

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 14 JUNE 2016

Report Title	2015/16 QUARTER 4 PERFORMANCE MANAGEMENT REPORT
Key Decision	a) Financial - No b) Community - No
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Purpose of report	The report provides members of the Cabinet with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for quarter 4 (Q4) (Jan - Mar).
Reason for Decision	The report is provided for members to effectively monitor the organisation's performance.
Council Priorities	The report addresses performance against each of the Council's four priorities for 2015/16
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 Deputy Section 151 Officer	The report is satisfactory.
Comments of Deputy Monitoring Officer	The report is satisfactory.
Consultees	Corporate Leadership Team
Background papers	(1) Council Delivery Plan 2015/16 - http://www.nwleics.gov.uk/files/documents/council_delivery_plan_2015_16/CDP%202015_16.pdf
Recommendations	THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 4 PERFORMANCE REPORT (JANUARY – MARCH 2016).

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 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 Q4 is included in Appendix 1

2.1 Leisure Centres

Leisure centre fitness membership income was £971,198 as compared to £898,732 in 2015/16, an increase of £72,466 or 8.1%. This has increased by £228,635 from £742,563 in 2011/12.

Leisure centre Swim Academy income was £473,914 against a budget of £419,600, an increase of £54,314 or almost 13%.

NHS work on converting the female dryside changing rooms has commenced at Hood Park LC and was due to be completed in April, with a commencement date for clinics of 16 May. Details and dates for the 'formal' opening are being considered and plans for the rest of the area will be developed in due course.

10 Community Champions were engaged from the Greenhill area and these were trained in First Aid, safeguarding, Motivational Interviewing, Community Sports Leaders Award, Basketball coaching and Athlefit coaching. Some are also undertaking a Level 3 Higher Sports Leader Award. All have undertaken voluntary hours and as well as being added to volunteer databases, they will also be used to support the continuation of Get Healthy Get Into Sport activities such as walking football and community based walks.

The overall customer satisfaction score for Hermitage LC fell very slightly from 2.84 in 2014 to 2.81 in 2015, although this is still the second highest score the centre has achieved. Improvements were seen in the areas of speed of service, facility presentation, and the provision of information. Satisfaction decreased in the areas of staff knowledge, catering provision, and elements of social media communication. Consequently an improvement plan has been drawn up which includes actions around staff training, and improving social media communications.

The overall customer satisfaction score for Hood Park LC fell very slightly from 2.76 in 2014 to 2.71 in 2015, although this is still the second highest score the centre has achieved. Improvements were seen in the areas of speed of telephone answering, notice board presentation, and the provision of catering. Satisfaction decreased in the areas of staff service, facility presentation, and external communications. Consequently an improvement plan has been drawn up which includes actions around staff training, improving responsiveness to maintenance issues, facility checks, and improving external communications through the website and social media.

2.2 Housing Services

Rent collection levels remain strong with performance exceeding the target. The level of rent loss improved during Q4 as a result of the action plan developed to

improve the void re-let times. During March a number of long term empty homes were let negatively impacting on the re-let performance for 2015/16.

Average re-let times and the associated rent loss remain the single biggest performance concern and senior officers monitor the performance. Short and medium term actions have been developed to substantially improve performance in these areas.

Improvements in internal communication and accuracy of information of when properties will be ready for letting has enabled properties to be advertised ahead of works being completed which facilitates the allocation of properties in a timely way. In Q4, 125 properties were let, of which 55 were let in March alone. Due to a number of long term empty homes being let in March this has increased the overall average re-let time to 83 days, year to date performance was 76 days.

The rent loss for March was £29,214 or 1.64% of the gross debit resulting in the quarter performance of 1.90%. The year end performance is 2.24%. The improved performance for March and Q4 reflects the improvements made to the re-let performance and the 33% (69 properties) reduction in the total number of properties empty when compared to the beginning of the financial year. The amount of rent loss remains more than the business plan assumptions of 1.8% which we are confident in achieving in 2016/17 following the improvements shown in Q4.

All Housing Officers and Senior Officers within Housing Management went live with mobile devices in January and are able to access systems and information remotely. Hot desking has also been introduced for officers with mobile devices. Risk Assessments for each role have also been amended in Q4 to take account of the introduction of mobile working.

2015-20 Asset Management Strategy was approved by Cabinet on 20 October 2015. Actions contained within the Implementation Plan are on track.

Final 2012-15 DHIP out-turn report and grant claim for backlog funding submitted to HCA on 16 April 2015. Final grant payment of £2,118,472 received from HCA. Claim and funding submission signed off by external auditors (KPMG) in September 2015 and report submitted to HCA.

Cumulative customer satisfaction for properties completed in 2015-16 is high at 98%. To compliment customer satisfaction information a qualitative scoring system (graded 0-10) has been implemented for the current financial year that grades the quality of work handed over to the Council utilising an agreed set of criteria. Cumulative performance for the 580 properties completed in this year's programme averages 9.5 out of 10. Kier are averaging 8.7 per property on quality and Lovell are averaging 9.9.

Revenue savings of £2.4m in approved 2016/17 budget. The current projection for 2015/16 is for a surplus of approximately £225k, subject to final transactions which are still being processed. Capital expenditure expected to be £9.2m as a result of projected savings in the DHIP programme.

4 direct debit collections per month now in place on 1st, 8th, 15th and 21st to improve payment choice for our customers. Any day tenancy starts identified by Vfm Champion Group as a way to reduce re-let times as well as increase income. Income & Systems Officer currently reviewing options within Openhousing. Current view is that weekly DD collections rather than daily DD collections are the preferred approach to try to target those paid on a weekly basis but further analysis to be undertaken.

A great deal of preparatory work has been undertaken throughout the year to identify feasible new build sites and undertake some resident consultation. An independent health check, commissioned in quarter three, has reported back in quarter four, providing reassurance of work undertaken to date and providing some advice on next steps. To develop the initiative further, a technically qualified Project officer is now in post, initially on a part-time basis and is developing a draft Project plan regarding the proposed demolition and redevelopment of Greenacres. Officers are also exploring options available for the acquisition of the brownfield site in greater Coalville of which Members are already aware.

The 2015-16 lettings plan was not implemented until December 2015 and we have not yet fully analysed the extent to which it has achieved its aims. We have established that 46 direct matches were achieved in 2015-16, representing 11% of all council lets against a maximum annual target of 10%.

Continued proactive prevention work and mild weather for the time of year, has resulted in an exceptionally low quarterly spend on bed and breakfast of just £2,960 against a quarterly ceiling of £30,000. The full year's cost of bed and breakfast, £17,000 is well within the £53,000 budget provision.

2.3 Revenues & Benefits

This year saw the implementation of a new staffing structure. The new structure has seen significant change in all respects of the Partnership's operation and major change to all partnership staff without exception.

What this means:

- The total staff headcount has reduced, which sees a reduction in financial contributions for all partners
- There were significant changes for all staff but the Revenues team experienced the most change as the billing and recovery teams merged, seeing new members of staff joining the team and the roles becoming generic. This provides a better service for the customer together with a more efficient operation. Notwithstanding this, staff have needed to be trained in these all encompassing roles, as a result of this the focus has primarily been on training staff in their new generic roles. In addition a review has taken place on debt enforcement routines to automate certain activities and work on this is on-going. Training was fully completed in November 2015, seeing the whole team able to deal with council tax and business rate enquiries and tasks from start to finish.
- The Business Development & Support team play a key role in the partnership, though they tend to be in the shadows and are not directly responsible for any of the KPI's. The team have been running with vacancies throughout the year and it should be noted that the service hasn't been compromised at any point.

Fraud and Error Incentive Scheme (FERIS)

On 24 November 2014 the DWP launched the Fraud and Error Incentive Scheme (FERIS). The scheme provides a financial reward to those Local Authorities who have reduced their Housing Benefit spend by identifying fraud and error. The partnership was successful in securing funding for both 15/16 and 16/17 which has enabled NWLDC to receive an incentive payment of £5,133 in the final quarter of 15/16.

SFIS project

Successful transfer of those staff responsible for the detection and prevention of housing benefit fraud to the DWP's fraud and error service, the success of this project was testament to excellent working relationships with NWLDC's Human Resources Team and the Partnership. Agreement was reached to retain 1.5 FTE's to investigate Council Tax Support fraud and act as Single Point of Contract with the DWP.

End of Year Summary

During 15/16 there were some high value in year write-offs for business rates, it was predicted throughout the year that the end of year target would not be achieved. The business rates team worked tirelessly to maximise collection and achieved the collection target of 99% and has positioned NWLDC 3rd in Leicestershire & Rutland for business rate collection.

All benefits processing targets were achieved as forecast. The lower number of days of previous years weren't and this was due to the reduction in staff in the team.

The council tax collection target was missed by 0.4%. From April 2016 issue of recovery documentation has been brought forward so this should see an improvement in the collection rate moving forward.

2.4 Refuse & Recycling

Recycling income is expected to be 1.7% above forecast due to slightly improved commodity prices from December. End of year estimate is £911,000 versus budget forecast of £896,000.

Trade waste income has increased due to increased sales income from existing customers increasing the number of bins, and also from winning new contracts.

A range of procurement frameworks were reviewed to ascertain the best value from whole of life perspective and other added value. New vehicle procurement frameworks include TPPL, CCS, YPO, and are in addition to using ESPO

Annual vehicle replacement programme reviewed for 2017/18 reviewed and included in cabinet report considered by and approved by Cabinet 9 February 2016.

Fleet benchmarking to be undertaken in 2016-17 using APSE benchmarking service.

Business case still under review for the construction of a refuse waste transfer station at Linden Way depot due to higher than expected costs by LCC's appointed contractor. Negotiations taking place with LCC internal contractors to reduce costs.

NWLDC and LCC have agreed an interim contingency for a refuse disposal solution including utilising waste transfer stations at Syston and Loughborough.

2.5 Development Control

Planning fee income received to the end of Quarter 4 was £ 1,442,728.68 against budget of £750,000.

Performance on major applications in Quarter 4 was 94.44% with 17 majors out of 18 either determined within 13 weeks or with extension of time agreements. The

cumulative figure to the end of Q4 (April 15 - March 16) is 88.42%. This is well above the national target of 60%.

Performance on minor applications in Quarter 4 was at 83.33%. Cumulatively, to the end of Q4, performance was at 82.75%. This is well above the national target of 65%.

90.60% Customer feedback continues to be received and the satisfaction level remains consistently high.

Performance in Quarter 4 on other planning applications processed in 8 weeks was at 83.33%. Cumulatively, to the end of Q4, performance was at 86.51%. This is still well above the national target of 80%.

Seven out of seven major development scheme approved in Period 11 scored positively against Building for Life good standard.

End of Year Summary

The service continues to exceed both its national, and more challenging, local targets. The exceptionally busy Planning & Development team has generated significant fee income, and maintains high satisfaction with the service that it provides.

2.6 Environmental Health

Better Business For All National Awards 2016 - Leicester and Leicestershire has won the 'Partnership - Leading the way' award

An audit of the safety and licensing teams has been carried out assessing compliance with the regulators code. The service areas are broadly compliant. An action of further work has been documented and will be progressed through the Environmental Health Management Team.

2 of the 23 food establishments in receipt of an enhanced level of support remain non compliant with food hygiene law. The use of enforcement notices were considered for these 2 establishments however it was felt that it was not appropriate, and to continue to secure compliance through informal methods.

The number of issues reported has reduced, compared with previous years. No premises licences have been reviewed as a result of issues around crime and disorder, public nuisance or public safety. Inspection of pubs has identified broad compliance. Monitoring of music events has identified some issues. Monitoring of music events will continue into 2016/17

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 Q4.

3.1 Business & Jobs Priority

A review paper for the Enterprising North West Leicestershire grant scheme was presented to CLT on 22 March. The report included an outrun predication that would

allocate the entire ENWL fund. It is likely that some of the overrun will not come forward and leave a small underspend. The ENWL review included a recommendation to reallocate any underspend back into available business grants under the ENWL programme. The review also made a request for Council to make further funds available to continue the ENWL programme and to allow for small grant awards. Summary statistics are as follows:

As at 22 March: 11 grants, creating 26 jobs and £1.13m private sector investment
Provisional overrun: 30 grants, creating 152 jobs and £2.47m private sector investment.

The Coalville shop front improvement scheme has gathered pace in recent months. The first shop was completed at the end of 2015/16 and there are now several others very close to being offered grants and getting the work done. It is presently estimated that the £225,000 originally allocated to support this work will be committed.

Ongoing reviews of monthly socio-economic data reveals an ongoing significant gap between men's and women's economic activity rates and pay levels. Employment levels have remained high and numbers of unemployed people relatively low.

NWLDC submitted an application to host the Weeping Windows installation of Poppies (part of Tower of London art work) - in November, June or August 2017. Final decision expected in June 2016. Now working with all potential partners to develop plans - assuming a successful bid.

End of Year Summary

A significant amount of work done by the Business Focus team during 2015/16 period has been in support of the Building Confidence in Coalville programme. The Coalville shop front improvement scheme is now showing the impact it can make on the appearance of Coalville town centre – resulting in the attraction of more visitors. Many individual businesses have been supported, not least through the Enterprising North West Leicestershire business grant scheme which is enabling growth and creating new jobs for local people.

3.2 Progress against remaining CDP priorities.

Local Plan Consultation finished on 30 November 2015. Local Plan to be reconsidered by Council in June 2016.

Phone monitoring has improved the quality of guidance and advice received by customers when contacting the council by phone. This is evidenced in the Customer Satisfaction scores for 2015/16 highlighting that 89% of customers were very satisfied and 11% satisfied with the service provided by officers.

Improving the Customer Experience (ICE)

Three projects were completed during Q4

- **Mobile & Remote Working**

Housing Management has successfully adopted mobile and remote working meaning they can work more efficiently whilst out in the field supporting customers. With officers enabled to access ICT via tablets and smartphones, this removes the need for officers to return to base following visits. Therefore, improved efficiency as less time is spent travelling and reduced mileage claims.

Customers have provided positive feedback as results have shown an increase in visits being completed outright during the first visit.

- **SMS External**

Texting is a cost effective and efficient mechanism for contacting customers especially as a reminder regarding scheduled appointments. This has been introduced within the councils Housing Repairs Service. Initial results highlight improved efficiency as more appointments are kept, therefore reducing the costs associated with having to re-schedule the appointment. Customer feedback to date has been positive regarding the use of text messaging as a reminder/prompt.

The next steps will be to engage other services to use this facility and identify areas where text messaging might be a more efficient and a cost effective method of communicating with customers. This may include customer surveys and services for customers with hearing difficulties.

- **Leisure Smart Phone App**

The leisure centre app is now live on the Apple App Store and Google Play Store with customers downloading and successfully using the app to access services at Hermitage and Hood Park Leisure Centres. The app was developed with assistance from leisure centre customers to ensure it addressed customer needs. Since launch in January 2016, the app has received 57,000 hits across both leisure centres. The top two areas of the app accessed by customers are for information regarding fitness classes and to manage their bookings.

The next steps are to monitor the use of the app and specifically leisure centre bookings. It is anticipated that a trend will become visible highlighting increased self service through the app and a reduction in phone calls or visits to book leisure centre services.

4. Financial management update

The General Fund Balance is projected to be £1.736m under budget. This is mainly due to forecasted increase in Business Rates Income (£1m) and Planning Income (£0.7m). The General fund budget report received by Cabinet on 9 February 2016 recommended the surplus for the year to be transferred to a Special Projects Reserve.

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 provisional out turn position will be provided to Cabinet in July with further details.

The Housing Revenue Account is forecast to have an underspend of £43k compared to the original budget, due to increased Service Charge income and interest received on HRA balances offset by reduced rental income, cessation of the Supporting People grant and associated costs, plus additional staffing costs of Housing Management and repairs.

5. Sickness absence management update

The end of year absence figure stands at 9.4 (days lost per FTE) which is above the target of 7.4 days. Analysis of the sickness data has shown that long term sickness, lasting 10 days or more, accounted for 72% of the total. Careful management of long term sickness has resulted in a satisfactory outcome for the council in 6 cases.

The Council is in the process of reviewing the Occupational Health support contract to ensure a more proactive and efficient approach when working with the HR team and managers. This will provide improved support to enable long term sick employees to return to work.

Back and Musculoskeletal related absence accounted for 30% of the total sickness, and is more prevalent in the manual occupations such as Waste Services, Leisure Services and Housing Repairs and Investment. This pattern was identified in December 2015, as result manual handling refresher was given to Waste Services workers in January and the staff in Housing are scheduled to go through this training in June. In addition to this a detailed report is being presented to CLT to consider wider best practice and how HR and managers can work together reduce levels of long and short term sickness.

Please note the quarterly figures have been recalculated at the end of the year and may be different to those reported in the previous quarters. This is due to a number of sickness related absences being designated as being disability related where they have become permanent conditions and, as such, they are excluded from the sickness data.

6. Corporate Risk Register




The updated Corporate Risk Register is attached at Appendix 2. The current risk register was agreed by the Corporate Leadership Team on 28 April 2015. No new risks have been added since Cabinet last considered the register however an emerging risk relating to the storage of confidential data has been identified. Policies and procedures are now in place to address this risk but for now it remains a high risk to the Council. A further risk relating to safeguarding is also being considered. This risk is currently being evaluated and may be added when the register is updated for Q1 of 2016/17 and reported to Cabinet in July 2016.

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)

APPENDIX 1




2 PERFORMANCE DASHBOARD – LEISURE CENTRES

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

Budgeted Cost to provide service	£730,450	Total FTE's	78.37	Complaints received	6
Forecasted cost to provide service	£689,738	Total days lost to sickness	163.94 (515.90)*	Compliments received	11

*cumulative days lost

- Membership levels continue to increase and as of 31 March 2016 they were at a record high of 3,253 as compared to 3,071 in March 2015. Effective promotions such as Shape up for Summer, the Fitness Frenzy and the £1 Joining Offer saw 322 new members join. In addition, incentivised gym challenges, new gym equipment, new fitness classes added to the programme, and close customer liaison with members regarding the management of online bookings and class waiting lists and cancellations has improved the retention of members.
- The rebranded NWL Swim Academy continues to go from strength to strength. The effective marketing and promotion of the Academy means new members continue to join the scheme, whilst the unique online portal, improved instructor development, effective customer communication and revised pathways and opportunities mean retention has also improved. Additional pool space has been secured without this being of detriment to casual swimming, and the recruitment of new instructors has negated the need for classes to be amalgamated therefore ensuring an effective customer experience for each child on the scheme. Consequently, membership levels are at the highest they've ever been with over 2,280 children now having swimming lessons at Hermitage and Hood Park leisure centres as compared to 1,834 in March 2015, and monthly direct debit income has increased from £29,841 in April 2015 to £38,167 in March 2016.

Performance Indicators	Q4 Target	Q4 Actual	Status
Leisure Centre Membership income	£937,000	£971,198	
Leisure Facility Usage Levels (cumulative)	850,000	937,039	
Swim Academy Income	£390,000	£473,914	








2 PERFORMANCE DASHBOARD – HOUSING

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

Budgeted Cost to provide service	-£182,730	Total FTE's	93.79	Complaints received	40
Forecasted cost to provide service	-£225,790	Total days lost to sickness	378.36 (1312.18)*	Compliments received	13

*cumulative days lost

- Under delivered for Q4 the number of affordable homes delivered, however there was a cumulative delivery of 126 affordable homes against a target of 110 for the year.
- The amount of rent arrears in monetary terms is £350,958 which is 1.94% of the total amount of rent due, and is above target by 0.18% or £35,000. Also an improvement of £14k or 0.7% compared with the performance for the same period in 2014/15.
- The collection of former tenancy arrears includes the amount of write offs of which £63,821 was written off in Q4. Officers completed the required contacts and traces before submitting for write off. The current amount of Former Tenancy Arrears is £242,247 which equates to 1.34% of the annual rent debit.

Performance Indicators	Q4 Target	Q4 Actual	Status
% rent arrears of current tenants	2.13%	1.94%	
% tenants satisfied with the allocation and lettings process	95%	94.11%	
Average re-let times (days)	40	94**	
Percentage of customers satisfied with adaptations	90%	95%	
Percentage of customers satisfied with responsive repairs	95%	95.32%	
Percentage of customers satisfied with Planned Investment	98%	98%	
Number of affordable homes delivered (Quarterly – Cumulative target 110)	45	18	

** The year to date achievement is 76 days against the target of 40. An action plan is in place to bring the re-let time down further.




2 PERFORMANCE DASHBOARD – REVENUES & BENEFITS

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

Budgeted Cost to provide service	£227,410	Total FTE's	23.24	Complaints received	8
Forecasted cost to provide service	£399,740	Total days lost to sickness	203.03 (472.6)*	Compliments received	1

*cumulative days lost

- HB/CTB Fraud sanctions cases are now being administered by the DWP Single Fraud Investigation Service
- Direct Debit over the web for both council tax and non domestic rates now live




Performance Indicators	Q4 Target	Q4 Actual	Status
Benefits New Claims	19 days	19 days	
Benefits Change Events	9	8	
Council Tax in year collection rate	97.8%	97.4%	
Non-domestic rates in year collection rate	99%	99%	
HB overpayments recovered	34%	41%	

2 PERFORMANCE DASHBOARD – REFUSE & RECYCLING

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

Budgeted Cost to provide service	£1,836,210	Total FTE's	72.79	Complaints received	4
Forecasted cost to provide service	£1,777,149	Total days lost to sickness	150.5 (651.27)*	Compliments received	9

*cumulative days lost

Performance Indicators	Q4 Target	Q4 Actual	Status
Income from sale of recyclables (cumulative)	£865,000	£911,762	
% of waste recycled (annual target)	46%	46.2%	
Kgs of waste sent to landfill (annual target)	520	515	





2 PERFORMANCE DASHBOARD - DEVELOPMENT CONTROL

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

Budgeted Cost to provide service	-£ 93,170	Total FTE's	13.79	Complaints received	22
Forecasted cost to provide service	-£849,220	Total days lost to sickness	1 (15.34)*	Compliments received	5

*cumulative days lost

- 90.60% Customer feedback continues to be received and the satisfaction level remains consistently high.
- Seven out of seven major development scheme approved in Period 11 scored positively against Building for Life good standard

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 period agreed with applicant	85%	94%	
Percentage of planning applications determined within 8 weeks for minor applications	75%	83%	
Percentage of planning applications determined within 8 weeks for other applications	80%	83%	






2 PERFORMANCE DASHBOARD - ENVIRONMENTAL HEALTH

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

Budgeted Cost to provide service	£351,360	Total FTE's	13.79	Complaints received	1
Forecasted cost to provide service	£286,430	Total days lost to sickness	54.68 (79.49)*	Compliments received	0

*cumulative days lost

- An Environmental Health Officer post and the Regulatory Support Officer post being vacant for a proportion of the year did adversely impact on the number of food hygiene inspections carried out. The target was narrowly missed by 2%
- 2 of the 23 food establishments in receipt of an enhanced level of support remain non compliant with food hygiene law.

Performance Indicators	Q4 Target	Q4 Actual	Status
Proportion of businesses that said the regulatory officer had an understanding of the challenges faced by running a business	60%	97%	
Proportion of businesses that described their relationship with Environmental Health as being 'good'	96%	97%	
Proportion of businesses that said they felt confident that they could rely on the advice received from the regulatory officer	90%	100%	
Number of food establishments rated as 0,1 and 2 (non compliant) using the national food hygiene rating scheme	40	25	
Proportion of programmed food hygiene inspections carried out	96%	94%	

3 COUNCIL DELIVERY PLAN - BUSINESS & JOBS PRIORITY

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

- Monthly socio-economic data reveals an ongoing significant gap between men's and women's economic activity rates and pay levels.
- Enterprising North West Leicestershire business grant scheme was reviewed on 22 March. The current status of grants is: 11 grants, creating 26 jobs and £1.13m private sector investment. The anticipated outturn, once all grant money allocated, is expected to be: 30 grants, creating 152 jobs and £2.47m private sector investment.
- The first grant-funded new shop front on Coalville's High Street was completed in March 2016.

4 PROGRESS AGAINST REMAINING CDP PRIORITIES

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

- The Community Safety Strategy has been refreshed, there has been an increase in reported SAC crime in the District, this has not been out of the mean, however we will working together with partners to respond to the changes
- The reports of ASB have been reduced in the district over the last 12 months, we are continuing to deal in partnership with ASB to address issues as they arise. We will also work together to respond to those who have a high dependance on services.

5 FINANCE UPDATE

This section sets out the projected financial position of the Council for the year ending 31 March 2016. The Council set its Revenue Budget at £10.610m on 24 February 2015.

General Fund – Summary of Net Expenditure	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
NET REVENUE EXPENDITURE	10,610	9,877	(733)
TOTAL FUNDING AVAILABLE	(10,610)	(11,613)	(1,003)
NET(SURPLUS)/DEFICIT	0	(1,596)	(1,736)

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).	485	522	37

HRA SUMMARY	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
Net cost of service (Total rent income less total expenditure)	(183)	(226)	(43)

Capital Expenditure	General Fund £ 000	Special Expenses £	HRA £ 000	Total
Approved Budget for the Year	2,130	0	8,367	10,497
C/F from 2014/15	570	169	738	1,477
Approved projects in year	362	4	0	366
Slippage Identified in Year	(989)	0	0	(989)
Total budget for 2015/16	2,073	173	9,105	11,351
Likely outturn for 2015/16 (provisional)	1,465	34	7,340	8,839

Comments on General Fund Variances

Business Rates income and Planning income is forecast to be around £1m and £0.7m over budget.

Revenues summons income is forecast to be £25k more than budget.

Licensing income is forecast to be £39k more than budget.

Corporate Director cost is forecast to be £41k more than budget

Council Offices NNDR is forecast to be £141k less than budget due to refunds for 12/13, 13/14 and 14/15 and a revaluation for this year, this is offset by £4.5k professional fees associated with the reduction in RV.

Comments on Special Expenses Variances

Burial Income is some £20k under Budget

Comments on HRA Variances

Reduced forecast Rent Income of £18k mainly due to higher than budgeted void levels.

Service charge income is forecast to increase by £35k mainly due to the introduction of a new control centre charge from November 2015

Interest income received on HRA balances forecast to increase by £28k compared to original budget of £53k

Comments on Capital Budget

Housing Revenue Capital Budget is forecast to be underspend in the region of £1.765m this is mainly due to slippage and underspends in the Decent Homes Improvement programme.

General fund and special expense capital programme is forecast to be around £748k under budget. This is mainly due to a Refuse vehicles being acquired in the year 2016/17 rather than 2015/16 and Disabled Facilities grants work being carried forward in the following year. All the disabled facilities grants have been committed to be spent in future years.

6 MANAGEMENT OF ABSENCE

Quarter 1	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Planning & Regeneration	All Directorates
Sickness days lost	0 days long 4.90 days short	261.15 days long 97.86 days short	12.85 days long 42.82 days short	177.10 days long 59.69 days short	103.84 days long 39.80 days short	5.28 days long 6.00 days short	560.21 long 251.07 short
Total days lost in qtr	4.90 days	359.01 days	55.67 days	236.79 days	143.63 days	11.28 days	811.28 days
Number of FTE's	14.68	194.16	52.70	102.49	58.15	29.62	451.8 days
Average no of days lost per FTE	0.33 days	1.85 days	1.06 days	2.31 days	2.47 days	0.38 days	1.80 days

Quarter 2	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	13 days long 4 days short	283.05 days long 106.04 days short	71.57 days long 26.88 days short	218.22 days long 70.93 days short	62.78 days long 18.06 days short	0.44 days long 3.70 days short	649.06 days long 229.62 days short
Total days lost in qtr	17 days	389.09 days	98.45 days	289.15 days	80.84 days	4.14 days	878.68 days
Number of FTE's	14.01	192.31	52.17	101.38	59.50	30.48	449.85
Average no of days lost per FTE	1.21 days	2.02 days	1.89 days	2.85 days	1.36 days	0.14 days	1.95 days

Quarter 3	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	39 days long 2.39 days short	276.46 days long 110.01 days short	160.60 days long 32.21 days short	306.11 days long 101.76 days short	40.90 days long 42.81 days short	16.52 days long 16.18 days short	839.60 long 305.35 short
Total days lost in qtr	41.39 days	386.46 days	192.81 days	407.87 days	83.71 days	32.70 days	1144.94 days
Number of FTE's	17.4	190.41	53.97	98.41	58.98	30.61	449.78
Average no of days lost per FTE	2.38 days	2.03 days	3.57 days	4.14 days	1.42 days	1.07 days	2.55 days

Quarter 4	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	52 days long 29.36 days short	259.84 days long 180.27 days short	227.10 days long 41.75 days short	285.91 days long 92.46 days short	112.94 days long 52.72 days short	33 days long 10.24 days short	970.79 long 406.79 short
Total days lost in qtr	81.36 days	440.11 days	268.85 days	378.36 days	165.66 days	43.24 days	1377.59 days
Number of FTE's	20.01	186.89	52.59	93.39	58.68	30.32	441.88
Average no of days lost per FTE	4.07 days	2.35 days	5.11 days	4.05 days	2.82 days	1.43 days	3.12 days

APPENDIX 2

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. Financial planning processes have been documented and are reviewed regularly. Internal and External audit of systems and accounts. This risk may also need to be reviewed further once the outcome of the Governments spending review is known particularly in the light of the impact it could have on major projects being developed by the Council such as the Coalville project.	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.	3	2	6
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. A Senior Procurement Officer oversees a procurement planning process. Training programme in place for staff. Given the progress that has been made to date the likelihood of this risk materialising could potentially be reduced although this needs to be balanced against future key staffing changes.	3	2	6

Information Governance & Data Protection	4	4	16	Policies and procedures are in place although not yet rolled out and fully embedded. 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	3	12
Emergency Planning & Business Continuity arrangements	4	4	16	Business continuity plans have been documented, policies and procedures are in place. Currently however the Council does not have access to alternative arrangements in the event of an incident affecting the Council offices. CLT will consider a report into this matter A Business Continuity exercise showed the Council had a good understanding of business continuity.	4	1	4
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 regularly with CLT, experienced PRINCE 2 staff are used on projects. Use of external resources is also being used to support the Coalville project.	4	3	12
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:

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

Assessing the impact of a risk:

<p>1 Low</p>	<p>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</p>
<p>2 Medium</p>	<p>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 Adverse regional or local media attention – televised or news paper report High potential for a complaint litigation possible Breaches of regulations/standards</p>
<p>3 High</p>	<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>
<p>4 Very high</p>	<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>