

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 15 NOVEMBER 2016

Report Title	2016/17 QUARTER 2 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 2 (Q2) (July - September).
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.
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 2 PERFORMANCE REPORT (JULY – SEPT 2016).

PERFORMANCE SUMMARY FOR QUARTER 2

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 Services

Officers are working in partnership with Thringstone Miners Welfare Social centre to develop a football training pitch on the area formerly known as Clover Place play area. Planning permission for the fencing has been approved and a footpath diversion application has been submitted.

Officers have developed proposals for a green gym to add to the community facilities at Melrose Road play area in Thringstone, an order has been placed and it is anticipated the equipment will be installed in January 2017.

Officers are working with consultants to develop a Playing Pitch Strategy for the district which is due for completion in Quarter 1 2017/18. This will provide a quantitative and qualitative picture of our current formal sports pitch provision. This strategy will be used to advise future planning decisions as well as support grant funding applications by Parish Councils and sports clubs.

Scotlands Recreation Ground is now being used by Coalville Town Football Club with 7 junior and female teams using the site predominantly on Sunday mornings. This development for the club is allowing the club to expand its junior section providing more opportunities for participation in local junior football.

Officers supported the organisers of the Coalville Colour Run and 500 people attended the event with more than 1000 people in Coalville park attending the party afterwards. The feedback has been exceptionally positive.

A new workplace health promotion programme is in the process of being implemented by the Physical Activity Development Officers and will be delivered during quarter 3 to include health and wellbeing assessments, advice and guidance and leisure centre activity sessions. The outcome of these sessions is that employees will be far better placed to manage their health and wellbeing which will ultimately increase productivity and reduce levels of absenteeism.

Building work on the new changing pavilion at Owen St Recreation Ground is now completed. It is anticipated that the formal opening will take place in May/June 2017 as the club want to arrange a match against prestigious opponents.

Usage of Hood Park Leisure Centre by the NHS commenced on 16 May following the relocation of the physiotherapy services from Ashby Hospital. As of 5 September 784 patients had been seen, of which 253 were new patients, and feedback from the NHS has been very positive about the quality of the facilities. District Nurses commenced treatment consultations from the treatment room in mid September whilst the Podiatry commencement date is still to be determined and is expected to be during November.

The NWLDC Sport and Physical Activity team has been commissioned by LCC Public Health to deliver a falls prevention initiative called FaME across the footprint of the West Leicestershire Clinical Commissioning Group footprint - NWL, Charnwood, and Hinckley and Bosworth. The intervention targets those at risk of falling with a view to improving balance and strength to reduce the likelihood of falls occurring. The intervention commenced in May and as at the end of Q2, 170 people have been engaged, and between them they have generated over 1,600 attendances at sessions. The intervention is evidence based and the outcomes are that participants

have increased confidence, reduced slips, trips and falls, improved mobility, improved quality of life, a lessened risk of health issues, reduce muscle wastage, improved mental wellbeing, improved levels of balance, and improved social interaction. The project is due to finish at the end of February and, given its success, discussions are already taking place with commissioners to consider how the programme can be extended beyond then.

In partnership with the Local Sports Alliance, NWL has helped clubs, athletes and volunteers by supporting them in accessing funding streams. The amount of funding accessed is over £6,000 through coach education, talented athletes, legacy grants and the establishing of satellite clubs. Clubs that have benefitted include Coalville Town Ravenettes, Heather Junior FC, Ashby Aztecs Basketball Club, and Gracedieu Netball Club. The outcomes are increased opportunities for participation through new sports sessions, an increased number of qualified coaches and athletes accessing competitions which they may not have been able to afford.

Cancer Wellness is a physical and psychology activity based rehabilitation programme designed by NWLDC officers for those living with cancer. It began in January 2016 as a pilot scheme in North West Leicestershire and is funded by the West Leicestershire Clinical Commissioning Group (CCG). Since it began 25 people with cancer have joined the programme and following individual assessment began to follow their unique activity plan. The pilot will continue until the end of March 2017 and, following its success, discussions are ongoing with the CCG regarding its continuation and expansion into Charnwood and Hinckley and Bosworth. The outcomes that participants have experienced include an improved quality of life, improved physical functioning, improved mental wellbeing, increased levels of mobility, reduced levels of nausea, reduced risks of cancer recurrence, and the reduction of treatment side effects.

2.2 Housing Services

Performance in average re-let times has continued to improved and the Q2 outturn of 37 days bettered the Q1 figure of 38 days, and the 40 day target. Due to this improved performance the end of year target has now been brought down to 35 days. Our Empty Homes reservicing team has been completing works more quickly, and at a reduced cost, whilst the Housing Management Team has been quicker in letting the properties to tenants.

Down from 87 in quarter 1, 82 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).

Greenacres at Linford and Verdon Crescent is now due to be demolished in quarter 4, after completion of the new community building at the end of quarter 3. Good progress is being made with the disposal of Westgates (along with two other infill sites), and the sale to East Midlands Homes should be completed in quarter 4. A total of 28 affordable rented homes will subsequently be developed on these sites.

The Council's new build plans continue to progress, with initial designs for new developments at Linford and Verdon Crescent and Willesley Estate, Ashby being drawn up, with a view to planning applications being submitted in quarter 3, and construction beginning at the end of quarter 4.

Implementation of the Service Improvement Plan for the former Repairs and Planned Investment service (now the Asset Management Team) continues. The tenant led

Landlord Services Working Group monitor progress against this Plan, and actions for Q2, which mainly involved staff recruitment, are on track. Whilst some staff have left the service, a number of internal and external appointments to new positions were made.

A new structure for the Operatives, comprising of 3 teams went live in August. Responsive Repairs, Empty Homes, and Minor Works (Planned) teams are now in place, and working well so far, with a reduction in the number of emergency and urgent jobs, which allows for better workforce planning and more efficient scheduling of jobs. The introduction of Standard Minute Values (SMV) for repair jobs was also implemented in August, with each job now having a specific time allocation when it is passed to the Operative for completion. We hope to see a rise in productivity by the third quarter.

Responsibility for taking repairs calls from tenants will transfer from the Corporate Customer Service Centre to the new Asset Management Team from 17 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.

A contract for parking improvement works was awarded as the most recent STAR survey of tenant satisfaction showed that parking was a significant concern for tenants. Works are due to start at Willn Close, Greenhill and St Matthews Avenue, Worthington in November, before moving on to Cropston Drive, Greenhill.

Quarter 2 revenue monitoring for the HRA shows a forecast favourable variance of £105k for the financial year, largely as a result of having fewer empty homes than predicted when the budget was established, which increases rental income. Due to letting more homes, more quickly, the rent loss figure of 1.1% is well below the target of 1.8%.

A series of Resident Involvement “pop-up” events took place at 16 locations across the district in late summer, with 50 to 60 residents spoken to at each event. Positive feedback was received as well as areas we need to improve around repairs, litter picking and parking. A report is being produced in quarter 3 summarising the outcomes and recommending action.

2.3 Revenues & Benefits

All targets for Council Tax and Business Rates remain on track. Business Rates is exceeding target by 0.7%. Alongside the percentage collected another useful measure is the monetary value collected. At the end of this reporting period, the annual amount to be collected was £1.7million greater than the previous year. So whilst the % is greater, so is the amount actually collected.

Council Tax arrears continue to be tackled via bulk robust recovery processes to ensure cases are moved through the recovery process promptly and payment is secured in a timely manner identifying the ‘won’t pays’ from the ‘can’t pays’ as early as possible.

Charging Orders have been obtained for a number of accounts. Once some of the key projects have been implemented time savings released will be used to concentrate on tackling other high level enforcement action (e.g. committal or bankruptcy) where bailiff action has not been successful and all other action has been tried or is not possible.

The single persons discount review is almost complete. All review forms and reminders have been issued. This has had some impact on the Council Tax Team with one officer dedicated to actioning the changes in a timely manner and rebilling people as quickly as possible to allow them as much time in year to pay their increased charge.

In respect of business rates we are progressing the chasing of outstanding arrears for older years and will continue to liaise with the legal departments for advice on certain cases.

The new rating list, which comes into force from 1st April 2017 has been downloaded from the VOA website and will be uploaded into the Capita test system in October to check for any anomalies. Statistical data from the VOA will be issued to all finance teams in October. The Valuation Office has requested that all Authorities send out a leaflet concerning the revaluation in mid October 2016 so we are taking this opportunity to include a mailshot from the partnership promoting customers managing their own accounts online (self-service). The VOA has a facility on their website for ratepayers to check their new rateable value and to obtain an estimate of the 2017/18 rates bill.

Benefits Processing

New claims for Housing Benefit continue to be distributed to the assessment team on the day of receipt in an effort to improve processing times for new claims. Comparison of the cumulative positions against this time last year show an improvement in the time taken to process new claims and change of circumstance.

Risk Based Verification (RBV) was introduced in October 2016 which, once embedded, will improve the processing times for low risk claims.

2.4 Refuse & Recycling

A cabinet report by LCC on 16 September 2016 has confirmed their proposals to withdraw recycling credits and direct districts to unload recycling at a location to be specified by them. LCC will now be arranging to meet with Districts to discuss this decision and explain the processes to be followed before implementation from April 2018. Officers will now be considering the implications for NWLDC and will discuss with the Portfolio Holder in Quarter 3.

The Silver Street car park, Whitwick resurfacing works have been completed as part of the capital programme. The scheme has rectified defects, improved the appearance of the car park and surrounds and created 13 additional car parking spaces.

Hermitage Recreation Ground, Whitwick access road surface redressing has been completed to improve the appearance and extend the life of the car park.

A review of the cost/benefit implications of introducing LED lighting into the Districts car parks is underway. Advice is being sought from LCC to share learning with their Technical Team who have commenced LED fittings to lamp columns across Leicestershire.

LCC are no longer actively progressing their proposal to construct a refuse waste transfer station at the Linden Way Depot in Coalville. Alternative tipping arrangements have been agreed with LCC waste disposal team which include Shepshed and the current landfill disposal site at New Albion which has received an extension until 31 December 2017.

A number of road shows and events to raise awareness of and promote recycling performance have been held across the district including at the Strawberry Fields festival in Heather and also in Coalville, Castle Donington, Ibstock and Ashby. Over 800 residents engaged with the events and over 120 more recycling containers were ordered as part of a commitment by those residents to recycle more things more often to help increase the District's recycling rate

2.5 Development Control

The call for nominations for the Local Heritage asset list ran between 4 July and 30 September. The Conservation Officer is in the process of reviewing the nominations received and we are on schedule to adopt the list by the end of Q4.

Performance in determining planning applications within target time remains strong, and is comfortably clear of national targets, and exceeding the more challenging local targets.

The emphasis on quality of new developments continues, with major residential schemes performing positively against the Building for Life principles.

Feedback from customers continues to be received and satisfaction levels with the Planning service remain consistently high at 91%.

2.6 Environmental Health

Environmental health has been asked by the Department for Business, Energy & Industrial Strategy (BEIS) to take part in a national trial called '**Communication for Compliance**'. The objective of the trial led by the Regulatory Delivery office of the BEIS is to revise the communications which are sent to newly registered food businesses with the aim of improving compliance with food law. A new approach will be taken to the design of correspondence drawing on behavioural insights to encourage food businesses to act on the information in the letter. The Environmental Health Team Manager attended a Coproduction design day at the BEIS offices in London where the design options for the letter were explored including content, tone, mode of delivery and feasibility. The final design of the trial correspondence will now be devised by the Food Standards Agency, BEIS and Ipsos Mori. The trial is scheduled to commence in December 2016. The impact of the new correspondence will be monitored by comparing food hygiene law compliance levels.

Environmental Health has formed a Primary Authority partnership with Autogrill Catering UK Ltd. We were approached by Autogrill about forming a partnership as a result of our long and constructive relationship built over many years of inspecting the units at East Midlands airport. Autogrill provide food, beverage and retail services to travellers. The company operates 36 outlets at airports and railway stations across the UK, including East Midlands Airport. Primary Authority (PA) offers businesses the opportunity to be regulated in a new way. The council will provide Autogrill with robust and reliable regulatory advice which other local authorities throughout England and Wales must take into account in their dealings with the business. In this way, PA promotes consistency and fairness in the way that regulations are enforced locally. NWLDC will also be able to guide the way that other local authorities carry out checks such as inspections, by developing an inspection plan.

A 3 month consultation process focusing on proposed changes to **taxi vehicle policy** and conditions closed on 16 September. The proposed changes, scheduled for introduction in November 2016 are expected to further improve the condition and safety of licensed vehicles and reduce vehicle emissions by providing an incentive to

purchase newer and low emission vehicles. A draft policy document will be presented to Licensing Committee in November for their consideration and approval.

The **standard of taxi vehicles** continues to **improve**. The first time pass rate for Q2 is 74%, surpassing the previous quarterly best of 69.9% in Q1 of this year. This compares to a pass rate of 65.5% over the last financial year. A text message encouraging taxi drivers to have their vehicle serviced before submitting the vehicle for the council inspection is thought to have had a positive impact.

The RSPCA has, for a fifth time, awarded the Council a '**gold footprint**' award for the high quality manner in which the Council handles **stray dogs**. As the highest achievable award for the provision and care of stray dogs, the accolade recognises that NWLDC has put in place clear procedures to deal with stray dogs and improve the service. We are one of only fifteen Councils in the country that has maintained a service at a level to qualify for a Gold Stray Dog Footprint for five years. The RSPCA Gold Footprint Award recognises a range of issues including the treatment and welfare of dogs whilst in the Council's care, re-homing policies, and proactive action to reduce stray dog numbers whilst providing a cost effective service.

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, 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 carried out and analysed by the council on behalf of the steering group in July has confirmed the view that Ashby offers a vibrant and safe evening and night-time economy. The steering group will continue to meet throughout the autumn with an application for accreditation scheduled to be submitted following the festive season.

3 Council Delivery Plan

Appendix 1 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 Q2.

3.1 Building Confidence in Coalville

The Coalville shop front improvement grant scheme has been expanded to incorporate properties on Ashby Road, Belvoir Road and Marlborough Square, with £300,000 additional budget allocated by Cabinet in July 2016. At the end of Q2, £207,000 of the original £225,000 budget was allocated to improvement projects on Hotel Street and High Street.

Multi-disciplinary teams, including businesses and property owners, have been engaged in discussions about potential improvements to Marlborough Square and Memorial Square, in order to increase public safety, tackle traffic issues and create more flexible spaces for event and commemorative uses. Cabinet allocated £523,000 towards the design and implementation of improvements to Marlborough Square in July 2016.

Stakeholders agreed the Choose Coalville visual identity which was first used publicly during September 2016, as part of the Coalville Colour Run (mentioned in 2.1) and

on shop window decals on Hotel Street. A new Coalville Town Guide has been produced and plans developed for distribution to all local residents and businesses.

Agreement was reached with Belvoir Centre to deliver one Christmas event, combining the Coalville Town Team's food and drink event and the council's lights switch on (Christmas in Coalville on 3 December).

Coalville Heroes community engagement activities included supporting the National Citizen Service, involving 180 Coalville teenagers in a range of social action projects, and engagement with 260 primary school children.

The latest round of stakeholder engagement meetings took place at the end of September and early October: attendees heard an update on progress and were invited to share views on embedding the Choose Coalville identity, further ideas to build confidence in Coalville and sustain the increased level of positive references to activities and opportunities.

3.2 Business & Jobs Priority

The engagement plan supporting monitoring of the Enterprising North West Leicestershire business grant scheme has been drawn up by the Business Focus team. This includes all grant recipients being invited to attend a celebration event on 27 October, creation of case study films, and dates for monitoring visits by officers and the Portfolio holder.

Officers are developing a proposal for phase 2 of the Enterprising North West Leicestershire scheme, to include grant funding and support for SME town centre businesses (and market stall holders), in order to increase occupancy rates, improve town centre business performance and increase footfall. Cabinet approved allocation of £250,000 to support this scheme in October.

Business Focus worked in partnership with Jobcentre Plus and Stephenson College to deliver a Coalville Jobs Fair on 28 October, responding to local businesses' needs highlighted through engagement activity with Amazon, DHL and other local businesses. The event was attended by 25+ businesses and more than 200 job seekers. Many candidates secured job offers or interviews and more details of this will be reported following a post event evaluation with the employers that attended.

In September Business Focus responded to 12 new enquiries from local businesses seeking advice (28 for Q2). Nine briefings were issued through the Business Focus networks (23 for Q2). On 22 September Business Focus facilitated a meeting between the Department for International Trade, the LLEP and the Winbro Group, Coalville to discuss growth plans.

Business Focus are working with Environmental Health to access funding from the LLEP to deliver one off workshops of business support for business based in NWL. In partnership with the Market Towns Study steering group, officers have submitted an outline funding bid to the LLEP to support delivery of a Leicestershire wide Town Centre Wi-Fi programme.

Business Focus are also developing a series of Christmas activities for town centre businesses to engage with through the festive period.

4 Financial management update

At the end of the second quarter of the financial year the General Fund and Special Expenses budgets are being managed effectively and there are early projections of additional income. Planning Income & Business Rates income is forecasted to be £100k and £82k over budget.

The forecast underspend is just over £1.3m compared to the original budget of £1.08m. On 28 July 2016 Cabinet allocated some of the underspend to the ICT road map (£478k), Accommodation strategy (£300k) and Business Focus Team (£99k).

At the year end, when the underspend is finalised, Cabinet will consider how the remaining underspend should be managed.

The Housing Revenue Account is forecast to have a favourable variance of £105k. This is mainly due to increased Rental income of £216k. The increased forecast in rental income is a combination of reduced void levels, rental income from properties previously 'out of debit' and income from the rent increase on supported properties. There are increased staff costs in Asset Management of £110k mainly due to agency staff and a reduction in capitalisation of salaries.

HRA capital is currently expected to be in line with Budget, while the General Fund capital programme is forecasted to be £127k under spent.

5 Sickness absence management update

At the end of this Quarter the projected sickness figure stands at 8.94 (days lost per FTE). This is higher than the target of 7.4 days.

In this Quarter there were 30 instances of Long Term sickness, accounting for 72% of the total. Out of the 30 all except 6 have returned to work. In addition, 5 employees have left the employment of the Council through ill health retirement or contract termination.

Musculoskeletal and Back related sickness accounted for 25% of all sickness and as expected these reasons are prevalent within the manual workforce, particularly in Waste Services and Repairs & Investment. This pattern was reported in previous reports, as a result of which Manual Handling training (certificated by the HSE) has been provided in both of these sections this year. Operations/Post Op was the second most common reason (17%), followed by Depression & Mental Health (10%).

There is an upturn in sickness related to viral infection and common colds (13%) which is expected for this time of year.

6 Supporting evidence and statistics - Appendix 1

Appendix 1 sets out the following items:

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

Status definitions used in Appendix 1



Performance on track (milestones) or performance on or above target (PI's)








Performance under control (milestones)



Performance failing (milestones) or performance below target (PIs)



2 PERFORMANCE DASHBOARD – LEISURE CENTRES

Progress against 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 (average)	81.5	Complaints received	9
Forecasted cost to provide service	-£305	Total days lost to sickness	175.69 (214.09)*	Compliments received	10

*cumulative number of FTE days lost

- The leisure centres income target has been exceeded due to the continued effective recruitment and retention of members. Actions taken in Q2 include the Shape up for Summer promotion, the September Flash Sale, a targeted marketing campaign using the new Acorn market segmentation software, a targeted campaign for corporate members, attendance at local events such as Picnic in the Park, the Coalville Colour Run and Jim's Tractor Run, increased social media presence, and a National Fitness Day promotion on Radio Leicester. In addition, instructors now also have specific areas of responsibility focusing on recruitment such as small group training, delivering gym challenges, and communicating good news stories.
- The leisure centres events portfolio continues to grow with Q2 seeing the ADFP World Freestyle Dance Championships, a National Tool Auction, Inspire Regional Boxing, a British Dance Council national competition, Hermitage Harriers National 10K Race, Woodstock In Whitwick Festival, Rampage Wrestling 'An Evening With Kevin Nash', and The Jersey Boys. In addition the Hood Park LC outdoor pool saw increased attendances due to a sustained period of good weather, and the Holiday Activity programmes at all sites proved very popular. Membership levels continue to hold up well and Swim Academy attendances continue to increase.

Performance Indicators	Q2 Target	Q2 Actual	Status
Leisure Centre Membership income	500,947	501,098	
Leisure Facility Usage Levels (cumulative)	450,000	495,986	










2 PERFORMANCE DASHBOARD – HOUSING

Progress against CDP milestones			Progress against CDP Performance Indicators		
18  Green	7  Amber	0  Red	15  Green	0  Red	

Budgeted Cost to provide service	£561,350	Total FTE's	83.50	Complaints received	39
Forecasted cost to provide service	£524,020	Total days lost to sickness	415.92 (672.2)*	Compliments received	19

*cumulative number of FTE days lost

- 28 homes delivered by Westleigh Ltd on the old Council Depot at Highfield St, Coalville. The properties, managed by NCHA, are all allocated. 8 homes, part of a Waterloo HA development of 23 homes, have been completed & allocated during the quarter
- 11 households were prevented from homelessness in September

Service Performance Indicators	Q2 Target	Q2 Actual	Status
% rent arrears of current tenants	3.09%	2.74%	
% rent loss	1.80%	1.11%	
% tenants satisfied with the allocation and lettings process	90%	100%	
Average re-let times (days)	40	37	
% of properties empty and unavailable	2%	1.9%	
Percentage of customers satisfied with responsive repairs	84%	98%	
Percentage of repairs completed Right First time	78%	96%	
Appointments Made and Kept (%)	97%	99%	
Number of affordable homes delivered (Quarterly – Cumulative target 110)	N/A	36	







2 PERFORMANCE DASHBOARD – REVENUES & BENEFITS

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

Budgeted Cost to provide service	£582,440	Total FTE's (average)	22.07	Complaints received	13
Forecasted cost to provide service	£18,210	Total days lost to sickness	87.49 (88.49)*	Compliments received	0

*cumulative number of FTE days lost

- Revenues** - Non-domestic rate collection is 0.7% above the profiled target for the year. This is an excellent position to be in at the end of quarter 2, and is higher than the same time last year. It should be noted that the amounts to be collected for the year in monetary value is currently £1.7million more than the previous year. So whilst % are greater, so is the amount actually collected. Council Tax are also above the profiled target. It should be noted that the monies to be collected for Council Tax for the year are currently £2.5 million greater than the last financial year. Therefore comparing %'s is not always the measure to look at.
- Benefits** - New claims are currently 0.9% below target the direction of travel is positive, particularly as the outturn was 20.8 days for the same period in 14/15. A new mechanism has recently been implemented which aims to identify fraud earlier and improve the number of days to process new claims. The other benefits indicators are on target. A targeted campaign is being undertaken to improve housing benefit overpayments, with new processes being implemented to use all of the recovery methods available to recover this type of debt.

Service Performance Indicators	Q2 Target	Q2 Actual	Status
Combined benefits performance	11.6 days	10.9 days	
Benefits New Claims	19.7 days	19.9 days	
Processing of change of circumstances	10.1 days	9.4 days	
Council Tax in year collection rate	56.4%	56.5%	
Non-domestic rates in year collection rate	56.5%	59.4%	
HB overpayments collection rate	20%	20%	



2 PERFORMANCE DASHBOARD – REFUSE & RECYCLING

Progress against CDP milestones			Progress against CDP Performance Indicators		
5  Green	1  Amber	0  Red	2  Green	0  Red	

Budgeted Cost to provide service	£2,153,100	Total FTE's (average)	77.78	Complaints received	7
Forecasted cost to provide service	-£102,878	Total days lost to sickness	214 (295.48)*	Compliments received	13

*cumulative number of FTE days lost

- Recycling rate remains consistent and on target which has been supported through promoting recycling messages at road shows and on social media. Black bin waste per household also remains on track in part due to replacement smaller bins being issued (which are totalling approximately 1,000 per annum), and linked to the promotion of recycling messages at road shows and on social media.

Service Performance Indicators	Q2 Target	Q2 Actual	Status
Income from sale of recyclables cumulative	N/A	Annual target	N/A
% of waste recycled	46%	46.1%	
Kgs of waste sent to landfill	519	514	





2 PERFORMANCE DASHBOARD - DEVELOPMENT CONTROL

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 (average)	13.25	Complaints received	4
Forecasted cost to provide service	-£153,220	Total days lost to sickness	5 (5)*	Compliments received	4

*cumulative number of FTE days lost

- One out of one major development schemes approved in Period 5 scored positively against Building for life good standard
- 91.00% Customer feedback continues to be received and the satisfaction level remains consistently high.

Service Performance Indicators	Q2 Target	Q2 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%	100%	
Percentage of planning applications determined within 8 weeks for minor applications	80%	85%	
Percentage of planning applications determined within 8 weeks for other applications	80%	93%	


2 PERFORMANCE DASHBOARD - ENVIRONMENTAL HEALTH

Progress against CDP milestones			Progress against CDP Performance Indicators		
7  Green	0  Amber	0  Red	0  Green	0  Red	

Budgeted Cost to provide service	£390,750	Total FTE's (average)	14.06	Complaints received	1
Forecasted cost to provide service	-£56,310	Total days lost to sickness	7.76(17.38)*	Compliments received	1

*cumulative number of FTE days lost

- 5 of the 10 businesses in receipt of an enhanced level of support are now broadly compliant with food hygiene law
- 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	Q2 Target	Q2 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 10 targeted food establishments remaining non compliant with food hygiene law	4	5	

3 COUNCIL DELIVERY PLAN - BUSINESS & JOBS PRIORITY

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

No applicable performance indicators for Q2 (reported annually)

4 PROGRESS AGAINST REMAINING CDP PRIORITIES

Progress against CDP milestones			Progress against CDP Performance Indicators											
17		Green	3		Amber	0		Red	4		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	10,693	(1,309)

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	507	19

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)	(2,500)	(105)

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 2015/16	515	79	1,075	1,669
Approved projects in year	1,167	0	0	1,167
Slippage Identified in Year	(1,298)	0	0	(1,298)
Total budget for 2016/17	3,183	79	9,240	12,502
Likely outturn for 2016/17 (provisional)	3,056	79	9,240	12,375

Comments on General Fund Variances

- Recycling income is forecast to be £125k more than budget.
- Investment income is forecast to be £26k more than budget.
- Planning Income is forecast to be £100k more than budget.
- Licensing income is forecast to be £22k more than budget.
- Human Resources Interim Support forecast spend of £23k against a budget of zero, plus £21k computing due to new HR/Payroll system.
- Head of Legal & Support salaries £35k under spend after offset of redundancy costs (vacant post and deleted post).
- Performance salaries £30k over spend (new posts).
- Head of Service Transformation £35k over spent.
- Refuse & recycling salaries/agency £34k over spend.

Comments on Special Expenses Variances

- £17k reduced burial fees.

Comments on HRA Variances

- Increased rent income of £216k.
- Increased Staff cost (Asset Management) - £110k –mainly due to agency staff and reduction in capitalisation of salaries.

Comments on Capital Budget

General Fund

There is a forecast under spend of £127k on Transport Account Vehicles.

Housing Revenue Account

Forecast outturn is in line with the revised budget.

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

Quarter 2	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 days long 1.7days short	276.29 days long 163.97 days short	143.69 days long 19.47 days short	375.39 days long 94.59 days short	54.87 days long 53.06 days short	24 days long 9.35 days short	874.23 days long 342.14 days short
Total days lost in qtr	1.70 days	440.26 days	163.16 days	469.98 days	107.93 days	33.35 days	1216.37 days
Number of FTE's	20.67	194.09	51.16	90.29	58.92	27.74	442.88
Average Cumulative no of days lost per FTE	0.08 days	2.27 days	3.19 days	5.21 days	1.83 days	1.20 days	2.75 days

Appendix 2

Corporate Risk Register							
Risk Area	Inherent Risk			Control Measures	Residual Risk		
	Impact	Likelihood	Rating		Impact	Likelihood	Rating
Safeguarding Adults at risk and Children	4	4	16	<p>The organisation has the following structures in place;</p> <ul style="list-style-type: none"> - An identified Corporate Lead (Head of Service) with a Portfolio Holder lead - An identified Team responsible for Safeguarding (Safer & Stronger) with responsibility embedded into Team Leader role and an officer (Child & Adults at risk Officer) - An agreed Safeguarding Policy refreshed as required with delegation to Director of Services for updates - An identified group of Designated Safeguarding Officers (DSO's) in most service areas - A programme of regular DSO meetings which consider training, best practice and case issues - An annual training programme to ensure new DSO's are well informed and trained - A quarterly senior management review of all cases to check progress/close cases - A quarterly briefing with the Chief Executive, a 6 monthly report to CLT and an annual report to Cabinet - Annual report is to review previous year and endorse an action plan for the year ahead 	4	3	12
Finance & Budget	4	4	16	<p>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.</p>	4	1	4
Resource Capacity & Capability	4	4	16	<p>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,</p>	3	2	6

				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.			
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	4	3	12

				PRINCE 2 staff are used on projects. Use of external resources is also being used to support the Coalville project.			
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:

1 Low	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
2 Medium	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
3 High	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

	<p>Adverse national or regional media attention – national news paper report</p> <p>Litigation to be expected</p> <p>Breaches of law punishable by fine</p>
4 Very high	<p>An incident so severe in its effects that a service or project will be unavailable permanently</p> <p>Strategic priorities are not met</p> <p>Statutory duties are not achieved</p> <p>Death of an employee or member of the public</p> <p>Financial loss over £1m.</p> <p>Adverse national media attention – national televised news report</p> <p>Litigation almost certain and difficult to defend</p> <p>Breaches of law punishable by imprisonment</p>