

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 20 SEPTEMBER 2016

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|----------------------|--|
| Title of report | 2016/17 QUARTER 1 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 1 (Q1) (April - June). |
| Reason for Decision | The report is provided for members to effectively monitor the organisation's performance. |
| Council Priorities | The report addresses performance against each of the Council's five priorities for 2016/17 |
| 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. |

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|--|--|
| Transformational Government | No direct implications |
| Comments of Head of Paid Service | Report is satisfactory |
| Comments of Deputy Section 151 Officer | Report is satisfactory |
| Comments of Monitoring Officer | Report is satisfactory |
| Consultees | Corporate Leadership Team |
| Background papers | Council Delivery Plan 2016/17 |
| Recommendations | THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 1 PERFORMANCE REPORT (APRIL – JUNE 2016). |

PERFORMANCE SUMMARY FOR QUARTER 1

1 Introduction

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

2 Performance summary of key frontline services

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

| Front line Service | Building Confidence in Coalville | 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 Q1 is included in Appendix 1

2.1 Leisure Centres

Focus in Q1 has been on retention of direct debit fitness members due to a high number of customers reporting access to fitness classes at Hermitage LC is difficult due to full classes. Advance customer cancellation times have been reduced and a more robust process has been implemented to discourage customers from failing to attend. In addition, some classes have been moved outdoors to create more customer spaces and new instructors have been recruited to mitigate against instructor holidays which keeps class availability high. Communication with members has been improved through increased newsletter frequency and notifications via the leisure centre 'app', The Health and Fitness Manager continues to meet with members to highlight further improvements and co-design new quarterly programmes.

NHS work on converting the female dryside changing rooms for the Hood Park Wellbeing Centre was completed in April, and clinics commenced on 16 May.

Building work on the new changing pavilion at Owen St Recreation Ground is due to be completed in late June. No date has yet been agreed for the formal opening of the new changing pavilion.

2.2 Housing Services

Performance in average re-let times has improved and the Q1 outturn of 38 days bettered the 40 day target by 2 days. This has been achieved after a number of initiatives have become embedded in our service delivery and there is a greater deal of ownership from all parties involved in the empty homes process. Satisfaction with the allocations and lettings process has been assessed and, out of the 28 new tenants who responded to the survey (40% response rate), 96% are satisfied with the overall process. In addition to this, the same amount (96%) of our new tenants have stated that they would recommend NWLDC as a landlord.

The Lettings Plan introduced by Housing Choices outlines a slight change in approach in that if no high or medium band applicants want an empty property, then priority is given to those in the low band that are new applicants from the Housing Register. There has been no negative feedback as a result of this change. Existing council tenants in the low band who are adequately housed are being encouraged to move via a mutual exchange and promotion of this option is being developed further.

Information about residents, including tenants, affected by the new lower benefit cap has been received from the Department of Work and Pensions and current figures suggest 82 residents of the district including 33 council tenants have been identified as being affected. Arrangements are in place for personal contact to be made with all 82 residents either through the Tenancy Support Officer or the Supporting Leicestershire Families Team. The new lower benefit cap level is due to be implemented in Q2.

87 properties from a total stock of 4,351 are currently designated as being empty and unavailable. The vast majority of these are flats in sheltered housing schemes that we have already decided to decommission (Greenacres Coalville, Queensway House Measham, Westgates Ibstock, and Woulds Court Moira), Through the Asset Management Strategy we are currently negotiating the disposal of these sites, apart from Greenacres which will be redeveloped with new Council housing. In addition we have been actively seeking new tenants for the vacant flats in the St Marys Court, Hugglescote sheltered scheme using a local estate agent to promote their availability. This has been proving successful, with further lettings expected into Q2.

Through combining the Repairs Working Group and Housing Management Working Groups in April 2016 we have formed a new tenant led Landlord Services Working Group

with responsibility to oversee service development within the repairs & maintenance service and housing management service. The officers that support this group include the Resident Involvement Team.

Customer feedback from the Value for Money review of the Repairs and Improvement service, the STAR survey of tenant satisfaction and the Landlord Services Working Group has been used to develop a comprehensive Service Improvement Plan for the former Repairs and Planned Investment service (which has now been renamed the Asset Management Team). This Plan is now being implemented to achieve the longer term service objectives through to September 2017. The tenant led Landlord Services Working Group monitor progress against this Plan, and actions for Q1, which mainly involve staff recruitment, are on track.

Responsibility for taking repairs calls from tenants will transfer from the Corporate Customer Service Centre to the new Asset Management Team from October 2016. This will more closely coordinate the roles of taking reports from tenants with the subsequent processes of scheduling the repairs for completion and making appointments. Improved performance against our customer care standards are expected to follow this change of approach.

The performance management framework for the new Asset Management Team has been redesigned during the first quarter of 2016-17 and will be operational from 1 July 2016. This will enable a true performance baseline to be established to measure the development of the service against in subsequent Quarters.

All repairs policies, procedures and processes are being reviewed and revised during the first two quarters of 2016-17 and will be embedded fully within the new team following completion of the restructure in September 2016.

Q1 revenue monitoring for the HRA shows a forecast favourable variance of £81k for the financial year, largely as a result of having fewer empty homes than predicted when the budget was established, which increases rental income.

2.3 Revenues & Benefits

Revenues and Benefits (R&B) are working alongside ICT to implement a number of self serve initiatives as part of the channel shift project. The initial focus is with council tax payers, business rates payers and benefit claimants to sign up which enable them to view all documents issued. The other feature within the product is that they can see charges raised each year, what they have paid and what is due to be paid. They can also opt to go paperless (though some documents still need to be issued for legal reasons) which will save printing and postage costs.

In March a web enabled product 'Direct Debit over the web' was introduced so that council tax and business rate payers can sign up to this payment method. The extra feature is that they can amend bank account details if they change banks as well as change the due date and collection frequency.

There will also be a separate feature whereby customers can view council tax bandings and rateable values for business rates.

This quarter 494 customers have used this facility to switch to direct debit.

2.4 Refuse & Recycling

Compost week recycling road show took place at Coalville Market and Coalville Morrison's with over 1,000 residents engaged and over 150 recycling container orders received.

The kilograms (kg) of Household waste sent to landfill remains on target at 519kg, due in part to smaller bins being issued to new houses and as replacements for damaged bins. The percentage of recyclable waste also remains on target at 46% due to continued promotion of recycling messages at roadshows and on social media.

Waste crews standards have been observed by the waste collections supervisor and an improvement in standards reported. A training video is being produced to highlight best practice in operational practices, including the reasons why recycling is important to the Council and the value of providing excellent customer service.

2.5 Development Management

Fee income for Quarter 1 was £296,334. While this is just above target for the year, only £54,756 was received in June which was significantly below the monthly average.

Performance in determining planning applications within target time continues to be above national targets, although it is not as strong as it has recently been due to both staff shortages and a high volume of applications.

Work continues to review how the team works and to streamline procedures, for instance Planning Committee reports are now shorter and more focussed.

The residential development design guide has been approved by the portfolio holder for consultation and this will be undertaken in quarter 2.

2.6 Environmental Health

A comprehensive review of taxi vehicle policy and conditions has commenced with a draft policy being submitted to Licensing Committee in June. A consultation process began on 27 June with a final proposal scheduled to be presented to Licensing Committee in November. The proposed changes are expected to further improve the condition and safety of licensed vehicles and reduce vehicle emissions introduced in November.

The standard of taxi vehicles has improved with 65 of the 93 (69.9%) vehicles checked during April, May and June passing the inspection first time. This compares to a pass rate of 65.5% over the last 12 months.

The food safety team has commenced a programme of frequent visits to food establishments found not to be compliant with food hygiene law. Each business will receive tailored support, enabling the establishment to improve standards. Any business that fails respond to this support by improving standards will be subject to enforcement action.

All food establishments receive a hygiene rating and sticker following a hygiene inspection by an Environmental Health Officer. A survey carried out in Coalville town centre has identified that 15 of 23 food businesses are currently displaying their rating. An initiative to encourage businesses to display their hygiene rating sticker in a prominent position has commenced. Each of the 8 businesses not currently displaying will be visited and provided with advice on how to improve their rating.

A steering group has been established to work towards submitting an application for purple flag accreditation for excellence in managing the evening and night-time economy in Ashby

de la Zouch. The Purple Flag Accreditation Scheme was launched in October 2009 by the Association of Town Centre Management in association with partners in central and local government, the professions, police, business and industry. The steering group, made up of NWLDC officers and Members, Ashby Town Council, Ashby businesses and residents and volunteers have met to consider and deliver an action plan devised from a self assessment carried out earlier this year. A public perception survey has been devised and will be sent out in July. The steering group will meet throughout the summer and autumn with an application for accreditation scheduled to be submitted later this year.

The environmental health services continues to receive positive customer feedback with all 10 customers surveyed describing their relationship with environmental health as being 'good' and 100% of people surveyed feeling confident that they could rely on the advice received from the regulatory officer. A telephone survey was conducted targeting customers that have recently received a service.

3 Council Delivery Plan

3.1 Building Confidence in Coalville

During 1Q 16/17 the Coalville Project programme board reviewed progress on all strands of activity and proposed decisions about which workstreams should continue or develop. Achievements, progress and proposals are outlined below:

Stenson Square: officers continue to consider the costs and wider implications of accommodating DWP in the Council Offices. Work continues on identifying options for potential future use of the whole of the current Council Offices site (not expected to include wholesale rehousing of existing council staff). Officers are preparing plans to support a potential decision to sell the Council's land off Cropston Drive.

Market Hall: officers are considering a report outlining proposals that will improve the viability of the market, and the contribution that it can make to increasing footfall and spend in the town centre. An action plan is due to be considered by Cabinet in Q2.

Infrastructure: senior officers are working closely with County colleagues regarding plans for major infrastructure investment along the Coalville Growth Corridor, to enable planned housing and employment site development.

Leisure and culture: officers, with external support, have reviewed the potential future demand for and model of leisure service delivery, including the potential construction of a new leisure centre in the centre of Coalville. Cabinet will invited to make a decision about investing further in this proposal during 16/17.

Housing:

Royal Oak Court: After completion in late March 2016 following the council's £500,000 investment, all fourteen affordable rented homes were let to tenants by emh, bringing new residents into the centre of Coalville.

Officers are working with housing associations on a number of other projects, and new homes will be completed at Walter Handford Close (Highfields Street) and School Drive (Waterworks Road) early in quarter 2, with progress also continuing at North Avenue. Preparatory work on Council led new build schemes at Linford and Verdon Crescent and Cropston Drive continues to move forward, and Cabinet will be kept informed of significant developments.

Business and retail regeneration:

Coalville shop front improvement grant scheme: Following completion of the first new shop front in March 2016, momentum on the Coalville shop front improvement grant scheme has increased. At the end of 1Q 16/17: 1 new shop front was completed; 4 shops had work in progress; 3 grant applications had been approved; 3 applications were awaiting approval and 4 applications were still under negotiation. £174,000 out of the £225,000 was allocated to these projects, all along Hotel Street and High Street. The maximum grant was increased to 90% during this period, a decision that has successfully encouraged more business and property owners to participate.

Market Towns study: Officers continue to review this report which provides an economic analysis of each of the principal market towns in Leicestershire (including Coalville and Ashby) and proposes some projects that could be implemented to stimulate more economic growth, visitors and spend. The report will be presented to the LLEP Place Board in 2Q16/17.

Community engagement: Cabinet were advised that officers had contracted with Deana Wildgoose and Julia Burkin to deliver the Coalville Heroes project over 18 months to November 2017. This project is delivering: engagement with young people, in and out of schools; a volunteering programme supporting the Council's Green Footprints strategy; celebrations of Coalville's heritage – people and physical.

Heritage: Officers are continuing to developing relationships with key heritage organisations (Heritage Lottery Fund and Coalville Heritage Society) in order to define, develop then deliver an engagement and education project. Following news that we did not succeed in an application to host the Tower of London poppies, an alternative plan to celebrate Coalville's contribution to the World Wars is in development with all relevant stakeholders.

Stakeholder engagement: Officers and members continue to invest significant effort in engaging with all of Coalville's stakeholder groups: Members; staff; community; businesses and women in business. Ideas to stimulate confidence and economic activity in Coalville were generated by these groups during meetings in April. Officers then worked on developing and implementing these ideas, many in partnership with external organisations.

A perfect example of collective responsibility in action is Gina King's (of a charity delivering locally, Living Without Abuse) proposal to deliver a Coalville Colour Fun run in September 2016. Officers are supporting Gina to ensure the event's success, together with a small amount of financial support.

Events: Coalville's regular high profile events, Proms in the Park and Picnic in the Park took place on June 11th and 12th to support celebration of the Queen's 90th birthday. Poor weather did not deter the 3000+ visitors to these events in Coalville Park. Officers are regularly producing event advertising that draws attention to all events in the town centre, regardless of the organiser: this is demonstrating the range and regularity of events on offer.

3.2 Business & Jobs Priority

The outcome of EU referendum has caused uncertainty for many businesses. The Business Focus Team will continue to monitor the impact of Brexit. The Leicester and Leicestershire Enterprise Partnership (LLEP) announced that European Regional Development Fund funding programmes for PA1 (Innovation), PA3 (SME Competitiveness) and PA4 (Low Carbon) have now been delayed until July.

An information sharing agreement is under development relating to NWLDC / LLEP business referrals. Work has begun on interpreting the latest data on Leicestershire's top 200 businesses by turnover. The Coalville Town Centre database is being updated.

The percentage of women economically active in the district is at 75.4%. By comparison the percentage of men economically active is higher at 94.4%. However the number of women economically active in the district is higher than the East Midlands (72.4%) and in Great Britain (72.5%) average.

As of the end of June 2016 the Councils Enterprising North West Leicestershire grants scheme (ENWL) has awarded £361,873 in grants to support 20 local SME businesses from across the District. The successful grant recipients represent a number sectors including business from priority sectors such as Manufacturing, Professional Services and Tourism.

At the end of Quarter 1 the ENWL grants awarded have leveraged in over £2.8m of private sector match funding. This has resulted in a total investment enabled through the ENWL grants programme of £3,214,138.

ENWL grant has resulted in 59.5 new local jobs being created.

The ENWL grant funding has been used by businesses in a number of different ways including the purchase of new machinery, undertake works to premises or move to larger premises, relocating businesses into the District and also supporting new enterprises to start up in the District.

4 Financial management update

At the end of the first quarter of the financial year the General Fund and Special Expenses budgets are being managed effectively and there are early projections of some additional income in recycling and investments, but they have been offset by increases in expenditure mainly in public protection. It is too early in the financial year to assume for definite that there will be significantly more resources than budgeted at the end of the year because of the volatility of local income streams, particularly Business Rates and Planning Income.

The Housing Revenue Account is forecast to be £81k under spent. This is mainly due to increased Rental income of £116k. The increased forecast in rental income is reduction in void levels.

At this early point in the financial year spending on both the General Fund and Housing Capital Programmes is expected to be on budget at the year end.

5 Sickness absence management update

The corporate sickness target for 2016/17 is 7.4 days per full-time equivalent, or 1.85 days per quarter. The outturn for Q1 was 1.73 days – if the rate continues at that level in subsequent quarters the end of year rate would be 6.92 days, which would amount to an improvement on the target and a significant improvement on the 2016/17 corporate outturn of 9.4 days.

Recognising that we are still at an early stage in the financial year, there has been a renewed focus on our management of absence, particularly on long-term absence cases, which followed detailed analysis and consideration at the Corporate Leadership Team in the wake of the 2015/16 outturn figure. A number of long-term absence cases have been concluded during Quarter 1 and this has helped to reduce the number of days lost – by way of comparison – 584 days were lost as a result of long term absences during Q1 of 2015/16 compared to 467 days in Q1 of 2016/17 – a reduction of around 25%.

6 Risk Management




The current risk register is attached at section 7 of Appendix 1. No new risks have been added since the register was reported to Cabinet as part of the Quarter 4 report.

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)

2 PERFORMANCE DASHBOARD – LEISURE CENTRES

| Progress against CDP milestones | | | Progress against CDP Performance Indicators | | |
|---|---|--|---|---|--|
| 3  Green | 0  Amber | 0  Red | 0  Green | 0  Red | |

| | | | | | |
|------------------------------------|----------|-----------------------------|--------|----------------------|----|
| Budgeted Cost to provide service | £85,830 | Total FTE's | 81.71 | Complaints received | 6 |
| Forecasted cost to provide service | £700,515 | Total days lost to sickness | 38.40* | Compliments received | 11 |



*cumulative number of FTE days lost

- Swim Academy income £15,128 above income target for Q1.






The Leisure centres have built in added class capacity through a reconfiguration of the pool programmes at each site and added activities towards the top end of the programme such as synchronised swimming. Further growth on the back of the added class capacity has been achieved through a combination of planned social media campaigns and targeted advertising within areas of population (eg, Melbourne) where swimmers have historically secured lessons with other providers.

- Leisure Centre usage level increase of 10,035 against Q1 target.

The centres events portfolio continues to rise as a result of actively targeting event organisers that have previously operated at other facilities within the region. Some of the existing hirers that have limited events to once a year are now moving towards multiple events and the Easter Holiday activity programme saw an increase in attendances, as has the After School programme and the Hermitage Recreation Ground 3G pitch.









| Service Performance Indicators | Q1 Target | Q1 Actual | Status |
|--|-----------|-----------|---|
| Leisure Centre Membership income | £247,667 | £250,114 |  |
| Leisure Facility Usage Levels (cumulative) | 232,000 | 242,035 |  |


2 PERFORMANCE DASHBOARD – HOUSING

| Progress against CDP milestones | | | Progress against CDP Performance Indicators | | |
|--|---|--|--|---|----|
| 20  Green | 7  Amber | 0  Red | 12  Green | 1  Red | |
| Budgeted Cost to provide service | £561,350 | Total FTE's | 93.83 | Complaints received | 44 |
| Forecasted cost to provide service | £538,550 | Total days lost to sickness | 256.28* | Compliments received | 14 |

*cumulative number of FTE days lost

- Rent Arrears performance is above the target although the performance is an improvement of 0.04% when compared with Q1 2015/16. The performance is reviewed on a weekly basis and is expected to be on track in Q2.
- Improvements in the time taken to let our properties coupled with an overall reduction in the number of empty homes in 2015/16 have led to significantly improved performance in this area.
- 31 Affordable homes delivered for Q1. 21 Affordable Rented & Shared Ownership properties delivered on developments in central Coalville and Ibstock, 10 discounted open market properties delivered through the developer in Castle Donington.
- In total 531 appointments were made for Housing Repairs and Planned Investment and 523 were kept.

| Service Performance Indicators | Q1 Target | Q1 Actual | Status |
|--|-----------|-----------|---|
| % rent arrears of current tenants | 2.04% | 2.19% |  |
| % rent loss | 1.80% | 1.27% |  |
| % tenants satisfied with the allocation and lettings process | 90% | 96% |  |
| Average re-let times (days) | 40 | 38 |  |
| % of properties empty and unavailable | 2% | 2% |  |
| Percentage of customers satisfied with responsive repairs | 83% | 96% |  |
| Percentage of repairs completed Right First time | 76% | 100% |  |
| Appointments Made and Kept (%) | 97% | 98% |  |

| Service Performance Indicators | Q1 Target | Q1 Actual | Status |
|---|-----------|-----------|---|
| Number of affordable homes delivered (Quarterly – Cumulative target 110) | N/A | 31 |  |







2 PERFORMANCE DASHBOARD – REVENUES & BENEFITS

| Progress against CDP milestones | | | Progress against CDP Performance Indicators | | |
|---|---|--|---|---|--|
| 2  Green | 0  Amber | 0  Red | 0  Green | 0  Red | |




| | | | | | |
|------------------------------------|----------|-----------------------------|-------|----------------------|---|
| Budgeted Cost to provide service | £582,440 | Total FTE's | 23.24 | Complaints received | 8 |
| Forecasted cost to provide service | £576,970 | Total days lost to sickness | 1* | Compliments received | 1 |

*cumulative number of FTE days lost

- To improve our service to customers and enable services to be accessed via self serve on the internet we are currently testing Firmstep link with Capita API to include customer online authentication for Council Tax, Benefit Landlords, Business Rates and Benefits.

| Service Performance Indicators | Q1 Target | Q1 Actual | Status |
|--|-----------|-----------|---|
| Combined benefits performance | 14.2 days | 10.7 days |  |
| Benefits New Claims | 20.8 days | 18.3 days |  |
| Processing of change of circumstances | 13.3 days | 9.5 days |  |
| Council Tax in year collection rate | 28.8% | 28.9% |  |
| Non-domestic rates in year collection rate | 30.9% | 30.6% |  |
| HB overpayments collection rate | 11% | 12% |  |



2 PERFORMANCE DASHBOARD – REFUSE & RECYCLING

| Progress against CDP milestones | | | Progress against CDP Performance Indicators | | |
|---|---|---|---|---|--|
| 2  Green | 0  Amber | 0  Red | 0  Green | 0  Red | |

| | | | | | |
|------------------------------------|------------|-----------------------------|--------|----------------------|---|
| Budgeted Cost to provide service | £2,153,100 | Total FTE's | 78.79 | Complaints received | 3 |
| Forecasted cost to provide service | £2,062,611 | Total days lost to sickness | 81.48* | Compliments received | 8 |

*cumulative number of FTE days lost

- Total income from sale of recyclables has been set as an overall annual target of £675,000. Due to recent improvements in some commodity prices of plastics, paper and cardboard the end of year projection based on current material values is estimated to be circa £800,000. Values can go down as well as up.
- The percentage of waste recycled and the reduction in Kgs of household waste sent to landfill remain on target. This is due in part to the Council's recent policy to replace larger 240litre refuse bins with smaller 180 litre refuse bins that become due for replacement. Since the policy was introduced in 2013 approximately 2,000 smaller refuse bins have been issued. In addition, attendance at recycling roadshows and local community events promote the benefits of recycling continues to reinforce good recycling habits across the district.





| Service Performance Indicators | Q1 Target | Q1 Actual | Status |
|--|-----------|---------------|---|
| Income from sale of recyclables cumulative | N/A | Annual target | N/A |
| % of waste recycled | 46% | 46.2% |  |
| Kgs of waste sent to landfill | 519 | 513 |  |

2 PERFORMANCE DASHBOARD - DEVELOPMENT MANAGEMENT

| Progress against CDP milestones | | | Progress against CDP Performance Indicators | | |
|---|---|--|---|---|--|
| 1  Green | 1  Amber | 0  Red | 0  Green | 0  Red | |

| | | | | | |
|------------------------------------|-----------|-----------------------------|-------|----------------------|----|
| Budgeted Cost to provide service | -£318,030 | Total FTE's | 13.23 | Complaints received | 14 |
| Forecasted cost to provide service | -£318,030 | Total days lost to sickness | 0 | Compliments received | 7 |

- Performance on minor applications in Quarter 1 was at 73.23% which is below the local target of 80%, but above the national target of 65%.
- Seven out of seven major development schemes approved in Quarter 1 scored positively against Building for life good standard.

| Service Performance Indicators | Q1 Target | Q1 Actual | Status |
|---|-----------|-----------|---|
| Percentage of customers very satisfied or satisfied with the Planning Service | 90% | 90.8% |  |
| Percentage of major planning applications processed within period agreed with applicant | 85% | 93.8% |  |
| Percentage of planning applications determined within 8 weeks for minor applications (see appendix 2) | 80% | 73.2% |  |
| Percentage of planning applications determined within 8 weeks for other applications | 80% | 90.4% |  |


2 PERFORMANCE DASHBOARD - ENVIRONMENTAL HEALTH

| Progress against CDP milestones | | | Progress against CDP Performance Indicators | | |
|---|---|--|---|---|--|
| 8  Green | 0  Amber | 0  Red | 0  Green | 0  Red | |

| | | | | | |
|------------------------------------|----------|-----------------------------|-------|----------------------|---|
| Budgeted Cost to provide service | £390,750 | Total FTE's | 13.79 | Complaints received | 0 |
| Forecasted cost to provide service | £353,070 | Total days lost to sickness | 9.62* | Compliments received | 0 |

*cumulative number of FTE days lost

- 8 taxi vehicle spot checks have been carried out, 4 of the 8 checked were without defect and 4 vehicles had minor defects which were subsequently corrected.
- A survey has been carried out to identify the number of food businesses currently displaying a hygiene rating in a prominent position. 15 of the 23 (65%) businesses were found to be displaying their rating.






| Service Performance Indicators | Q1 Target | Q1 Actual | Status |
|--|-----------|---------------|---|
| Proportion of businesses that described their relationship with Environmental Health as being 'good' | N/A | Annual target | N/A |
| Proportion of businesses that said the regulatory officer had an understanding of the challenges faced by running a business | N/A | Annual target | N/A |
| Proportion of businesses that said they felt confident that they could rely on the advice received from the regulatory officer | N/A | Annual target | N/A |
| Number of the 15 targeted food establishments remaining non compliant with food hygiene law | 15 | 15 |  |

3 COUNCIL DELIVERY PLAN - BUSINESS & JOBS PRIORITY

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

No applicable performance indicators for Q1 (reported annually)

4 PROGRESS AGAINST REMAINING CDP PRIORITIES

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

No Performance Indicators Applicable for this priority

5 FINANCE UPDATE

This section sets out the projected financial position of the Council for the year ending 31 March 2017. The Council set its Revenue Budget at £12,002,000 on 23 February 2016.

| 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). | 12,002 | 12,002 | 0 |

| 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). | 488 | 499 | 11 |

| HRA SUMMARY | ORIGINAL BUDGET NET £ 000 | FORECAST OUTTURN NET £ 000 | FORECAST VARIANCE NET £ 000 |
|--|------------------------------|----------------------------------|-----------------------------------|
| Net cost of service (Total rent income less total expenditure) | (2,395) | (2,476) | (81) |

| Capital Expenditure | General Fund £ 000 | Special Expenses £ | HRA £ 000 | Total |
|---|--------------------|--------------------|--------------|---------------|
| Approved Budget for the Year | 2,799 | 0 | 8,165 | 10,963 |
| C/F from 2014/15 | 515 | 79 | 1,075 | 1,669 |
| Approved projects in year | 19 | 0 | 0 | 19 |
| Slippage Identified in Year | 0 | 0 | 0 | 0 |
| Total budget for 2015/16 | 3,333 | 79 | 9,240 | 12,651 |
| Likely outturn for 2015/16 (provisional) | 3,333 | 79 | 9,240 | 12,651 |

Comments on General Fund Variances

- Recycling Income is forecast to be £95k over budget
- Investment Income is forecast to be £23k over budget
- Public Protection salaries/agency £61k over spend

Comments on Special Expenses Variances

- Burial Fee Income is forecast to be £11k less than Budget

Comments on HRA Variances

- Increased forecast rent income of £116k mainly due to decreased void levels.
- Reduced forecast Service charge £14k.

Comments on Capital Budget

As it's early in the year both the General Fund and HRA Capital Budget are showing no variances. This will change as we report bit later in the year with slippages as some capital projects straddle across two financial years.

6 MANAGEMENT OF ABSENCE

| Quarter 1 | Chief Exec & HR | Community Services | Finance | Housing Services | Legal & Sup Services | Reg & Planning | All Directorates |
|--|-----------------------------|---------------------------------------|---------------------------------|--------------------------------------|-------------------------------------|------------------------------------|-----------------------------|
| Sickness days lost | 41 days long 1 day short | 215.90 days long 140.19 days short | 0 days long 28.54 days short | 158.00 days long 78.28 days short | 32.52 days long 45.75 days short | 20.40 days long 9.77 days short | 467.81 long 303.52 short |
| Total days lost in qtr | 42 days | 356.09 days | 28.54 days | 236.28 days | 78.27 days | 30.17 days | 771.35 days |
| Number of FTE's | 21.01 | 193.28 | 53.01 | 92.72 | 58.82 | 27.56 | 446.40 |
| Average Cumulative no of days lost per FTE | 2 days | 1.84 days | 0.54 days | 2.55 days | 1.33 days | 1.09 days | 1.73 days |

7 RISK MANAGEMENT

| 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> |