

**NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**

**CABINET – 21 NOVEMBER 2012**

Report Title	<b>2012/13 QUARTER 2 PERFORMANCE MANAGEMENT REPORT</b>
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 (July – Sep).
Reason for Decision	The Quarter 2 Performance & Finance Report is provided for Member information in order for them to effectively manage the organisation's performance.
Council Priorities	The report addresses performance against each of the Council's Priorities for 2012/13
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.
Equalities Impact Assessment	Equality Impact Assessments undertaken in line with the Corporate timetable during 2012/13.
Human Rights	No direct implications.
Transformational Government	No direct implications.
Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Monitoring Officer	The report is satisfactory
Consultees	Corporate Leadership Team has been consulted on this report.
Background papers	(1) Council Delivery Plan 2012/13 <a href="http://www.nwleics.gov.uk/files/documents/council_delivery_plan_201213/CDP%20final.pdf">http://www.nwleics.gov.uk/files/documents/council_delivery_plan_201213/CDP%20final.pdf</a> (2) Change Control Documents available from the Performance Team.
Recommendations	<b>THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 2 PERFORMANCE REPORT.</b>

# Executive Summary

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## 1. Background

**1.1** This report summarises the Council's performance to the end of Quarter 2, covering the period from July to Sep 2012. The report includes a summary of performance against actions and performance indicators set out in the Council Delivery Plan for Quarter 2 of 2012/13, along with high level finance, sickness absence and health and safety performance information.

## 2. Performance for Quarter 2 of 2012/13

### 2.1 Performance against the Council Delivery Plan

During Quarter 2, the Council had 43 actions linked to 56 milestones. 40 of the 56 milestones set out for the Quarter were achieved. Therefore, 71% of the actions for the Quarter have been achieved and is consistent with the performance achieved for Quarter 1. Of the remaining 16 milestones, all are considered to be under control (amber).

Of the 41 performance indicators set out for the Quarter, 78% (32 indicators) were on or above target, an improvement from the 68% achieved during Quarter 1.

#### Key achievements during Quarter 2:

- The award winning Don't Muck Around Year2 campaign has been relaunched with two launch events focussing on cigarette litter and dog fouling. Enforcement and Education work is on-going.
- Through financially supporting a 10 property Rural Exception Site scheme in Breedon on the Hill, the Council has helped secure an additional £140,000 of Leicestershire County Council New Homes Bonus.
- 3 more major housing schemes have been approved, all of which are likely to achieve a "good" Standard of design.
- The "Buy Local" initiative was launched at the end of September and around 200 local suppliers have already registered on the portal which managers use to source services.
- Customer service delivery continues to improve with customer satisfaction; calls answered and ease of reporting repair indicators all above target and showing positive improvement. Further work on improving the customer experience underway including staff recruitment and training, a review of the website and detailed work on developing improved service delivery.

## **2.2 Update on previous Quarters performance during 2012/13**

During Q1, 71% of the actions set were achieved. At the end of Quarter 2, this has now progressed to 87%. A further 8 milestones from Quarter 1 remain outstanding, progress for these can be found in the report.

## **2.3 Finance Performance**

At the end of Quarter 2, the Council's forecast budget will be approximately £147,000 underspent. Budgets continue to be monitored for all areas.

## **2.4 Management of Absence Performance**

Cumulative sickness absence levels of 5.2 days per full time equivalent member of staff is above the target of 4 days for Quarter 2, the main reasons for absence continues to be Musculo-Skeletal problems.

The focus for Q3 will be the management of the current long-term cases (and any new cases) and continuing to manage short-term sickness through the use of return to work interviews and absence management meetings using data from the new monthly team manager sickness reports. This hands-on approach is now starting to show real success in reducing sickness levels in the Refuse and Recycling service.

## **2.5 Health & Safety Performance**

Quarter 2 2012/13 actual numbers of accidents to employees' is 11, a decrease of 11 when compared to the previous quarter and a decrease of 7 when compared to the same period of 2011/12. The highest numbers of accidents by type in the Quarter reported were due to slips/trips/falls where 4 accidents were reported.

To manage the accidents reported, managers provide recommendations of actions they will take to reduce future incidents of such accidents i.e. undertake a risk assessment review, arrange for attendance at a manual handling course, notices provided to customers for them to inform staff of any spillages etc.

## Progress update on Housing Services Actions not on track at the end of Quarter 1

During 2012/13 we said we would:	Quarter 1 Milestone to achieve this:	Progress as at Q1	Status at Q1	Progress as at Q2	Status at Q2
BNJ-HM-SP-HM02 To promote public engagement in the provision of public services, Housing Management will develop a Tenant Scrutiny Panel to meet the needs of Reform of Social Housing Regulation by September 2012.	Recruit to Tenant Scrutiny Panel	The approach to recruiting tenant scrutiny members has been agreed with a Tenant Steering Group with a special edition of INTouch being the preferred mechanism for advertising and recruiting. In order to achieve a VFM approach, the special edition has been posted with the July rent statements.	Amber	Quarter 1 milestone is linked to Quarter 2's and progress is shown in the Housing Services Section of the report.	Amber
VFM-HM-SP-HM02 To improve the quality of our customer services, Housing Management will carry out a review of garages/garage sites to determine long term viability of each location	Produce initial report consolidating existing information on sites, condition and demand, and scope of the review, and report to Head of Housing.	Work has been ongoing during Quarter 1 to inform the initial report. The compilation of the initial report will be completed in Quarter 2.	Amber	Work in progress and this will continue during Quarter 3. Consideration of engaging additional resources to progress this is underway.	Amber

## Progress update on Housing Services Actions not on track at the end of Quarter 1

During 2012/13 we said we would:	Quarter 1 Milestone to achieve this:	Progress as at Q1	Status at Q1	Progress as at Q2	Status at Q2
VFM-HM-SP-HM03 To improve the quality of our customer services, Housing Management will undertake a review of their sheltered housing schemes for empty and occupied.	Develop and agree timetable for review of all schemes in three phases and gain CLT approval.	Plan developed but not yet presented to CLT for approval. Plan and approval timetable included report to CLT to be agreed by Head of Housing.	Amber	Timetable delayed until approach determined for Capital Allowances. This was approved by Cabinet in September 2012 and timetable will be developed in Quarter 3.	Amber
	CLT to approve recommendations for the future of Heather House, Greenacres and Woulds Court buildings already decommissioned	A different approach is being taken for each of the 3 decommissioned schemes: Heather House - preference for redevelopment but we need to understand implications of Capital Allowances before formally recommending the preferred option to CLT. Greenacres - a event 'The Future of Greenacres' was held mid June with registered providers and local developers to understand the options for the future use of the building and/or land. This information is scheduled for return at the end of July 2012. Woulds Court - As Woulds Court heating system heats the neighbouring properties at Cherry Tree Court, consultation is required to determine the most appropriate approach before considerations can be given to the future of Woulds Court.	Amber	Quarter 1 milestone is linked to Quarter 2's and progress is shown in the Housing Services Section of the report.	Amber

**Progress update on Housing Services Actions not on track at the end of Quarter 1**

During 2012/13 we said we would:	Quarter 1 Milestone to achieve this:	Progress as at Q1	Status at Q1	Progress as at Q2	Status at Q2
VFM-PBS-SP-PBS05 To improve the quality of the customer experience and deliver more efficient working practices we will implement a range of ICT solutions including mobile working, and dynamic scheduling	Ensure all colleagues are aware of the upgrade and the implications of the upgrade	Staff communication to be carried out as part of project plan for version 11 upgrade in July.	Amber	Additional preparation required prior to upgrade work being completed, resulting a two month delay. However, upgrade will now be completed by the end of Quarter 3.	Amber

**Progress update on Regeneration and Planning Actions not on track at the end of Q1**

During 2012/13 we said we would:	Quarter 1 Milestone to achieve this:	Q1 Progress	Q2 Status	Q2 Progress	Q2 Status
GFC-PD-SP-PD01 To influence more sustainable developments through the 'ourplaceTM' scheme, focusing on residential led development	Production of Design Supplementary Planning Document	Consultation delayed until August 2012 due to the volume of re-plans of major residential developments.	Amber	Quarter 1 milestone is linked to Quarter 2's and progress is shown in the Regeneration & Planning Section of the report.	Amber

### Progress update on Community Services Actions not on track at the end of Q1

During 2012/13 we said we would:	Quarter 1 Milestone to achieve this:	Q1 Progress	Q2 Status	Q2 Progress	Q2 Status
SHD-SSC-SP-SSC01 To work with partners to reduce crime and anti-social behaviour (by delivering the Partnership action plan)	All Q1 actions within the Safer North West Partnership Community Safety Action Plan are complete	15 out of 18 actions are completed. One action to review the Measham Alcohol Free Zone has been put on hold because the legislation is about to change. The other 2 actions relate to Neighbourhood Watch which has been delayed for reason explained at SSC7.	Amber	Quarter 1 milestone is linked to Quarter 2's and progress is shown in the Community Services Section of the report.	Amber



## Progress update on Community Services Actions not on track at the end of Q1

During 2012/13 we said we would:	Quarter 1 Milestone to achieve this:	Q1 Progress	Q2 Status	Q2 Progress	Q2 Status
SHD-SSC-SP-SSC02 To work with partners to reduce crime and anti-social behaviour (by completing home safety checks)	Working with Neighbourhood Watch, develop a procedure to ensure that all new & appropriate ASB cases receive a home safety check	Neighbourhood Watch are not yet in a position to adopt a home safety check scheme and so initial steps are being taken with the Police to develop the role and skill set, to work towards home safety checks. In Quarter 1 we have formulated a role description and the Police are aiming to recruit new volunteers to the scheme.	Amber	Quarter 1 milestone is linked to Quarter 2's and progress is shown in the Community Services Section of the report.	Amber

# Community Services

## Performance highlights

### Business & Jobs

- A new Car Park Business Refund scheme for charges in Coalville was developed in partnership with the Coalville Town Team.
- £108,000 S106 monies was released to Ashby Town Council for the development of visitors and footfall to Ashby Town Centre.

### Green Footprint Challenge

- A £1.9 million funding bid was submitted to the DCLG for the implementation of a Weekly Food Waste collection service across the whole of the District, a decision is expected mid to late October

### Safer & Healthier Districts

- The award winning Don't Muck Around Year2 campaign has been relaunched with two launch events focussing on cigarette litter and dog fouling. Enforcement and Education work is on-going.

### Value for Money

- Membership income in leisure centres not only recovered shortfall from Q1 but has now cumulatively exceeded targets for Quarters 1 and 2.
- Positive Futures diversionary activity scheme for 10-19 years old in Greenhill and Agar Nook secured over £4,000 for summer activities including sports sessions and mobile Sk8 park sessions.

### CDP ACTIONS/MILESTONE

**0** Failing

**3** Under Control

**21** On Track

### CDP INDICATORS

**0** Below Target

**8** On or above Target









## Future Plans - 2012/13 Quarter 3

- To advise, guide & support local groups to deliver events which will attract people to our Town Centres.
- To deliver the Coalville Remembrance Parade.
- Undertake trial of street waste recycling.
- Undertake community audits to identify fly tipping hotspots across the district.

## Community Services actions not on track at the end of Quarter 2

During 2012/13 we said we would:	Quarter 2 Milestone to achieve this:	Status	Progress
GFC-SSC-SP-SSC07 To undertake a series of Council initiatives that reduce our carbon emissions	Launch and promote Green League to Council offices-based staff	Amber	The Green League internal carbon reduction challenge remains under development through an internal action team and a launch is planned for Quarter 3.
SHD-SSC-SP-SSC01 To work with partners to reduce crime and anti-social behaviour (by delivering the Partnership action plan)	All Q2 actions within the Safer North West Partnership Community Safety Action Plan are complete	Amber	83% of the Community Safety Plan actions due in Quarter 2 now completed. The shortfall is due to a vacancy in the team which has now been recruited too with an interim officer. All actions will be completed by the end of the year.
SHD-SSC-SP-SSC02 To work with partners to reduce crime and anti-social behaviour (by completing home safety checks)	Implement the procedure ensuring home safety checks are recorded on Sentinel and satisfaction questionnaires conducted	Amber	Team Manager continues to develop these processes in discussion with Local Police Unit Commander, but relies on police recruitment to a vacant post.

## Community Services Performance Indicators on or above target for Quarter 2

Performance Indicator	Target	Actual	Status
CS-SP-WS-01 - Percentage of waste recycled and composted	45.65%	47%	
CS-SP-WS-02 - Kgs of waste sent to landfill per household (low is good)	523 kgs	521 kgs	
CS-SP-LS-02 - Number of leisure centre users (Cumulative)	550,000	554,379	
CS-SP-CS-02 - Number of Tourist Information Centre Enquiries	7,000	7,915	
CS-SP-CS-01 - Number of Paying Visitors at Moira Furnace (Museum and Boat trips)	1,445	2,398	
CS-SP-LS-01 - The amount of membership income at Hermitage and Hood Park LC's (Cumulative)	£396,500	£401,575	
CS-SP-SA-02 - Process DFG enquiry to 1st contact within 5 working days	95%	100%	
CS-SP-SSC-01 Number of Green Footprint Community network meetings held	1	1	

# Housing Services

## Council Delivery Plan – Performance Highlights

### Business & Jobs

- To educate Council tenants in understanding the commitment required for their involvement in the Tenant Scrutiny Panel, a visit was arranged to South Derbyshire District Council's tenant scrutiny panel. Arrangements being made to undertake recruitment process to appoint tenants to the Councils tenant scrutiny panel.

### Green Footprints

- Preparations for a pilot scheme of green technologies in Council tenants' homes during 2013/14 are progressing well. The outcome of this pilot will be used to inform the design of a rolling programme from 2015/16 onwards.

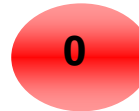
### Safer & Healthier Districts

- A total of 38 additional affordable homes have been provided so far this year
- Negotiations are well advanced with other developers to potentially provide a further 233 affordable properties in Ashby, Kegworth, Ibstock & Coalville.
- Through financially supporting a 10 property Rural Exception Site scheme in Breedon on the Hill, the Council has helped secure an additional £140,000 of Leicestershire County Council New Homes Bonus to support the development.

### Value for Money

- The planned review of the Older Persons service is awaiting further information from Leicestershire County Council regarding their proposed timetable and service model for the Support Service before we can progress it.

### CDP ACTIONS/MILESTONES



Failing



Under Control



On Track

### CDP INDICATORS



Below Target



On or above Target

## Future Plans - 2012/13 Quarter 3

- Agree terms of reference, schedule of meetings and future workplan for the Tenant Scrutiny Panel.
- Develop draft homelessness strategy plan
- Undertake analysis of existing information, and produce recommendations for each garage/site
- Set action plan and timescale to deliver improvements where highlighted for Health & Safety risk assessments.









## Housing Services actions not on track at the end of Quarter 2

During 2012/13 we said we would:	Quarter 2 Milestone to achieve this:	Status	Progress
VFM-OPS-SP-OPS03 To prepare for re-tendering of Older Persons Service (Leicestershire CC funded Services)	Q2 - 1 of 2 Carry out Service Review	Amber	Due to continued delays with the LCC re-tendering process the service review of the Older Persons Service has not yet been carried out. We continue to work with the County Council on the re-tendering process. Workshops were held throughout September and continuing into October to agree a service model and access criteria. NWLDC also considering other options of delivering support including an Intensive Management Model (IHM). Following confirmation from LCC regarding the Housing Related Support model and criteria and further exploration of the IHM model, the Older Person Service Manager will consider the implications for current Support Service and commence review
	Q2 - 2 of 2 Produce final report of service review with recommendations to Head of Housing/CLT for approval.	Amber	
BNJ-HM-SP-HM02 To promote public engagement in the provision of public services, Housing Management will develop a Tenant Scrutiny Panel to meet the needs of Reform of Social Housing Regulation by September 2012	Hold first meeting of Panel	Amber	Due to the high number of expressions of interest received from tenants, arrangements were made to visit South Derbyshire DC's tenant scrutiny panel. The purpose of the visit was to assist our tenants to understand the commitment required. Arrangements are now being made to undertake a recruitment process to appoint tenants to our tenant scrutiny panel. It is anticipated the first meeting of the panel will take place in Q3
VFM-HM-SP-HM03 To improve the quality of our customer services, Housing Management will undertake a review of their sheltered housing schemes for empty and occupied.	Complete reviews of Phase 1 schemes and report outcomes to CLT	Amber	<p>The task and finish groups are concentrating on the three decommissioned sheltered housing schemes at the present time resulting in a delay in reviewing phase 1 schemes which will not be completed in Q4.</p> <p>Heather House scheme future will be determined at Cabinet in December.</p> <p>Greenacres is under active discussion with the local community.</p> <p>Woulds Court is awaiting completion of the decommissioning of the heating system before progressing which is due to be completed in Quarter 4.</p>





## Housing Services actions not on track at the end of Quarter 2

During 2012/13 we said we would:	Quarter 2 Milestone to achieve this:	Status	Progress
GFC-HRI-SP-R&IPIM1 To deliver improvements to our Council Housing that increase their energy efficiency, the Repairs Team will develop plans to introduce a pilot retrofit scheme for 2013/14	Q2 - 2 of 2 Evaluate the principle of a pilot scheme and produce CLT report	Amber	The evaluation of the most effective pilot scheme has been delayed as a result of the need to engage a professional advisor to assist in the project. A quotation exercise has been carried out and is due for Project Board approval week commencing 15/10/2012. Initial meeting with the professional advisor will be held in November with the research phase commencing immediately. The current project plan has scheduled this milestone for early 2013/14. A change request form is to be submitted.

## Housing Services Performance Indicators on or above target for Quarter 2

Performance Indicator	Target	Actual	Status
HCS-SP-TTT-HM-01 - Percentage of rent loss through vacant dwellings	0.75%	0.73%	
HCS-SP-TTT-HM-02 - Percentage of new tenants satisfied with the allocation and letting process	85%	100%	
HCS-SP-TTT-OPS-01 - All new customers to have a support plan within 6 weeks of tenancy start date	100%	100%	
HCS-SP-TTT-HRI-01 - % of Emergency repairs completed on time - within 24 hours	99.25%	99.52%	
HCS-SP-TTT-HRI-03 - % total repairs completed within target	97%	99%	
HCS-SP-TTT-PBS-01 - Avg no of days to resolve stage 1 complaints	10 days	10 days	
HCS-SP-TTT-PBS-02 - Quality of call response by Control Centre	99%	100%	
HCS-SP-TTT-PBS-03 - % of customers satisfied with the complaints process	75%	77%	

## Housing Services Performance Indicators below target for Quarter 2

Indicator	Target	Actual	Status	Comments
HCS-SP-TTT-HM-03 - % of dwellings vacant but unavailable	2.40%	2.64%		A pro-active approach is taken to ensure that properties of low demand which are out of debit are advertised regularly through the Choice Based Lettings Allocations system. There has been an increase in the number of properties requiring extensive works to bring them to the void lettable standard. Some of these properties have also been identified as being included in Decent Homes Improvement Programme and will be retained for temporary moves which may be necessary for vulnerable households in order to undertake Decent Homes Improvement Work.
HCS-SP-TTT-HRI-02 - % total responsive repairs completed within target satisfaction	88%	85%		Performance for the quarter just fell short of target by 5 responses. Cumulative, the performance is 87% which is just below the target.
HS-SP-SH-01 Reduction in gross B&B expenditure	£80,000	£92,028		Although the actual spend in the first two quarters exceeded the profiled budget, additional management controls have now reduced the number of people in B&B so we expect lower expenditure in Q3 and Q4 to balance out over the financial year to remove the current predicted overspend
HS-SP-SH-02 No's of affordable homes delivered gross	37	4		Delivery in the 2nd quarter was less than originally programmed but expected after the higher than expected delivery during Q1. The developers at Ibstock & Castle Donington had brought the affordable units forward resulting in fewer properties being delivered this quarter. Overall delivery for the first two quarters is as expected with 38 homes delivered compared with an expected 37

# Regeneration & Planning

## Council Delivery Plan – Performance Highlights

### Business and Jobs

- To promote the economic development opportunities in North West Leicestershire, 10 commercial agents have been engaged on a regular basis, 5 more than planned.

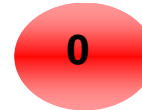
### Green Footprints

- Advice provided to residents and customers on how their buildings can be more energy efficient.
- 3 more major housing schemes have been approved all of which are likely to achieve a 'good' standard of design
- Chief Executive, Christine Fisher presented David Wilson Homes with their third Ourplace 'A' rating in June. The Council's positive progress with the Ourplace scheme was highlighted in the Council's 'Building More Building Better' pamphlet and featured in the national re-launch of Building for Life which took place in Coalville.

### Value for Money

- Performance on dealing with planning applications continues to improve with all performance indicators now above target
- Customer satisfaction with the planning service exceeds 90% this quarter.

### CDP MILESTONES



Failing

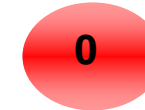


Under Control



On track

### CDP INDICATORS



Below target









On or above target

## Future Plans - 2012/13 Quarter 3

- Design ambassadors to formally present rating certificates to house builders, meeting or exceeding the Building for Life standard.
- Continue to make contact with new commercial agents which will help promote the economic development opportunities ensuring new businesses choose to locate in North West Leicestershire.
- Hold meetings with key business sectors to support existing businesses through understanding their issues and expectations.



## Regeneration & Planning Performance Indicators on or above target for Quarter 2

Performance Indicators	Target	Actual	Status
PE-SP-PD-01 - % of customers very satisfied or satisfied with the Planning Service	85%	90%	
NI157a - % of major planning applications processed within period agreed with applicant	85%	87.50%	
NI157b - Percentage of planning applications determined within 8 weeks for minor applications	65%	70%	
NI157c - Percentage of planning applications determined within 8 weeks for other applications	80%	86.75%	
PE-SP-BC-01 Full Plan applications checked within 12 working days	90%	94%	
PE-SP-BC-02 Percentage number of searches retained by the local authority	75%	77%	

## Regeneration & Planning actions not on track at the end of Quarter 2

During 2012/13 we said we would:	Quarter 2 Milestone to achieve this:	Status	Progress
GFC-PD-SP-PD01 To influence more sustainable developments through the 'ourplaceTM' scheme, focusing on residential led development	Cabinet to adopt Design Supplementary Planning Document	Amber	Consultation now scheduled for October - plan to seek Cabinet endorsement January 2013.
	New housing schemes of 10+ houses approved performing positively against the government endorsed Building For Life standard	Amber	Three schemes approved, two outline and one full. The full application was approved subject to conditions. Subject to robust discharge of conditions and high quality implementation by the developer the scheme should offer a good standard of design.

# Finance Services

## Council Delivery Plan – Performance Highlights

### Green Footprints Challenge

- The Hermitage & Hood Park Leisure Centre have been audited and a new lighting scheme proposed. A bid to “Salix” for an interest free loan has been drafted.

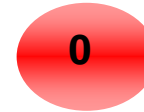
### Business & Jobs

- The “Buy Local” initiative was launched at the end of September and around 200 local suppliers have already registered on the portal which managers use to source services.
- An 8% increase in the number of North West Leicestershire based suppliers was achieved in 2011/12 compared with 2010/11.
- Promotion of the North West Leicestershire “Selling to the Council Guide” completed and uploaded on the internet.

### Value for Money

- The agreed 2012/13 budget savings are being achieved in line with the budget.
- The Council has 94 commercial units available for lease out of which 88 are occupied. This represents a 94% occupancy rate compared with the target of 85%.
- Our target for business rates collection is being exceeded. Collection is already at 61% compared with a target of 57%.

### CDP ACTIONS



Failing



Under Control



On track

### CDP INDICATORS



Below target



On or above target

## Future Plans - 2012/13 Quarter 3








- Launch NWL’s business directory
- Undertake customer satisfaction survey to review efficiency and effectiveness of Financial Services.
- Deliver training to Procuring Officers on the values of green procurement.
- Consult with Federation of Small Businesses and Voluntary & Community Sector on the type and number of supplier development workshops to be held across the district.

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## Finance Services actions not on track at the end of Quarter 2

During 2012/13 we said we would:	Quarter 2 Milestone to achieve this:	Status	Progress
VFM-IA-SP-IA02 Develop a business continuity plan	Prepare and have approved by the S151 Officer a business continuity plan for Internal Audit.	Amber	The Senior Auditor is currently drafting a revised Business Continuity Plan for Internal Audit.
BNJ-P-SP-P02 Enable small and medium sized enterprises and the voluntary sector to participate in procurement activities across the public sector	Set up process to capture feedback from suppliers on their tendering experience. Target 75% of suppliers had no issues with the process and found the documentation easy to understand	Amber	Slight slippage due to the buy local project. Will now be completed in Qtr 3.

## Finance Services Performance Indicators on or above target for Quarter 2

Performance Indicators	Target	Actual	Status
FS-SP-FP-01 - External Suppliers paid within 30 days (Finance Services)	98%	98%	
LDS-SP-PS-01 - Commercial Property Occupancy Rates	85%	94%	
LDS-SP-PS-02 - All buildings/land surveyed and agreed works completed (Cumulative)	20%	20%	
LDS-SP-PS-03 - Implement strategic Asset Management in line with the Best Practice guidance of the Royal Institution of Chartered Surveyors 2007 (Cumulative)	30%	30%	
LDS-SP-PS-04 - Asset challenges are undertaken on all property assets to ensure that they are required, are fit for purpose and provide value for money. This includes an assessment of current and future needs combined with fundamental property reviews. Under performing assets are rationalised or declared surplus to requirements and a disposal strategy is agreed (Cumulative)	30%	30%	
FS-SP-RB-04 - Proportion of national non-domestic rates (NNDR) collected (% Annual)	57.01%	60.58%	
FS-SP-RB-06 - Fraud Sanctions (Annual)	14	18	

## Finance Services Performance Indicators below target for Quarter 2

Indicator	Target	Actual	Status	Comments
FS-SP-RB-01 Time taken to process new Housing Benefit/Council Tax Benefit claims	16 days	23.99 days		Introduction of phase 2 of Atlas by DWP means we are receiving additional 3,500 (approx) work items per month. These are duplicated as DWP continue to operate original system alongside. Indication was that this would end in July this year, but it hasn't so far. Have employed two additional staff for period of 8 weeks to reduce the backlog in this area.
FS-SP-RB-02 Time taken to process Housing Benefit/Council Tax Benefit change events	8 days	18.4 days		
FS-SP-RB-07 Average number of days to process new claims and change events (right time)	10	19.59		
FS-SP-RB-03 - Proportion of Council Tax collected	58.02%	57.24%		Discussions are taking place around the current recovery strategy and we are looking at the option of fast tracking the recovery process to improve collection. However, there has been an impact on the 2012/13 figures due to the arrears b/fwd from 2011/12 and we are hopeful that these will improve once the previous year's arrears are cleared in the later part of the year.
FS-SP-RB-08 - HB overpayments recovered (All Debt)	22.50%	21.19%		An additional full time officer from corporate HBBC will be joining the team from 1/11/2012 which will increase the resource in this area. There is, however, a large amount of overpayment arrears still being maintained on the sundry debtor system at NWLDC. When resources are available, we will work with Exchequer Services to conduct an analysis of this debt to determine the likelihood of recovery, as it is having a disproportionate impact on our overall collection rate

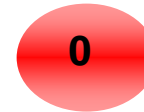
# Legal & Support Services

## Council Delivery Plan – Performance Highlights

### Value for Money

- Strategic review of customer service concluded and a Cabinet report regarding strategic direction considered on 17 July 2012. Further work is currently being undertaken to refine the customer experience offer, which will be considered by Cabinet in quarter 4.
- To improve the quality of the customer experience and deliver more efficient working practices, project options for Mobile Working are being finalised with procurement and contracting advice sought. Pre-information notice will be advertised during October to test the market.
- Legal Services Team have generated an additional £13,216.41 (4.4%) of income in quarter 2 taking the total earned to date to £17, 131 and are on track to achieve the current annual income target of £26,000.
- Review of member's satisfaction survey established that 80% of respondents did not require additional support or administration and 90% found the Members Bulletin useful.
- Customer service delivery continues to improve with customer satisfaction; calls answered and ease of reporting repair indicators all above target and showing positive improvement. Further work on improving the customer experience underway including staff recruitment and training, a review of the website and detailed work on developing improved service delivery.

### CDP ACTIONS



Failing

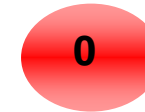


Under Control



On track

### CDP INDICATORS



Below target



On or above target




## Future Plans 2012/13 Quarter 3

- To improve the performance of Customer Services, deliver agreed targets outlined in the strategic review for the quarter.
- To support elected Members in their role as Community Leaders, set action plan and timescale to deliver improvements.
- Undertake Process Design & Customisation for mobile working implementation.

## Legal & Support Services actions not on track at the end of Quarter 2

During 2012/13 we said we would:	Quarter 2 Milestone to achieve this:	Status	Progress
VFM-PBS-SP-PBS05 To improve the quality of the customer experience and deliver more efficient working practices we will implement a range of ICT solutions including mobile working, and dynamic scheduling	Mobile working, dynamic scheduling and repairs diagnostic tender evaluation and contractor selection	Amber	The project options for Mobile Working are being finalised. Procurement and contracting advice sought and a pre-information notice has been advertised during October to test the market. The specification and objectives have been agreed with key teams (Housing Repairs and Customer Services), quotations for the Repairs Diagnostic system to be evaluated during October
	Upgrade live July 2012	Amber	Additional preparation required prior to upgrade work being completed, resulting in a two month delay. However, upgrade will now be completed by the end of Quarter 3.
SHD-PBS-SP-PBS01 Review and update Health and Safety risk assessments to ensure risks to staff and customers are controlled	Conclude review of Health and Safety risk assessments for Performance & Business Support (SHD)	Amber	Review of risk assessments timetable for updating developed and work commenced on the three risk assessment requiring updating
VFM-PBS-SP-PBS06 To ensure that customers can access the services they need, and to improve the performance of customer services, we will implement the findings of the strategic review for customer services	Deliver agreed targets outlined in the strategic review for the quarter (detailed actions and timescales to follow)	Amber	Strategic review of customer service concluded. Cabinet report regarding strategic direction considered on 17 July 2012. Further work currently being undertaken to refine the customer experience which will return for consideration by cabinet in Quarter 4

## Legal & Support Services Performance Indicators on or above target for Quarter 2

Performance Indicators	Target	Actual	Status
LSS-SP-EH-01 - % of food establishments within the District deemed to be broadly compliant with food hygiene law on 31st March 2013	91%	92%	
LSS-SP-LS-01 - % of overall expenditure generated in external income (Cumulative)	6%	6%	
LSS-SP-LS-02 - % of clients satisfied or very satisfied with services received	90%	100%	

## Finance

This section sets out the provisional financial position of the Council for the year ending 31<sup>st</sup> March 2013. The Council set its Revenue Budget at £10.533m on 23<sup>rd</sup> February 2012. A nil increase in council tax was also agreed for the fourth year running.

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### General Fund – Summary of Net Expenditure 2012/13

SERVICE	ORIGINAL BUDGET NET £	FORECAST OUTTURN NET £	FORECAST VARIANCE NET £
Chief Executive's Department	£4,306,000	£4,192,000	-£114,000
Director of Services	£5,467,000	£5,477,000	£10,000
Non-distributed Costs	£96,000	£121,000	£25,000
Corporate & Democratic Core	£71,000	£51,000	-£20,000
<b>NET COST OF SERVICE</b>	<b>£9,940,000</b>	<b>£9,841,000</b>	<b>(£99,000)</b>
Net recharges from General Fund	-£1,091,000	-£1,091,000	0
<b>NET COST OF SERVICES AFTER RECHARGES</b>	<b>£8,849,000</b>	<b>£8,750,000</b>	<b>(£99,000)</b>
Corporate Income and Expenditure			
Net Financing Costs	£1,035,000	£1,120,000	£85,000
Investment Income	-£45,000	-£48,000	-£3,000
Corporate Contingency	£230,000	£100,000	-£130,000
<b>NET REVENUE EXPENDITURE</b>	<b>£10,069,000</b>	<b>£9,922,000</b>	<b>-£147,000</b>
Contribution to (from) General Fund Balance	£464,000	£611,000	£147,000
<b>AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement)</b>	<b>£10,533,000</b>	<b>£10,533,000</b>	<b>0</b>

SERVICE	ORIGINAL BUDGET NET £	FORECAST OUTTURN NET £	FORECAST VARIANCE NET £
Financed by:			
Revenue Support Grant	£93,000	£93,000	£0
Redistributed National Non-Domestic Rates	£4,662,000	£4,662,000	£0
Council Tax Freeze Grant	£283,000	£283,000	£0
New Homes Bonus	£463,000	£463,000	£0
Transfer from Collection Fund	£34,000	£34,000	0
Council Tax	£4,998,000	£4,998,000	0
<b>TOTAL FUNDING AVAILABLE</b>	<b>£10,533,000</b>	<b>£10,533,000</b>	<b>0</b>

### Comments on major General Fund variances to the end of Quarter 2

An overall under spending of £147,000 is projected for the General Fund. The following projected year-end variances are highlighted:

- Across the Chief Executive Directorate, it is projected that Salaries will be under spent by £107,000 and salaries are forecast to be under budget by £10,000.
- Additional external legal and consultants' fees of £86,000 are projected relating to planning appeals and the second Bardon Grange planning application.
- Recycling Income is forecast to be £66,000 over Budget
- External Audit Fees are forecast to be £20,000 under spend and is mainly due to extra NNDR and utilities costs for Assets held for sale (Highfield Street and PC's).
- The temporary use of agency staff in Customer Services will have an additional cost of £36,000.
- Legal Services forecasted to have an underspend of £27,000 due to vacant posts.
- Not anticipated to use more than £100,000 on contingency making a saving of £130,000



## Housing Revenue Account Summary to end of Quarter 2

HRA SUMMARY - EXPENDITURE	2012/13 Budget	2012/13 Forecast Outturn	2012/13 Forecast variance
<b>Total Repairs and Maintenance</b>	<b>£4,563,000</b>	<b>£4,579,000</b>	<b>16</b>
<b>Supervision &amp; Management</b>			
General	£1,883,000	£1,880,000	-£3,000
Special / Supporting People	£332,000	£284,000	-£48,000
<b>Total Supervision &amp; Management</b>	<b>£2,215,000</b>	<b>£2,164,000</b>	<b>-£51,000</b>
<b>Provision - Doubtful Debts</b>	<b>£60,000</b>	<b>£60,000</b>	<b>0</b>
<b>Capital Financing</b>			
Depreciation - MRA & other	£4,008,000	£4,008,000	0
Debt Management Expenses	£2,000	£2,000	0
<b>Total Capital Financing</b>	<b>£4,010,000</b>	<b>£4,010,000</b>	<b>0</b>
Housing Subsidy Payment to National Pool	0	£41,000	-£41,000
<b>TOTAL EXPENDITURE</b>	<b>£10,848,000</b>	<b>£10,772,000</b>	<b>-£76,000</b>

HRA SUMMARY – INCOME	2012/13 Budget	2012/13 Forecast Outturn	2012/13 Forecast variance
<b>Rent Income</b>			
Dwellings	-£15,228,000	-£15,240,000	-£12,000
Service Charges	-£303,000	-£303,000	0
Garages & Sites	-£78,000	-£78,000	0

HRA SUMMARY – INCOME	2012/13 Budget	2012/13 Forecast Outturn	2012/13 Forecast variance
Other	-£26,000	-£26,000	0
<b>Total rent income</b>	<b>-£15,635,000</b>	<b>-£15,647,000</b>	<b>-£12,000</b>
<b>NET COST OF SERVICE (Total rent income less total expenditure)</b>	<b>-£4,787,000</b>	<b>-£4,875,000</b>	<b>-£88,000</b>
Capital Financing - Existing Loans	£175,000	£175,000	0
Capital Financing - Self Financing Loans	£3,675,000	£3,257,000	-£418,000
Investment Income	-£25,000	-£25,000	0
Premature Loan Redemption Premiums	£24,000	£24,000	0
<b>Total Financing costs</b>	<b>£3,849,000</b>	<b>£3,431,000</b>	<b>-£418,000</b>
<b>Net Operating Expenditure (net cost of service less total financing costs)</b>	<b>-£938,000</b>	<b>-£1,444,000</b>	<b>-£506,000</b>
Revenue Contribution to Capital	0	0	0
Contingency	£25,000	£25,000	0
<b>NET (SURPLUS) / DEFICIT</b>	<b>-£913,000</b>	<b>-£1,419,000</b>	<b>-£506,000</b>

#### Comments on HRA variances to end of Quarter 2

- Following the submission and audit certification of the final claim for 2011/12 estimated subsidy payable of £60,000 was finalised at only £19,000 and so the 'credit' of £41,000 will be reflected in the 2012/13 accounts.
- Capital financing costs will be £85,000 higher because of changes in accounting practices required but there was a corresponding saving in 2011/12.
- External Audit Fees are forecasted to be £20,000 under spent.
- The budgeted financing costs of the new Housing self-financing regime were calculated in January prior to the actual figures being available and were based on an assumed higher level of 'take on' debt and a higher level of interest charges. The actual costs are £417,000 lower in 2012/13. This lower cost is already built into the approved HRA business Plan, and the higher level of balances built up by this are programmed to be required in future years.

### Capital Expenditure – Forecast Expenditure April 2012 to March 2013

	General Fund	Special Expenses	HRA
Approved Budget for the Year	£1,193,000		
C/F from 2011/12	£325,000	£187,000	£8,225,000
Approved projects in year	£92,000	£63,000	£15,000
<b>Total Budget for 2012/13</b>	<b>£1,610,000</b>	<b>£250,000</b>	<b>£8,240,000</b>
Actual Quarter 2 expenditure	£1,010,000	£2,000	£1,182,000
<b>Likely outturn for 2012/13</b>	<b>£1,610,000</b>	<b>£250,000</b>	<b>£7,648,000</b>

- Overspend on General Fund is slippage from previous years Disabled Facilities Grant.
- The in-year capital expenditure profile for the HRA Capital programme is following the predicted profile, with two significant areas of expenditure being the communal boiler replacement programme and Decent Homes Improvement programme, both of which have started on site in Q2 and Q3 respectively, as planned.
- There is a predicted out turn underspend for the annual programme as a result of the need to retrofire a number of projects into 2013/14, so capacity could be focused on procuring and delivering the Decent Homes Improvement Programme. The detailed work on this re-profiling is currently underway and will be reported at the end of Quarter 3.

# Management of Absence

Service	No of FTE per Qtr		Number of Days lost per Quarter						Cumulative days lost to end Q2	No of days lost per FTE	
	Q1	Q2	Quarter 1			Quarter 2				Q1	Q2
			Total	Long	Short	Total	Long	Short			
Chief Executive & HR	17.22	14.06	<b>8</b>	0	8	<b>0</b>	0	0	<b>0.57</b>	0.46	0.11
Community	208.97	200.87	<b>499.96</b>	266	233.96	<b>558.20</b>	424.00	134.20	<b>5.27</b>	2.39	2.88
Finance	40.82	58.22	<b>57.50</b>	51.50	6.00	<b>117.80</b>	87.50	30.30	<b>3.01</b>	1.41	1.60
Housing Services	117.49	97.28	<b>382.27</b>	94.43	287.84	<b>314.49</b>	438.60	-124.10	<b>7.16</b>	3.25	3.91
Legal & Support Services	32.80	67.28	<b>7.51</b>	0	7.51	<b>423.80</b>	262.40	161.40	<b>6.41</b>	0.23	6.18
Regeneration & Planning	47.60	28.75	<b>55.38</b>	37	18.38	<b>-4.37</b>	-4.4	0.1	<b>1.76</b>	1.16	0.60
All Directorates	464.90	466.46	<b>1010.62</b>	448.93	561.69	<b>1409.84</b>	1207.94	201.90	<b>5.19</b>	2.17	3.02

- The Quarter 2 rate of 5.2 working days lost per full time equivalent employee is an increase of 1.25 days when compared to the same period of 2011/12 and is above the target of 4 days.
- The main reasons for absence continues to be Musculo-Skeletal problems with a total of 488 days lost, 75% of days lost to this absence occurred in Community Services.
- The percentage of long-term absence (defined as being more than 10 working days) increased during the quarter. This is mainly due to employees' who have been absent recovering from operations. These accounted for 394 days of which 77% were in Community Services.
- A number of these long-term cases have been actively managed and a number of these employees have now returned to work. This should lead to a fall in the long-term absence rates in Q3.
- The revised attendance policy introduced in April is being used to issue staged warnings to employees who have high levels of sickness or repeated periods of short-term absence.
- Two employees have reached the final stages of the policy during Q2 and their contracts have been ended.
- Monthly reports are now issued to all team managers to help support them with their management of sickness absence.

## Health & Safety

Accidents reported during Quarter 2	Manual Handling	Contact Fixed Object	Struck by Moving Object	Slip/Trip/Fall	COSHH	Other Injury	Total during Quarter 2	Total – Cumulative
2011/12	5	2	5	5	0	1	18	28
2012/13	2	0	2	4	0	3	11	33

### Accidents

- There were 0 accidents reported to the HSE under the RIDDOR regulations.
- Quarter 2 2012/13 actual numbers of accidents to employees' is 11, a decrease of 11 when compared to the previous quarter and a decrease of 7 when compared to the same period of 2011/12. The highest numbers of accidents by type in the Quarter reported were due to slips/trips/falls where 4 accidents were reported.

From the total of 11 accidents reported:

- Housing Services reported 3 accidents
- Community Services reported 7 accidents – various types
- Planning reported 1
- There was 1 near miss reported

To manage the accidents reported within the above areas, managers provide recommendations of actions they will take to reduce future incidents of such accidents i.e. undertake a risk assessment review, arrange for attendance at a manual handling course, notices provided to customers for them to inform staff of any spillages etc.

- During Quarter 2, there was 3 days absence due to reported workplace accidents compared with 107 for the same period last year.
- Reported accidents to visitors were 53 in the first half of the year, an increase of 7 on last year's total of 46 when compared to the same period of 2011/12.

# Health & Safety

## Accident statistics for employees in previous years

	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13 (Quarters 1 & 2)
Actual incidents for the whole year	66	44	43	52	103	50	34	33
Sick days attributed to accidents at work	74	50	299	187	84	82	206	138

Service	Quarter 2		Cumulative number of accidents	Cumulative days absence resulting from accidents
	Total accidents	Days absence resulting from accidents		
Chief Executive & HR	0	0	0	0
Community Services	7	0	22	0
Finance	0	0	0	0
Housing Services	3	3	9	138
Legal & Support Services	0	0	1	0
Regeneration & Planning	1	0	1	0
<b>All Services</b>	<b>11</b>	<b>3</b>	<b>33</b>	<b>138</b>

135 of the 138 cumulative days absence is for one member of staff who suffered an accident during Quarter 4 of 2011/12.