management information. New KPIs for 2015/16 focus much more on quality such as call quality scores which also provides valuable feedback to support staff training and development. A recent and popular indicator in many call centre environments is 'first time resolution'. Further research is currently being conducted to understand how this is measured and how it may be applied within our setting and benchmarked.

Performance Indicators	Q4 Target	Q4 Actual	Status
Proportion of customers satisfied with the quality of face to face contact with Customer Services	90%	82%	
Proportion of customers satisfied with the quality of telephone contact with Customer Services	90%	100%	
Percentage of calls answered	78%	78%	
Percentage of calls abandoned	22%	21%	

Calls answered within 30 seconds	65%	59%	
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APPENDIX 3

## 4 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	9,374	(1,172)

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	669	(17)

HRA SUMMARY	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
Net cost of service (Total rent income less total expenditure)	746	1,268	522

Capital Expenditure	General Fund £ 000	Special Expenses £	HRA £ 000	Total
Approved/ *Revised Budget for the Year	2,294	202	19,394	21,890
C/F from 2013/14	323	13	0	336
Approved projects in year	144	6	0	150
Slippage Identified in Year	-271	0	0	-271
<b>Total budget for 2014/15</b>	<b>2,490</b>	<b>221</b>	<b>19,394</b>	<b>22,105</b>
<b>Likely outturn for 2014/15 (provisional)</b>	<b>2,287</b>	<b>76</b>	<b>17,488</b>	<b>19,851</b>

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

Planning Income and Recycling income is forecast to be £799k and £86k respectively above budget

Investment Income is forecast to be £48k over budget mainly due longer term investments yielding higher interest than forecasted

Salaries are forecast to be underspent around £115k

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

Burial and Monument fees of around is forecast to be £21k over budget offset by reduced income on pitch lettings £3k

### **Comments on HRA Variances**

Reduced forecast rent income of £ 256k due to increased void levels, and reduced stock levels compared to budget.

Adverse Valuation adjustment of £492k due to a change in method of valuation of HRA garages

### **Comments on Capital Programme**

General Fund capital programmes is slightly under spend due to DFG work being carried forward

Special Expenses – Couple of Programmes have moved to the next financial year (Owen Street Changing rooms and Footway and Drainage Improvements at Urban Forest Park)

Decent Homes backlog works – Forecast under spend £492k. This mainly relates to tenant refusals where the works will now be carried out in future years either when the tenant changes their mind or when the property becomes vacant.

Housing Planned Investment Programme (HPIP) works – Forecast under spend £610k. This largely relates to forecast slippage of £442k from 2013/14 no longer required for HPIP works and other works no longer required.

Other works – Forecast under spend £804k. This mainly relates to Insulation works (£600k) and Garage modernisation works (£100k) now being carried out in future years. Note that the budget for insulation works has now reduced to £250k in 2015/16

APPENDIX 4

**5 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 2.24 - Short	273.77 - Long 112.16 - Short	50 - Long 68.31 - Short	125 - Long 85.9 - Short	21.5 - Long 51.43 – Short	0 - Long 12.1 - Short	470.27 - Long 332.14 - Short
Total days lost in qtr	2.24	385.93	118.31	210.9	72.93	12.1	802.41
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	0.14 days	1.89 days	1.96 days	2.11 days	1.25 days	0.46 days	1.72 days

Quarter 2	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 – Long 6.17 - Short	338 – Long 108.81 – Short	61 – Long 39.69 – Short	78 – Long 93.5 – Short	31.52 - Long 57.54 – Short	0 – Long 2.8 – Short	508.52 – Long 308.51 - Short
Total days lost in qtr	6.17	446.81	100.69	171.5	89.06	2.8	817.03
Number of FTE's	13.92	200.58	59.81	100.09	57.53	26.55	459.29
Average Cumulative no of days lost per FTE	0.60 days	4.15 days	3.66 days	3.82 days	2.81 days	0.56 days	3.53 days

Quarter 3	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 – Long 8.43 - Short	336.8 – Long 140.8 – Short	24.35 – Long 45.35 – Short	198 – Long 111.20 – Short	27.31 - Long 55.93 – Short	0 – Long 4.8 – Short	586.46 – Long 366.51 - Short
Total days lost in qtr	8.43	477.6	69.7	309.2	83.24	4.8	952.97
Number of FTE's	15.52	193.79	56.57	103.09	57.90	26.55	453.42
Average Cumulative no of days lost per FTE	1.21 day	6.76 days	5.10 days	6.71 days	4.24 days	0.74 days	5.68 days



Quarter 4	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 – Long 5.5 - Short	298.14 – Long 162.99 – Short	126.16 – Long 47.95 – Short	177 – Long 149.95 – Short	38.21 - Long 71.6 – Short	0 – Long 20.97 – Short	639.51 – Long 458.96 - Short
Total days lost in qtr	5.5	461.13	174.11	326.95	109.81	20.97	1098.47
Number of FTE's	14.68	191.19	56.67	102.59	58.15	27.56	450.84
Average Cumulative no of days lost per FTE	1.52 days	9.27 days	8.17 days	9.93 days	6.11 days	1.48 days	8.14 days

APPENDIX 5

**6 MANAGEMENT OF RISK**

Corporate Risk Register							
Risk Area	Inherent Risk			Control Measures	Residual Risk		
	Impact	Likelihood	Rating		Impact	Likelihood	Rating
Finance & Budget	4	4	16	Monthly management reviews are performed of actual against budgets and forecast to the end of the year. Monthly reporting and challenging at CLT, and reported to Cabinet quarterly Sound policies and procedures are in place. Planning for the Future has been documented and is reviewed regularly. Internal and External audit of systems and accounts.	4	1	4
Resource Capacity & Capability	4	4	16	Advance planning will mitigate this risk; however should it occur diverting resources from other services, bringing in additional resources from other sources (e.g. Agencies, Consultants, Voluntary/Community sector etc.) would be activated. Market conditions are tested through recruitment processes. The Council offers a package of additional benefits to enhance the recruitment offer. Linked to the above, the Council has developed innovative partnering relationships with other sectors including the private sector to make posts uniquely attractive. Best Employee Experience is a programme to attract and develop the right skills. It is a programme developing the talent within the staff resource through secondments and tailored development programmes.	2	2	4
Contract Management & Procurement	4	4	16	Corporate procurement staff and legal team to support where necessary on contract management. Policies and procedures are in place. Procurement Gateway Board oversees a procurement planning process. Training programme in place for staff.	3	2	6
Information Governance & Data Protection	4	4	16	Policies and procedures are in place. Corporate Governance training is undertaken annually and includes information governance as appropriate to reflect changes in legislation. The Council has a dedicated SIRO. Corporate Governance Groups are in place to scrutinise impacts/issues arising.	4	1	4
Emergency Planning & Business Continuity arrangements	4	4	16	Business continuity plans have been documented, policies	4	1	4

				and procedures are in place, initial continuity plans are in place to allow access to the service through alternative mechanisms (Hermitage Leisure Centre)			
Effective IT Systems & Procedures	4	4	16	Fully resilient environment in place with no single points of failure for core systems, other critical systems use cold standby equipment. New business services are being run in remote fully resilient data centres and existing systems are being progressively migrated to these cloud computing centres. Data is backed up to a second disk unit offsite at Hermitage Leisure Centre. Improved business recovery arrangements have been implemented to minimise recovery time.	3	2	6
Project & Programme Management	4	4	16	Progress is shared with regularly with CLT, experienced PRINCE 2 staff, transformation programme is continually reassessing its objectives	3	2	6
Governance, Policies & Procedures	4	4	16	Policies & procedures in place, governance processes are documented and in operation, ongoing assessments and reviews are performed.	4	1	4

#### Assessing the likelihood of a risk:

<b>1 Low</b>	Likely to occur once in every ten years or more
<b>2 Medium</b>	Likely to occur once in every two to three years
<b>3 High</b>	Likely to occur once a year
<b>4 Very high</b>	Likely to occur at least twice in a year

#### Assessing the impact of a risk:

<b>1 Low</b>	Loss of a service for up to one day, Objectives of individuals are not met No injuries Financial loss below £10,000 No media attention No breaches in council working practices No complaints/litigation
<b>2 Medium</b>	Loss of a service for up to one week Service objectives of a service unit are not met Injury to an employee or member of the public requiring medical treatment Financial loss over £10,000

	<p>Adverse regional or local media attention – televised or news paper report  High potential for a complaint litigation possible  Breaches of regulations/standards</p>
<b>3 High</b>	<p>Loss of a service for one week or more  Service objectives of the directorate are not met  Non- statutory duties are not achieved  Permanent injury to an employee or member of the public  Financial loss over £100,000  Adverse national or regional media attention – national news paper report  Litigation to be expected  Breaches of law punishable by fine</p>
<b>4 Very high</b>	<p>An incident so severe in its effects that a service or project will be unavailable permanently  Strategic priorities are not met  Statutory duties are not achieved  Death of an employee or member of the public  Financial loss over £1m.  Adverse national media attention – national televised news report  Litigation almost certain and difficult to defend  Breaches of law punishable by imprisonment</p>