

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 05 MARCH 2013

Report Title	2012/13 QUARTER 3 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 3 (Oct – Dec).
Reason for Decision	The Quarter 3 Performance & Finance Report is provided for Members to effectively monitor the organisation's performance.
Council Priorities	The report addresses performance against each of the Council's four Priorities for 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 (http://www.nwleics.gov.uk/files/documents/council_delivery_plan_201213/CDP%20final.pdf) (2) Change Control Documents available from the Performance Team.
Recommendations	THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 3 PERFORMANCE REPORT (OCTOBER – DECEMBER 2012).

Executive Summary

1. Background

- 1.1** This report summarises the Council's performance to the end of Quarter 3, covering the period from October to December 2012. The report includes a summary of performance against actions and performance indicators set out in the Council Delivery Plan for Quarter 3 of 2012/13, along with an overview of finance, sickness absence and health and safety performance information.

2. Performance for Quarter 3 of 2012/13

2.1 Performance against the Council Delivery Plan

During Quarter 3, the Council had 33 actions linked to 43 milestones. 27 of the 43 milestones set out for the Quarter were achieved. Of the remaining 16 milestones, all are under control (amber). 7 actions were not progressed during the Quarter as they were dependent on external parties i.e. Leicestershire County Council, Department of Communities & Local Government (DCLG) or rescheduled,

Of the 39 performance indicators set out for the Quarter, 79% (31 indicators) were on or above target, an improvement from the 78% achieved during Quarter 2 and the 68% achieved during Quarter 1.

Key achievements during Quarter 3:

- Duty of Care/Litter Campaign launched November 2012 in Belvoir Shopping Centre - focusing on fly tipping. Positive media coverage was received for this event.
- Design Ambassadors have continued visiting sites. The Chief Executive, Leader and Portfolio Holder all visited the Minnesota development in Coalville during Quarter 3.
- All Planning related Performance Indicators exceeded target, with 100% of major planning applications processed within the period agreed with the applicant.
- The Coalville Remembrance Service and Parade successfully took place on Sunday 11th November and was attended by 2500 people.
- Decent Homes main programme underway with 86 properties made decent during the quarter.
- 60 children from 7 district schools attended the youth conference in December to co-ordinate and promote a range of activities for young people.
- The 'Have A Go Club' at Hermitage Leisure Centre has become an established multi sport and activity session specifically for mental health service users.
- To the end of Quarter 3, a total of 83 affordable homes were delivered, on track to meet the year end target of 90.

2.2 Update on previous Quarters performance during 2012/13

Quarter 1 actions

During Quarter 1, 71% of the actions set were achieved. At the end of Quarter 2, this progressed to 87%. At the end of Quarter 3, this has now progressed to 92% with 5 milestones still remaining outstanding. Progress for these 5 milestones can be found in tables Q1A & Q1B.

Quarter 2 actions

During Quarter 2, 71% of the actions were achieved. During Quarter 3, a further 18% were completed bringing the total to 89% achieved. 6 milestones remain outstanding and 10 have been completed or carried forward to 2013/14. Progress for the remaining 6 milestones can be found in tables Q2A – Q2D.

2.3 Finance Performance

At the end of Quarter 3, the Council's forecast budget will be approximately £148,000 underspent. Budgets continue to be closely monitored for all areas on a monthly basis by CLT.

2.4 Management of Absence Performance

Cumulative sickness absence levels of 7.37 days per full time equivalent member of staff is above the target of 6 days for Quarter 3, the main reason for absence continues to be Musculo-Skeletal problems.

The focus for Quarter 3 will be the management of the current long-term cases (and any new cases), whilst 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 focussed approach is now starting to show real improvements in reducing sickness levels in the Refuse and Recycling service.

2.5 Health & Safety Performance

In Quarter 3 2012/13, actual numbers of accidents to employees was 11, which is comparable with the number of accidents recorded in the previous Quarter and 3 more than the same period in 2011/12. The highest number of accidents by type in Quarter 3 were due to slips/trips/falls where 6 accidents were reported.

To reduce future accidents of the type reported, managers are asked to review each incident and detail the actions they will take to reduce such accidents. This could include actions such as undertaking a risk assessment review or arranging for attendance at a manual handling course.

Q1A - Progress update on Housing Services Actions not on track at the end of Quarter 1

During 2012/13 we said we would:	Q1 Milestone to achieve this:	Progress as at Q1	Status at end of Q1	Progress as at Q2	Status at end of Q2	Progress as at Q3	Status at end of Q3
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 Q1 to inform the initial report. The compilation of the initial report will be completed in Q2.	Amber	Work in progress and this will continue during Q3. Consideration of engaging additional resources to progress this is underway.	Amber	See table 2 Housing Services actions not on track at end of Q3 for commentary against ref VFM-HM-SP-HM02	Amber
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 Q3.	Amber	See table 2 Housing Services actions not on track at end of Q3 for commentary against ref VFM-HM-SP-HM03	Amber

Q1A - Progress update on Housing Services Actions not on track at the end of Quarter 1							
During 2012/13 we said we would:	Q1 Milestone to achieve this:	Progress as at Q1	Status at end of Q1	Progress as at Q2	Status at end of Q2	Progress as at Q3	Status at end of Q3
	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 - an 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	Q1 milestone is linked to Q2's and progress is shown in the Housing Services Section of the report.	Amber	Cabinet approved the preferred option for one of the schemes	Amber

Q1A - Progress update on Housing Services Actions not on track at the end of Quarter 1							
During 2012/13 we said we would:	Q1 Milestone to achieve this:	Progress as at Q1	Status at end of Q1	Progress as at Q2	Status at end of Q2	Progress as at Q3	Status at end of Q3
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 Q3.	Amber	See table 4 Legal & Support services actions not on track at end of Q3 for commentary against ref VFM-PBS-SP-PBS05	Amber.

Q1B - Progress update on Regeneration and Planning Actions not on track at the end of Q1

During 2012/13 we said we would:	Q1 Milestone to achieve this:	Q1 Progress	Status at end of Q1	Q2 Progress	Status at end of Q2	Q3 Progress	Status at end of Q3
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	Q1 milestone is linked to Q2's and progress is shown in the Regeneration & Planning Section of the report in Q2 Cabinet report.	Amber	Work is still ongoing on the draft Supplementary Planning Document which will now be undertaken by the Head of Regeneration & Planning during Q4.	Amber

Q2A - Progress update on Community Services Actions not on track at the end of Q2

During 2012/13 we said we would:	Q 2 Milestone to achieve this:	Progress at Q2	Status at end of Q2	Progress at Q3	Status at end of Q3
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	The Green League internal carbon reduction challenge remains under development through an internal action team and a launch is planned for Q3.	Amber	Big Switch Off campaign was delivered in Q3, which is a staff campaign to deliver reductions in energy consumption. A wider Green League project is under development but will not now commence until the next financial year	Amber

Q2B - Progress update on Legal & Support Services Actions not on track at the end of Q2

During 2012/13 we said we would:	Quarter 2 Milestone to achieve this:	Progress at Q2	Status at end of Q2		Status at end of Q3
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	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	Amber	See table 4 Legal & Support Services actions not on track at end of Q3 for commentary against ref VFM-PBS-SP-PBS05	Amber
	Upgrade live July 2012	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 Q3.	Amber		Amber
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)	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 Q4	Amber	Linked to milestone for Q3, see table 4 Legal & Support Services actions not on track at end of Q3 for commentary against ref VFM-PBS-SP-PBS06	Amber

Q2C - Progress update on Regeneration & Planning Actions not on track at the end of Q2

During 2012/13 we said we would:	Q2 Milestone to achieve this:	Progress at end of Q2	Status at end of Q2	Progress at end of Q3	Status at end of Q3
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	Consultation now scheduled for October - plan to seek Cabinet endorsement January 2013.	Amber	Work is still ongoing on the draft Supplementary Planning Document which now be undertaken by the Head of Regeneration & Planning during Q4.	Amber

Q2D - Progress update on Housing Services Actions not on track at the end of Q2

During 2012/13 we said we would:	Q2 Milestone to achieve this:	Progress at end of Q2	Status at end of Q2	Progress at end of Q3	Status at end of 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	<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. 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 Q4.</p>	Amber	See table 2 Housing Services actions not on track at end of Q3 for commentary against ref VFM-HM-SP-HM03	Amber

Community Services

Council Delivery Plan - Performance Highlights

Business & Jobs

- The Trade Waste service have successfully completed the trial of collecting of plastics and cans for recycling and this will now be offered to all Trade Waste customers

Green Footprint Challenge

- NWLDC were successful for the 2nd Year running in winning an award at the national Keep Britain Tidy Awards. Our Green Footprint Community Champions from Castle Rock School won the award with the help of our Street Environment Managers.
- NWLDC supported Woodstone and Snarestone Primary Schools to achieve Green Flag environmental awards and All Saints to achieve a Silver Award.
- The leisure centres secured a Salix Interest Free loan to replace swimming pool and sports hall lights with more energy efficient units which will also enhance the customer experience.

Safer & Healthier Districts

- The annual NWL Youth Conference was held in December 2012 with 60 children from 7 schools attending, a variety of issues were discussed including Community Safety, Environmental awareness and positive activities.

Value for Money

- The target for the amount of membership income at Hermitage and Hood Park LC's (Cumulative) has been exceeded by £30,700 due to a number of successful promotions led by our new Health & Fitness Manager.

CDP ACTIONS/MILESTONE

0 Failing

6 Under Control

17 On Track

CDP INDICATORS

0 Below Target

7 On or above Target








Future Plans - 2012/13 Quarter 4

- To plan 2013 Coalville Town Centre events programme.
- To implement street cleansing improvements following review of town centre and approach road schedules in Q3.
- To undertake two Community Litter Picks/Clean Ups in Ashby in conjunction with Waste Services, Community Focus and Street Environment Managers.
- Secure funding to deliver a programme of Well Family Clinics in our priority neighbourhoods for 2013/14.
- Review success of 2012 Don't Muck Around campaigns and develop proposals for 2013 initiatives

Table 1 - Community Services actions not on track at the end of Quarter 3

During 2012/13 we said we would:	Quarter 3 Milestone to achieve this:	Status	Progress
GFC-SSC-SP-SSC01 To coordinate the Green Business Network	1 Green Footprints Business Network event held in Q3	Amber	Host organisation M-EC asked that this event be held in February 2013 rather than Q2 due to work pressures on their part
GFC-SSC-SP-SSC02 To encourage and support schools in the District to take part in the Eco Schools programme	Support local schools towards achieving 1 bronze, 1 silver and 1 Green Flag within the district by end of year	Amber	Two Green Flag awards achieved so far this financial year - Woodstone Primary and Snarestone Primary. One Silver Award achieved - All Saints Primary School, Coalville.
GFC-SSC-SP-SSC03 To work with community partners to improve the local environment (through the Community Network)	1 Green Footprints Community Network event held in Q3	Amber	Community Network asked that a meeting take place in January rather than Q3
GFC-SSC-SP-SSC04 To work with community partners to improve the local environment (by completing a satisfaction survey)	Satisfaction survey completed with Green Footprints Community network members	Amber	Network meeting in January so the satisfaction survey will be carried out then
GFC-SSC-SP-SSC07 To undertake a series of Council initiatives that reduce our carbon emissions	Undertake 2 Green League monitoring sessions across Council offices and feedback results to staff	Amber	Carried out Big Switch Off campaign which included monitoring sessions. results will be broadcast to staff during Q4
SHD-SSC-SP-SSC02 To work with partners to reduce crime and anti-social behaviour (by completing home safety checks)	Monitor numbers of home safety checks and report satisfaction levels to Stronger and Safer Communities Team Manager	Amber	It has been decided that it is no longer appropriate to use NHW for home safety checks due to changes in volunteering within the Police. It is anticipated that the new police volunteers can pick up this work

Community Services Performance Indicators on or above target for Quarter 3

Performance Indicator	Target	Actual	Status
CS-SP-WS-01 (Waste Services) - Percentage of waste recycled and composted	45.82%	47.60%	
CS-SP-WS-02 (Waste Services) - Kgs of waste sent to landfill per household (low is good)	522 kgs	517 kgs	
CS-SP-LS-02 (Cultural Services) - Number of leisure centre users (Cumulative)	795,000	825,704	
CS-SP-CS-02 (Cultural Services) - Number of Tourist Information Centre Enquiries	6,000	6,908	
CS-SP-LS-01 (Leisure Services) - The amount of membership income at Hermitage and Hood Park LC's (Cumulative)	£580,500	£588,350	
CS-SP-SA-02 (Street Action) - Process DFG enquiry to 1st contact within 5 working days	95%	100%	
CS-SP-SSC-02 (Stronger & Safer Communities) Increased number of Free Trees given out to households in the district	767	1817	

Housing Services

Council Delivery Plan – Performance Highlights

Safer & Healthier District

- Negotiations are well advanced with other developers to potentially provide a further 233 affordable properties in Ashby, Kegworth, Ibstock & Coalville.
- The Council secured £140,000 of Leicestershire County Council New Homes Bonus to support the delivery of a 10 property Rural Exception Site scheme in Breedon on the Hill.
- Percentage of new tenants satisfied with the allocation and letting process exceeded target by 8% and on track to meet year end target.
- 45 affordable homes were delivered in the 3rd quarter from two negotiated S106 sites in Ibstock & Kegworth and allocated by EMHA. On track to meet year end target of 90, year to date delivered affordable homes is 83.

Value for Money

- Due to delays in the LCC re-tendering process the service review of the Older Persons Service has not yet been carried out.
- On 12.12.12 Cabinet approved the preferred option for one of the sheltered housing schemes for both empty and occupied schemes.

CDP ACTIONS/MILESTONES

0 Failing

2 Under Control

2 On Track

CDP INDICATORS

2 Below Target

10 On or above Target











Future Plans - 2012/13 Quarter 4

- Maximise number of empty homes brought back into use as affordable housing.
- Gain CLT/Cabinet approval for proposed strategy for each garage/garage site, including implementation timetable.
- Agree programme of meetings for Tenant Scrutiny Panel.



Table 2 - Housing Services actions not on track at the end of Quarter 3

During 2012/13 we said we would:	Quarter 3 Milestone to achieve this:	Status	Progress
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	Complete sensitivity analysis of existing information, and produce recommendations for each site based on four potential outcomes - 1. Retain for parking and improve, 2. Retain for potential redevelopment as new social housing, 3. Disposal for development by third party, 4. Long term lease	Amber	Further costing data is required to be able to complete the full analysis. Subject to availability of resources, this work is scheduled for completion in Q4. Breakdown of garage sites to be provided to Director of Services by end of Jan 13.
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 2 schemes and report outcomes to CLT.	Amber	On 12.12.12 Cabinet approved the preferred option for one of the schemes. The meeting of the Task & Finish Group for another scheme was cancelled due to availability of group members. The group is scheduled to meet again on 30 January 2013 where an evaluation of the identified options will be undertaken.

Housing Services Performance Indicators on or above target for Quarter 3

Performance Indicator	Target	Actual	Status
HCS-SP-TTT-HM-01 (Housing Management) - Percentage of rent loss through vacant dwellings	0.75%	0.72%	
HCS-SP-TTT-HM-02 (Housing Management) - Percentage of new tenants satisfied with the allocation and letting process	85%	93%	
HCS-SP-TTT-OPS-01 (Older Persons Services) - All new customers to have a support plan within 6 weeks of tenancy start date	100%	100%	
HCS-SP-TTT-HRI-01 (Housing Repairs) - % of Emergency repairs completed on time - within 24 hours	99.25%	99.91%	
HCS-SP-TTT-HRI-03 (Housing Repairs) - % total repairs completed within target	97%	99%	
HCS-SP-TTT-PBS-01 (Performance & Business Support) - Avg no of days to resolve stage 1 complaints	10 days	7 days	
HCS-SP-TTT-PBS-02 (Performance & Business Support) - Quality of call response by Control Centre	99%	99%	
HCS-SP-TTT-PBS-03 (Performance & Business Support) - % of customers satisfied with the complaints process	75%	83%	
HS-SP-SH-01 (Strategic Housing) Reduction in gross B&B expenditure	£105,000	£88,800	
HS-SP-SH-02 (Strategic Housing) No's of affordable homes delivered gross	45	45	

Housing Services Performance Indicators below target for Quarter 3

Indicator	Target	Actual	Status	Comments
HCS-SP-TTT-HM-03 (Housing Management) - % of dwellings vacant but unavailable	2.38%	2.73%		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 DHIP and will be retained for temporary moves which may be necessary for vulnerable households in order to undertake Decent Homes Improvement Work. Total of 15 properties are over target and a further 13 properties are being held for decant.
HCS-SP-TTT-HRI-02 (Housing Repairs) - % total responsive repairs completed within target satisfaction	88%	80%		Performance not achieved for the quarter. This satisfaction is a combination of Emergency and Urgent/Routine jobs combined. Main reason for target not been achieved is due to dissatisfaction with Emergency repairs i.e. policy, length of time for completion of jobs following report. Historically, trends have shown satisfaction to be lower in Q3 (77% satisfaction achieved in Q3 for the same period of 2011/12).

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.
- Planning and engaging with 23 specialised partners and the Schlegal Automotive administrators to deliver a redundancy support session for affected staff to be delivered in Quarter 4.

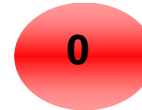
Green Footprints

- Advice provided to 195 residents and customers on how their buildings can be more energy efficient.
- All new Housing schemes determined in this quarter are expected to meet BfL 12 standard upon completion.

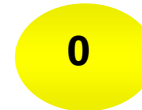
Value for Money

- Performance on planning applications is consistent with the previous quarter's performance continuing to improve with all performance indicators above target. 100% of major planning applications were processed within the period agreed with applicant.
- 91% customer satisfaction achieved by the planning service, exceeds the target set and is an improvement by 1% from the previous quarter's performance.

CDP MILESTONES



Failing



Under Control



On track

CDP INDICATORS



Below target







On or above target


Future Plans - 2012/13 Quarter 4

- Design ambassadors to formally present rating certificates to house builders, meeting or exceeding the Building for Life standard.
- To give advice to residents and customers on energy efficiency issues.
- Commence public consultation on the proposed conservation area for Coalville.
- Deliver redundancy support session for Schlegal Automotive staff affected by the placing of the company into administration.

Regeneration & Planning Performance Indicators on or above target for Quarter 3

Performance Indicators	Target	Actual	Status
PE-SP-PD-01 (Planning & Development) - % of customers very satisfied or satisfied with the Planning Service	85%	91%	
NI157a (Planning & Development) - % of major planning applications processed within period agreed with applicant	85%	100%	
NI157b (Planning & Development) - Percentage of planning applications determined within 8 weeks for minor applications	65%	78.85%	
NI157c (Planning & Development) - Percentage of planning applications determined within 8 weeks for other applications	80%	85.45%	

Regeneration & Planning Performance Indicators below target for Quarter 3

Indicator	Target	Actual	Status	Comments
PE-SP-BC (Building Control) -01 Full Plan applications checked within 12 working days	90%	83%		Only 83% of full plan applications checked within 12 working days which is below the target of 90%. Target affected due to a staff member returning from absence and re-acclimatization to plan checking. It is anticipated that the target will be achieved in Q4.

Finance Services

Council Delivery Plan – Performance Highlights

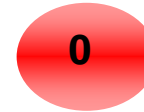
Business & Jobs

- Promotion of the Buy Local Portal launched during the quarter enabling businesses and contractors to come together. This will also to be used as an inward investment tool to showcase the diverse businesses NWL has to offer

Value for Money

- Fraud performance continues to be effective with approximately £80,000 in fraudulent overpayments identified to end of Quarter 3.
- The Council has 94 commercial units available for lease out of which 91% are occupied against a target of 85%.
- 98% of external suppliers are paid within 30 days and 87% within 10 days. Performance is consistent with the performance achieved with the previous 2 quarters of 2012/13.
- The business case to fully occupy Stenson House was approved by Cabinet. Awaiting the final arrangements for incoming agency.
- 40% of programme to survey all buildings/land and to have agreed works following survey completed, exceeded target of 20% set.

CDP ACTIONS



Failing



Under Control



On track

CDP INDICATORS



Below target



On or above target








Future Plans – 2012/13 Quarter 4

- Compare % local suppliers used against those in 2011/12 and report to Corporate Leadership Team (CLT)
- Set up a process to capture Small Medium Enterprises (SME) and Voluntary Community Sector (VCS) involvement in North West Leicestershire's procurement activities.
- Monitor and evaluate improvements in energy efficiency of Council assets and report to the Green Footprints Corporate Action Team.






Table 3 - Finance Services actions not on track at the end of Quarter 3

During 2012/13 we said we would:	Quarter 3 Milestone to achieve this:	Status	Progress
GFC-PS-SP-PS01 To improve the energy efficiency of existing Council assets by undertaking efficiency audits of all buildings and updating the Opportunity database, to enable delivery of efficiency schemes as agreed by the Greener CAT	Deliver agreed schemes subject to successful funding applications in Q2.	Amber	A bid to Salix for an interest free loan has been approved and the scheme is planned to commence in April 2013

Finance Services Performance Indicators on or above target for Quarter 3

Performance Indicators	Target	Actual	Status
FS-SP-FP-01 (Finance Services) - External Suppliers paid within 30 days	98%	98%	
LDS-SP-PS-01 (Property Services) - Commercial Property Occupancy Rates	85%	91%	
LDS-SP-PS-02 (Property Services) - All buildings/land surveyed and agreed works completed (Cumulative)	20%	40%	
LDS-SP-PS-03 (Property Services) - 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 (Property Services) - 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)	40%	40%	
FS-SP-RB-02 (Revenues & Benefits)- Time taken to process Housing Benefit/Council Tax Benefit change events	17	17.06	
FS-SP-RB-06 (Revenues & Benefits) - Fraud Sanctions (this PI measures the number of high value investigations undertaken that have resulted in a Fraud Sanction being administered against a fraudulent claimant. Sanctions include official cautions, Administrative Penalties or Prosecutions).	25.5	28.8	

Finance Services Performance Indicators below target for Quarter 3

Indicator	Target	Actual	Status	Comments
FS-SP-RB-01 (Revenues & Benefits) - Time taken to process new Housing Benefit/Council Tax Benefit claims	23	24.09		The revised new claims target has not been met due to a reduction in the number of "Golden Promise" cases. The scheme is about to be re-launched and training given to the new members of Customer Services
FS-SP-RB-07 (Revenues & Benefits) - Average number of days to process new claims and change events (right time)	18	18.26		Good progress is being made with improvement shown in each quarter. As at 09.1.13 we are only 3 days behind on changes and new claims which is a considerable improvement. The revised targets will be met by the end of the financial year.
FS-SP-RB-04 - (Revenues & Benefits) - Proportion of national non-domestic rates (NNDR)	88%	87.36%		NNDR collection is ahead when compared to 2011/12. We are on track to achieve the end of year target.
FS-SP-RB-03 - (Revenues & Benefits) - Proportion of Council Tax collected	87%	85.59%		There has been an impact on the 2012/13 collection figures due to the arrears b/fwd from 2011/12. Where payment arrangements are in place to clear both the 2011/12 and 2012/13 debts, the system allocates payments to the oldest debt first, so we hope to see an improvement in the 2012/13 collection rate by the end of the year as old debts are cleared and payments start allocating to 2012/13. We are undertaking analysis to determine how much debt is due in Feb and March.
FS-SP-RB-08 - (Revenues & Benefits) - HB overpayments recovered (All Debt)	33.75%	28.15%		The collection figures are being skewed by the arrears which are held on the NWLDC debtors system which date back to pre August 2011. A plan is in place to tackle this. The Partnership and Legal Services are assisting Exchequer with this work. We expect to see a significant reduction in the pre August 2011 arrears by the end of the financial year. This should have a positive impact on the overall collection rate.

Legal & Support Services

Council Delivery Plan – Performance Highlights

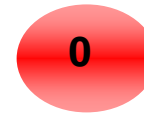
Value for Money

- Legal Services Team have generated an additional £13,174.43 (4.3%) of income in Quarter 3 bringing the total income to £30,305,43.
- Licensing Income is forecast to be £20k more than budgeted.

Safer & Healthier District

- Health & Safety Risk assessment action plan developed which highlighted a need for regular panic alarm testing (for vulnerable residents) with customer services.
- 91% of food establishments now broadly compliant with food hygiene law.

CDP ACTIONS



Failing

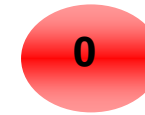


Under Control



On track

CDP INDICATORS



Below target



On or above target

Future Plans 2012/13 Quarter 4

- Undertake a programme of 'on the spot' taxi checks
- Award food establishments in the District achieving high levels of hygiene
- Maximise income opportunities for Legal Services and Environmental Health




Table 4 - Legal & Support Services actions not on track at the end of Quarter 3

During 2012/13 we said we would:	Quarter 3 Milestone to achieve this:	Status	Progress
VFM-PBS-SP-PBS01 Undertake equality impact assessments – Performance & Business Support	Undertake EIAs in line with corporate timetable (Performance & Business Support) (Q3)	Amber	Repairs policy and rechargeable repairs EIAs completed and approved by CAT. Aids and adaptations revised policy and related EIA currently being finalised.
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 - Performance & Business Support	Process Design & Customisation for mobile working implementation	Amber	The first stage of process design & customisation for mobile working implementation will be to streamline operations for the In House Repairs Team, focused on efficiently scheduling responsive repairs jobs and improving the customer experience by ensuring that updates following completion are quickly and accurately fed back to tenants and the Customer Services team. Process design work now planned for completion Q1 2013/14.
	Process review and redesign	Amber	Following implementation of new repairs processes in Q2 2013/14, they will be reviewed and redesigned in Q3 2013/14 based on tenant and Repairs Operative feedback.
	Set up UAT scripts and training for Q4 Sessions	Amber	User Acceptance Test (UAT) plans for the new repairs processes, together with associated training plans for any Officers affected by the changes, will be developed in Q1 2013/14 in parallel with the process design & customisation work, and implemented in Q2 2013/14
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 - Performance & Business Support	Deliver agreed targets outlined in the strategic review for the quarter (detailed actions and timescales to follow) (Q3)	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 as the Improving Customer Experience Programme in Q4
VFM-PBS-SP-PBS07 To produce a revised Corporate Complaints System that achieves improved customer satisfaction levels - Performance & Business Support.	Launch of system	Amber	System redesigned with expanded remit to ensure capture and management of all feedback. System was reviewed at Delivering Excellence Group during Quarter 3 where feedback was received for additional features. These are now being built into the system and launch planned for start of 2013/14.

Table 4 - Legal & Support Services actions not on track at the end of Quarter 3

During 2012/13 we said we would:	Quarter 3 Milestone to achieve this:	Status	Progress
VFM-DS-SP-DS02 To support elected Members in their role as Community Leaders –Democratic Services	Set action plan and timescale to deliver improvements where highlighted.	Amber	Action Plan to address issues raised by elected members where highlighted has been created and being worked on. This will be completed in Quarter 4.

Legal & Support Services Performance Indicators on or above target for Quarter 3

Performance Indicators	Target	Actual	Status
LSS-SP-EH-01 (Environmental Health) - % of food establishments within the District deemed to be broadly compliant with food hygiene law on 31st March 2013	91%	91%	
LSS-SP-LS-01 (Legal Services)- % of overall expenditure generated in external income (Cumulative)	3%	10%	
LSS-SP-LS-02 (Legal Services) - % 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 31st March 2013. The Council set its Revenue Budget at £10.533m on 23rd February 2012. A nil increase in council tax was also agreed for the third year running.

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	£4,215,550	-£89,840
Director of Services	£5,467,000	£5,437,522	-£30,178
Non-distributed Costs	£95,980	£120,900	£24,920
Corporate & Democratic Core	£71,280	£63,460	-£7,820
NET COST OF SERVICE	£9,940,350	£9,837,432	-£102,918
Net recharges from General Fund	-£1,091,000	-£1,091,000	0
NET COST OF SERVICES AFTER RECHARGES	£8,849,100	£8,746,182	-£102,918
Corporate Income and Expenditure			
Net Financing Costs	£1,034,940	£1,119,940	£85,000
Investment Income	-£45,000	-£45,000	£0
Corporate Contingency	£230,000	£100,000	-£130,000
NET REVENUE EXPENDITURE	£10,069,000	£9,921,000	-£148,000
Contribution to (from) General Fund Balance	£464,130	£464,130	£0
AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement)	£10,533,170	£10,385,252	-£147,918

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	£33,870	£33,870	0
Council Tax	£4,998,000	£4,998,000	0
TOTAL FUNDING AVAILABLE	£10,533,170	£10,533,170	0

Comments on major General Fund variances to the end of Quarter 3

An overall under spending of £148,000 is projected for the General Fund. The following projected year-end variances are highlighted:

- Across the Chief Executive Directorate, there are a number of over and underspends within the directorate which net off to a £106k underspend on salaries.
- Within Customer Services, there is an additional unbudgeted cost of £5k for telephony technology required.
- Revenues income from the County Council and the Police is forecast to be £6k less because Council Tax leaflets are not being produced for 2013/14.
- Income recharges for printers and the Print Room are forecast to be £21k less than budget and these savings will be reflected in services.
- Leasing and material costs are forecast to be £10K underspent.
- Savings of £8k have been made within Building Control from working hours reductions. A revision of recharges for Land Charges has resulted in an additional £13k income.
- It is forecast that there will be a shortfall of £50k in fee income for Building Control, this is due to a continued downturn in demand together with an overestimation of income at the start of the year. A reduction in fees charged has also had an impact.

Housing Revenue Account Summary to end of Quarter 3

HRA SUMMARY - EXPENDITURE	2012/13 Budget	2012/13 Forecast Outturn	2012/13 Forecast variance
Total Repairs and Maintenance	£4,563,000	£4,554,000	-£9,000
Supervision & Management			
General	£1,968,000	£1,985,000	£17,000
Special / Supporting People	£248,000	£179,000	-£69,000
Total Supervision & Management	£2,216,000	£2,164,000	-£52,000
Provision - Doubtful Debts	£60,000	£60,000	0
Capital Financing			
Depreciation - MRA & other	£4,008,000	£4,008,000	0
Debt Management Expenses	£2,000	£2,000	0
Total Capital Financing	£4,010,000	£4,010,000	0
Housing Subsidy Payment to National Pool	0	£41,000	-£41,000
TOTAL EXPENDITURE	£10,849,000	£10,747,000	-£102,000

HRA SUMMARY – INCOME	2012/13 Budget	2012/13 Forecast Outturn	2012/13 Forecast variance
Rent Income			
Dwellings	-£15,228,000	-£15,230,000	-£2,000
Service Charges	-£303,000	-£301,000	£2,000
Garages & Sites	-£78,000	-£88,000	-£10,000

HRA SUMMARY – INCOME	2012/13 Budget	2012/13 Forecast Outturn	2012/13 Forecast variance
Other	-£26,000	-£26,000	0
Total rent income	-£15,635,000	-£15,645,000	-£10,000
NET COST OF SERVICE (Total rent income less total expenditure)	-£4,786,000	-£4,898,000	-£112,000
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
Total Financing costs	£3,849,000	£3,431,000	-£418,000
Net Operating Expenditure (net cost of service less total financing costs)	-£937,000	-£1,467,000	-£530,000
Revenue Contribution to Capital	0	0	0
Contingency	£25,000	£25,000	0
NET (SURPLUS) / DEFICIT	-£912,000	-£1,442,000	-£530,000

Comments on HRA variances to end of Quarter 3

- 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 £417k lower in 2012/13. Note that 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.
- Net increase in Employee related costs of £28k mainly due to customer services agency costs. Forecast reduction of £15k in external audit fees.
- Older Person's Service (£49k forecast underspend), £19k of which relates to reduced costs of the responder service. & £20k forecast underspend due to re-alignment of Midlands Telecare contract with financial years.

- 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 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	£90,000	£63,000	£15,000
Total Budget for 2012/13	£1,608,000	£250,000	£8,240,000
Actual Quarter 3 expenditure	£1,186,000	£9,000	£2,754,000
Likely outturn for 2012/13	£1,541,000	£115,000	£7,344,000

- Overspend on General Fund is slippage from previous years Disabled Facilities Grant. The DFG expenditure was funded in part from resources from the PCT received late in the financial year. The grant expenditure was approved at the end of 2011/12 and payments made early in 2012/13.

Management of Absence

Service	No of FTE per Qtr			Number of Days lost per Quarter									Cum days lost to end Q3	Cumulative no of days lost per FTE		
				Quarter 1			Quarter 2			Quarter 3				Q1	Q2	Q3
	Q1	Q2	Q3	Total	Long	Short	Total	Long	Short	Total	Long	Short				
Chief Exe & HR	17.22	14.06	13.52	8.00	0	8.00	0	0	0	8.40	0	8.40	16.40	0.29	0.56	1.21
Com Services	208.97	200.87	198.19	499.96	266.00	233.96	558.15	424.00	134.20	551.50	395.5	155.9	1609.56	2.39	5.26	8.12
Finance	40.82	58.55	58.67	57.50	51.50	6.00	117.74	87.5	30.3	134.8	90.7	44.2	310.07	1.40	3.00	5.29
Housing Services	117.49	97.28	95.78	382.27	94.43	287.84	314.49	438.6	-124.1	341.4	210.6	130.9	1038.16	3.25	7.20	10.84
Legal & Support Services	32.80	67.28	67.40	7.51	0	7.51	423.83	262.4	161.4	-112.9	-191.8	78.9	318.46	0.22	6.40	4.72
Reg & Planning	47.60	28.75	25.84	55.38	37.00	18.38	-4.37	-4.4	0.1	44.1	25.2	18.9	95.11	1.16	1.77	3.68
All Directorates	464.90	466.46	459.40	1010.62	448.93	561.69	1409.84	1207.94	201.90	967.3	530.14	437.17	3387.76	2.17	5.2	7.37

Please note: Where there are negative figures in the table, these occur as a result of organisational structure changes, or when long-term absences have been reclassified as being disability-related.

- The Quarter 3 rate of 7.37 working days lost per full time equivalent is an increase of 0.39 days when compared to the same period of 2011/12 and is above the target of 6 days.
- The overall rate has declined slightly during the quarter - at the end of Q2 the annual rate was projected to be 10.4 days per fte, but is now running at an annual rate of 9.8 days per fte.
- The months of November and December particularly saw a rise in short-term flu and viral infections. The main reasons for absence continues to be Musculo-Skeletal problems with a total of 688 days lost, 87% of days lost to this absence occurred in Community Services.

- Return to work completion rates were high at 95%.
 - Active management of long-term cases has led to a reduction in the long-term absence (defined as being more than 10 working days) rates. During Quarter 3, there was a 56% reduction with staff members on long term absences when compared to the previous quarter. Of the 530 days long term absence recorded for the quarter, 395.5 days (75%) were in Community Services
 - Long-term absences are continuing to be reviewed on a weekly basis and reports are being issued to managers on a monthly basis.
 - One employee was dismissed during the period for capability reasons related to repeated absence.
-

Health & Safety

Accidents reported during Quarter 3	Manual Handling	Contact Fixed Object	Struck by Moving Object	Slip/Trip/Fall	Control Of Substances Hazardous to Health (COSHH)	Other Injury	Total during Quarter 3	Total – Cumulative to Q3
2011/12	4	1	2	3	0	1	8	25
2012/13	6	1	2	3	0	2	11	46

Accidents

- There was 1 accident reported to the HSE under the RIDDOR regulations.
- Quarter 3 2012/13 actual numbers of accidents to employees' was 11, which is comparable with the total accidents recorded in the previous quarter and an increase of 3 when compared to the same period of 2011/12. The highest number of accidents by type in the Quarter reported were due to manual handling where 6 accidents were reported.

From the total of 11 accidents reported:

- Housing Services reported 3 accidents – various types
- Community Services reported 7 accidents of which 4 related to manual handling
- Legal & Support Services reported 1

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.

- Action plan in place to address accidents.
- During Quarter 3, there was 13 days absence due to reported workplace accidents compared with 11 for the same period last year.
- Reported accidents to visitors were 78 to the end of Q3, an increase of 15 on last year's total of 63 by the end of Q3. All accidents occurred in Leisure Centres with the highest category by type relating to struck by moving object.

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 & 3)
Actual incidents for the whole year	66	44	43	52	103	50	34	46
Sick days attributed to accidents at work	74	50	299	187	84	82	206	151*

Service	Quarter 3, 2012/13		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	30	3
Finance	0	0	1	0
Housing Services	3	13	12	148
Legal & Support Services	1	0	2	0
Regeneration & Planning	0	0	1	0
All Services	11	13	46	151*

*135 of the 151 cumulative day's absence is for one member of staff who suffered an accident during Quarter 4 of 2011/12.