



COTSWOLD DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	OVERVIEW AND SCRUTINY – 03 MARCH 2020
Report Number	AGENDA ITEM 10
Subject	SUMMARY FINANCE/SERVICE PERFORMANCE REPORT - 2019/20 QUARTER THREE
Wards affected	All
Accountable member	All relevant Cabinet Members
Accountable officer	All Group Managers
Summary/Purpose	To summarise overall service performance for the Council. To provide information on the Council's financial position
Annexes	Annex A - Revenue Summary and Variances Annex B - Summary of gross capital expenditure Annex C - Performance indicator report
Recommendation/s	<i>That the Committee reviews, and challenges as appropriate, financial and service performance for Quarter 3 of 2019/20</i>
Corporate priorities	The Council's new administration has commenced work on a new Corporate Strategy for 2019-2023. While the new Strategy is in development, the focus of this report will be on service delivery and financial performance
Key Decision	NO
Exempt	NO
Consultees/ Consultation	None

1. BACKGROUND

- 1.1. Each quarter, the Council monitors its progress towards achieving its aim and priorities, service delivery and financial performance. Following the elections in May, the Council's new administration has commenced work on a new Corporate Strategy for 2019-2023. While the new Strategy is in development, the focus of this report will be on service delivery and financial performance.

2. FINANCIAL PERFORMANCE

Financial Performance (Revenue)

- 2.1. The Council's approved budget for 2019/20 set a net revenue budget for the year of £14,086,166 [including Parish Precepts] with a budgeted use of General Fund of £164,313. At the end of December, the Council has spent £18,085,138 against its profiled net budget of £18,119,654. This equates to an under spend of £34,516 and includes the forecast underspends from the Council's contracts with Publica and Ubico as detailed in 2.11 to 2.14.
- 2.2. The figures in this report represent the position against the profiled budget, as at 31st December 2019; the end of Q3. A commentary against the most significant budget variances are set out below. Full details of budget variances by service area are set out in **Annex 'A'**.

Income

- 2.3. Overall income from fees and charges is lower than anticipated. Details of the most significant variances are set out below.
- 2.4. The most significant challenge to service income is in the Development Control Service where planning application fee income is £317,000 below the profiled income budget at the end of Q3, of £915,000; at £598,000. 2019/20 has seen a slow-down in the number of applications, continuing the trend experienced in the second-half of 2018/19. With the importance of Planning Application fees as an income stream to the Council the position will continue to be monitored. The budget for 2020/21 has been reduced by £200,000 to take account of the slowdown in applications. This is expected to be offset by more emphasis upon pre-application advice and the net reduction to the service income budget in 2020/21 is £100,000.
- 2.5. A number of other service areas are under achieving against income budgets. These include Building Control at £30,000, Land Charges at £12,000 and Licensing at £10,000.
- 2.6. By contrast, the following service areas are exceeding profiled income targets.
- 2.7. During 2018/19 the Council saw the diversification of its investment portfolio, away from traditional cash deposits. As a result the Council invested additional resources into a mixture of property funds and pooled investment funds. These investments proved successful during 2018/19 and the positive returns have continued in 2019/20 with the mix of investments. The Council's treasury investment returns look positive, with a surplus of £50,000 to £60,000 above budget expected for the financial year.

- 2.8.** The Council's chargeable Green Waste service has seen a productive year. The majority of the income is generated at the start of the year, with the service beginning on 1st April and the fee entitling users to a service up until 31st March. Subscriptions to the service have generated £663,000 in the 9 months up until the end of December. This compares positively to the annual budget target of £624,000. The service has already generated a surplus of £24,000 against budget. Whilst the number of licences may increase marginally in the final three months of the year, this will not be a significant sum. The service has, once again, generated subscribers in excess of expectations.
- 2.9.** Car Park income is one of the largest sources of income from fees and charges to the Council. Overall income is broadly in line with budget.

Expenditure

- 2.10.** Overall expenditure is within budget, which is compensating for lower income. The most significant underspends are set out below.
- 2.11.** The majority of the Council's staffing resource is supplied under contract from Publica. The Publica contract sum for 2019/20 is £9,153,140. Any variations or changes in the service provision required during the year are agreed between Publica and Council's Chief Financial Officer in line with Council decisions.
- 2.12.** Publica monitors its budgets to ensure services are delivered in line with the agreed contract sum. Each quarter, Publica reports its expenditure to the Publica Board. Any variations in contract sum are then attributed to the partner Councils in line with the contract. At the end of Q3, Publica reported a contract underspend of £505,000. £141,000 of the underspend is attributable to this Council. The underspend at the end of December 2019 of £34,516 includes the Publica underspend.
- 2.13.** The Council's Environmental Services (grounds maintenance, domestic waste collection, recycling collections, etc) are provided by Ubico Ltd. At the end of Q3, Ubico is predicting that the contract cost will be under budget by approximately £100,000 by the end of the year. This is based upon expected underspends in the cost of garden waste collection and street cleansing costs. The underspend at the end of December 2019 of £34,516 includes the Ubico underspend.
- 2.14.** The Council's Animal and Pest Control Service is provided in partnership with West Oxfordshire District Council, and delivered by Ubico. As part of the shared service agreement, the Council was due a refund based upon the 2018/19 contract sum. The calculation of the refund was not included in the 2018/19 figures and was received in Q1 of 2019/20. The Council therefore has benefitted with the credit [refund] of £68,000 in the current year.
- 2.15.** The 2019/20 budget included an element of funding for a temporary Solicitor post. This resource has not been spent. The legal costs centre is therefore showing as £44,000 underspent against its staffing budgets.
- 2.16.** By contrast the Council is facing cost pressures which exceed budget in the following areas.

- 2.17.** The first three-quarters of the year has seen the Council spend its capital allocation for recycling receptacles of £55,000. An overspend of £120,000 currently sits in the revenue account for the additional expenditure. Any further purchases will worsen this position. Orders for the receptacles were placed at the end of the last financial year in light of advice from WRAP on risks related to the UK's departure from the EU. Specific government grant of £35,000 paid to the Council for "Brexit" preparations will be applied to part fund these costs and reduce the overspend in the revenue budget.
- 2.18.** The 'Commercial Properties' budget is currently showing an overspend of £18,700. This is as a result of minor costs and additional valuation works and associated costs on potential development sites within the district.
- 2.19.** The Council is currently overspent by £26,000 against its budget for Councillor Allowances. The variation represents the uplift in the Members' basic allowances and the increase in the number of cabinet posts agreed by Council earlier this year. The change in rates has been built into the budget for 2020/21.
- 2.20.** Maintenance work at the Cirencester Leisure Centre has exceeded the planned budget by £23,000 due to essential repairs to the automatic doors and works on the main pool and sauna. Underspends on maintenance works at Bourton Leisure centre and a number of the Council's other sites mean that the overall Building Maintenance spend remains within budget.
- 2.21.** In May 2019 the Council opened the newly refurbished Temporary Emergency Accommodation, "The Croft". In getting the property ready for use, the Council have incurred costs of £13,000 for servicing and upgrading the fire alarm and security alarm systems within the building, for which no budget has been set aside. With the opening of 'the Croft' it is hoped that there will be a decrease in the amount that the Council spends on emergency Bed & Breakfast Accommodation. However, this depends upon the circumstances and complexity of the cases presented as homeless.
- 2.22.** A full list of all cost centres and budget variances is attached to this report at **Annex 'A'**.

Capital Activity

- 2.23.** The Council has received 92 referrals for Disabled Facilities Grants [DFGs] during the period April to December 2019. There are currently 46 DFG cases ongoing of which 2 are for children. 21 of the 46 ongoing cases have been grant approved amounting to a total of £147,403. A straight stair lift can be installed within one month of referral, a bespoke curved stair lift may take up to three months, a level access shower or ramps/access may take six months, and major extensions/conversions may take a year or more. The DFG funding provides essential adaptations for disabled residents to enable them to remain at home and live independently and safely. The maximum DFG is £30,000 with an additional £20,000 available in exceptional cases.
- 2.24.** The Council is taking forward a number of projects aimed at increasing car parking capacity in Cirencester:
- Planning permission was granted on 9th October by the Planning and Licensing Committee for works to commence at the Cirencester Rugby Club site. The construction phase is currently out to tender. Works will develop the parking facilities and increase capacity for parking permit holders.

- An architect has now been appointed for the Waterloo decked car park project. A pre-application submission has been made to the Development Control service in advance of the main application.
- The Old Memorial Hospital has been demolished and the backfill of the basement and resurfacing will be completed in February. It is anticipated the site will re-open as a public car park in March. This site would be considered for more strategic development longer term within the context of the Cirencester Masterplan.

- 2.25.** Car park improvement works are planned for Rissington Road car park. These works have been delayed due to drainage issues. The installation of an electric vehicle charging point [EVCP] is also being considered as part of this refurbishment.
- 2.26.** As part of the Council's commitment to reduce Carbon, a Framework for the delivery of Electric Vehicle Charging Points [EVCPs] has been established. Suppliers have been requested to supply site specific mini tenders for the supply of EVCPs to Packers Leaze Waste Depot, the Council Offices and public car parks. The closing date for the submission of tenders was the end of January, with a report to be submitted to Cabinet seeking allocation of funding.
- 2.27.** There are various projects underway in ICT to keep our network infrastructure secure and up to date. The rolling replacement programme of laptops and devices continues. Future planned work includes the replacement of storage infrastructure and replacement/upgrade of key elements of existing infrastructure/network equipment.
- 2.28.** The procurement of Ubico refuse and garden waste vehicles as part of the rolling vehicle replacement programme will continue into Q4. It is anticipated that all funding will be committed by year end. Due to lead times on these vehicles the final delivery is not expected until 2020/21.
- 2.29.** The Corinium Museum 'Stone Age to Corinium' project is progressing well. The work on the discovery centre [phase 1] is complete. Work on the shop/reception area [phase 2] is progressing well with demolition of walls, installation of structural steel work, underpinning and backfill complete. Planned building work should be complete by May 2020, this will then allow the 'fit-out' to commence of exhibition displays and audio visual equipment. Project completion is due July 2020.
- 2.30.** The delivery of the waste service has been reviewed. The new waste service will launch on 18th March. Containers have been purchased. New outdoor food waste caddies and cardboard sacks are being delivered to all households from 3rd February. The new recycling and food waste collection vehicles have been delivered to the depot and are being trialled ahead of the service changes. New refuse trucks have also been ordered and will be delivered through March and April. Service changes will enhance the existing service provision, aim to improve recycling performance and reflect changing service demand due to housing growth and changes in quantities of recyclable materials.
- 2.31.** A full list of expenditure against budget is attached to this report at **Annex 'B'**.

Capital receipts and disposals

- 2.32.** There have been no capital receipts or assets disposals in Q3.

3. PERFORMANCE AGAINST ALL INDICATORS

- 3.1. Overall, the majority of performance indicators achieved their targets or achieved their targets 'within tolerance'.

Table 1 - Summary of Performance - All PIs

	2018/19 Q3		2019/20 Q1		2019/20 Q2		2019/20 Q3	
Status	Total	% ¹	Total	% ¹	Total	% ¹	Total	% ¹
On target or exceeded	18	66.7	21	75.0	18	78.3	19	73.1
Within tolerance	5	18.5	2	7.1	2	8.7	5	19.2
Below target	4	14.8	5	17.9	3	13.0	2	7.7
Total	27		28		23		26	
No target/no data	4		5		8		5	

- 3.2. During the quarter, there were some notable performances including:

- (LLP 1) Percentage of (official) land charge searches received and dispatched within 10 working days (Actual: 99.47%; Target: 90%).

The service dispatched 374 out of 376 official land charge searches within the agreed timeframe, as well as processing an additional 353 personal land charge searches.

- (ERS 7) Percentage of Building Regulation full plans applications vetted within 21 days (Actual: 86.67%; Target: 85%).

Following unsuccessful attempts to recruit to a vacant post, a consultant was employed on a short term contract, and some overtime hours were undertaken by permanent staff. The backlog has been cleared and officers are managing the workload using resources within the Publica partnership. The vacant post has been replaced by a development post which has been filled and training is underway.

- (EVS 1) (Cumulative) Percentage of household waste sent for re-use, recycling and composting (Actual: 61.53%; Target: 61%).

Between April 2019 and December 2019, householders re-used (0.53%), recycled (21.48%) and composted (39.53%) 61.53% of household waste, higher than the same period of the previous year (Actual: 60.56%).

The combined recycling rate was particularly high for the first six months of the year when householders re-used, recycled and composted 63.89% of household waste. The composting rate was particularly good at nearly two percentage points higher than the previous year.

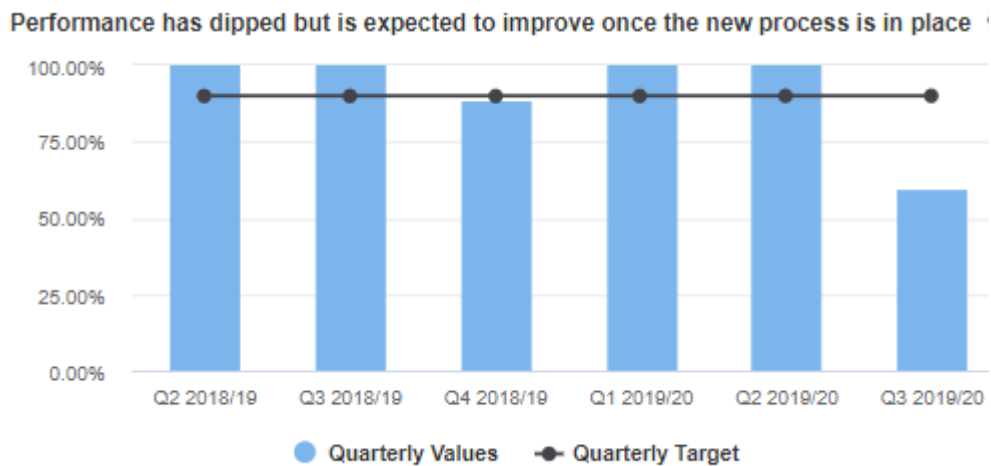
In 2018/19, the District composted, recycled and re-used 58.9% of household waste, and ranked 13th against all shire district councils.

3.3. Two indicators fell short of their targets; one in Customer Services; and one in Leisure and Communities:

- (CS 3) Percentage of complaints responded to within 10 working days (Actual: 60.00%; Target: 70%).

The number of complaints the Council receives is low. There were just five for the quarter, four related to the planning service and one to revenues. Three of the five complaints were responded to within the timescale, a lower performance than in previously quarters.

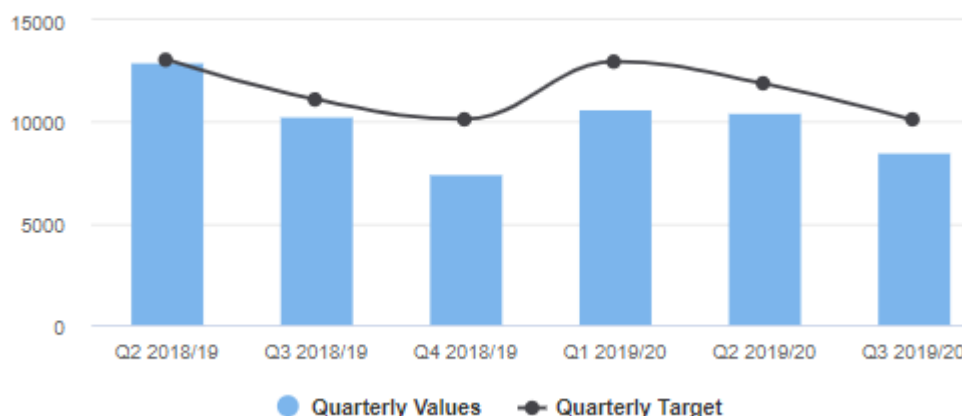
A new complaints process has been finalised and will be relaunched at the beginning of March 2020. The Customer Services Manager is continuing to work with services to ensure that the complainant is notified of progress, and an extension of time agreed if required.



- (LC15) Number of visitors to museums and galleries (Actual: 8,532; Target: 10,092).

Overall, the Museum is still attracting a large number of visitors, although visits from schools have been falling for some time due to constraints in budgets. In December 2018, work commenced on the refurbishment of the front galleries as part of the Heritage Lottery funded Stone Age to Corinium project. It was anticipated that the building works and closure of some galleries would have an impact on visitor numbers. Phase 1 (discovery centre) works have been completed, and phase 2 (shop/reception area) is making good progress; the underpinning and backfilling is complete, structural steel work has been installed, and the walls demolished. Phase 2 is expected to be completed by 1st May 2020 when the fit out will commence (exhibition cases, audio-visual). The programme completion date is the end of July 2020.

The number of visitors has fallen over the last year due to refurbishment of galleries



3.4. Four indicators fell short of their targets but remained ‘within tolerance’:

- (LC 20) (Cumulative) Number of visits to the three leisure facilities managed by SLM (Actual: 453,784; Target: 460,860).

Although throughput is generally lower during Q3 due to the Christmas holidays, overall, throughput has fallen for the nine months to the end of December 2019 compared to the same period of the previous year (Actual: 457,795). There continues to be strong competition from other providers especially in Cirencester.

SLM responded to the increased competition by reducing gym membership prices at Cirencester Leisure in the second half of 2018/19, which has resulted in an increase of over 10% in gym memberships (December 2019 compared to December 2018). The increase in gym memberships is expected to translate into an increase in overall usage.

In addition, the Leisure service has started to look at potential improvements that can be made at Cirencester Leisure to increase capacity, which will include car parking arrangements.

- (RHS 6) (Cumulative) Percentage of non-domestic rates collected (Actual: 84.7%; Target: 86%).

At the end of December 2019, the in-year collection rate is the same as the previous year in spite of several rateable value reductions on RAF Little Rissington which has resulted in refunds totalling £310,858. The amount of business rates due will be adjusted to take account of the refunds during Q4.

By the week ending 5th January 2020, the Council had collected 92.06% of business rates due; this suggests that the Q3 target should be revised for future years. In particular, there are increasing numbers of businesses using the statutory option of paying in twelve instalments rather than ten.

The Ministry of Housing, Communities and Local Government reported that the Council’s in year collection rates for 2018-19 was 98.0%, a little lower than shire districts (98.4%), and England (98.3%). The service is proactive in recovering domestic rates; it carries out a ‘mop up’ in March which gives businesses the opportunity to make an additional payment. The service also continues to recover business rates on previous years’ debt throughout the year.

Furthermore, the service has been assessing its systems as it recognises that a system that is more efficient, and effective for customers, will help to increase collection rates.

- (RHS 7) Number of households living in Emergency Accommodation for over 28 days (Actual: 1; Target: 0).
- In this case, the individual has complex medical issues and was placed in emergency accommodation. The individual is receiving appropriate professional support to address the medical needs and assistance with finding accommodation.
- (CS 1) Percentage of telephone calls answered within 20 seconds (Actual: 68.43%; Target: 70%).

There have been steady improvements over the last nine months. The implementation of the new CRM system in Q1 was expected to impact on performance while the system 'bedded in' and evolved. During October 2019, two enhancements were introduced; 'live chat' and integrated telephony (auto creation of cases). Both enhancements required staff to be trained, especially 'live chat' which requires staff to write consistent and standardised responses.

Performance has also been affected by the loss of 2.5 full time equivalents during the quarter; however, the service also gained seven new staff in December and January to support the implementation of the new waste service (the initial mail out to residents generated over 1,000 requests for containers); as well as to compensate for advisors moving on to other roles in the organisation.

A satisfaction survey is offered to telephone callers at the end of their enquiry, and the results indicate that both satisfaction for services (Q3: 97%) and the advisor (Q2: 100%) are high. Benchmarking data for November provided by GovMetric ranked this Council in the top ten best performers out of over 70 councils.

- 3.5.** The Performance Indicator report is attached at **Annex 'C'**. Senior Management Team will continue to ensure that action is taken to improve performance where appropriate.

4. RISK AND OTHER ISSUES

- 4.1.** The **Corporate Risk** Register was updated by the risk owners at the end of December 2019, and reviewed by the Shared Risk Management Team (comprising the Councils' statutory officers and the Publica Directors) on 14 January 2020. Any risk scoring 15 or above is considered a 'primary' risk.

- 4.2.** At the end of Q3, there were three primary risks on the register:

- 4.3.** If the Local Government settlement over the medium term is unfavourable then the Council's savings targets may need to increase – The Medium Term Financial Strategy is currently in the process of being updated. A one-year Spending Round 2019 was announced which indicated a roll-forward of funding from 2019/20 with an inflationary increase. New Homes Bonus awarded for 2020/21 will be for one year only (no legacy payments from 2021/22 due to implementation of Fairer

Funding changes). The significant changes to local government funding (75% Business Rate Retention, Business Rate Reset, Fairer Funding Review and new Spending Round) have been delayed until 2021/22.

- 4.4. Members and Officers are working on contingency plans, which include a Commercialisation Strategy to address the potential funding gap from 2021/22.
- 4.5. If unavoidable budget pressures exceed provision within the Medium Term Financial Strategy (MTFS) then the Council may need to find additional income or savings, or use its reserves, otherwise there may be pressures on services or tax levels and agreed budget targets will not be achieved – The MTFS is currently being updated and includes provision to fund significant additional costs for the new waste service from 2020/21.
- 4.6. The Council has announced a Climate Emergency and financial resources will be required to enable the Council to take action. Funding for a Climate Change Manager is included in the update to the MTFS; and one-off funding has been made available from earmarked reserves to fund research which will enable the Council to develop a costed action plan.
- 4.7. Members and Officers are working on a plan to increase income to the Council to fund both new objectives from the new Corporate Strategy and to bridge the expected funding gap from 2021 as a result of changes to local government funding.
- 4.8. The Council is seeing a downturn in material markets, initially textiles and now paper. Values have reduced significantly which will have a budgetary impact. In addition, Ubico is reporting that the costs of its Corporate Overhead are exceeding budget. The Chief Finance Officer met with Ubico and the other partner Council CFOs to discuss in January 2020. Ubico are now closely managing corporate overhead costs and only incurring additional costs where absolutely necessary to minimise the overspend in 2019/20. Ubico is also preparing a partnership framework that would set out principles for:
 - future engagement to mitigate risks on S151 not being informed of shareholder decisions affecting costs;
 - a proposed a framework for setting and agreeing corporate costs in a transparent way going forward; and
 - a process for business case agreement.
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- 4.9. If Ubico is unable to deliver services to the required standard then it could damage the Council's reputation and result in additional costs for the Council – The waste fleet has deteriorated before expected resulting in high levels of breakdown, and as a consequence is impacting on residents and increasing service costs. The fleet has been re-procured as part of a new service which commences on 18th March 2020. Modelled costs for the new service were agreed at Council in December 2018 and embedded in the budget in February 2019, however, costs have been reviewed and estimates revised. There are elements such as fleet numbers and tonnages which are based on estimates and may be subject to change which could increase costs.

- 4.10. Service Risk Registers were updated by risk owners to reflect changes to risk ratings. At the end of Q3, there were no primary risks on the service risk registers.

Publica Contract Variations

- 4.11. No Publica contract variations were reported in Q3.

Health and Safety

- 4.12. There were no reportable incidents in the quarter.
- 4.13. One incident was recorded during the quarter; a member of staff had a suspected panic attack. A first aider was called; the member of staff chose not to seek professional advice.

5. CABINET

- 5.1. Any comments from this Committee on the summary finance and service performance report will be reported back to the Cabinet.

6. FINANCIAL IMPLICATIONS

- 6.1. As described in section 3 of the report.

7. LEGAL IMPLICATIONS

- 7.1. None

8. RISK ASSESSMENT

- 8.1. As described in section 4 of this report.

9. ALTERNATIVE OPTIONS

- 9.1. None

10. BACKGROUND PAPERS

- 10.1. None

Annex A – Summary Revenue Performance Q3

Cotswold District Council - Revenue Budget Monitoring Summary

Q3 Budget Outturn - 1st April 2019 to 31st December 2019

Service Group	Original Budget [full-year]	Profiled Budget Q3	Actual Spend Q3	(Under) / Over Budget
Environmental & Regulatory Services	427,863	284,815	275,408	(9,407)
Business Support Services - Finance, HR, Procurement	950,150	967,024	967,861	838
ICT, Change & Customer Services	1,797,518	1,370,449	1,349,205	(21,244)
Land, Legal & Property	677,152	448,452	459,026	10,574
Partnership Managing Director and 2020 Programme Costs	182,677	469,364	470,637	1,273
Revenues & Housing Support	261,128	890,794	887,722	(3,072)
Environmental Services - <i>This includes the forecast underspend of £100,000 from Ubico.</i>	3,631,969	3,209,354	3,197,772	(11,581)
Leisure & Communities	1,627,272	(125,693)	(128,820)	(3,127)
Planning & Strategic Housing	1,177,665	757,212	1,021,732	264,520
Democratic Services	970,095	875,804	922,155	46,351
Retained/Corporate Council Services	(546,449)	2,120,488	1,988,024	(132,464)
Publica contract underspend (as at Q3) - attributable to CDC <i>At the end of the year this will be allocated out to services.</i>			(141,000)	(141,000)
Cost of services	11,157,040	11,268,061	11,269,721	1,660
Plus general grant funding and income	(10,992,727)	3,922,466	3,886,291	(36,176)
Budgeted General Fund surplus / (deficit)	(164,313)	0	0	0
(Under)/overspend against the profiled budget:	0	15,190,528	15,156,012	(34,516)

Annex A – Summary Revenue Performance Q3 (continued)

Environmental & Regulatory Services

Q3 Budget Outturn - 1st April 2019 to 31st December 2019

Cost Centre	Budget Q3	Actual Q3	(Under) / Over Budget
BUC001 Building Control - Fee Earning Work	(117,617)	(94,576)	23,042
BUC002 Building Control - Non Fee Earning Work	39,885	38,698	(1,187)
BUC003 Dangerous Structures	1,875	1,303	(572)
Building Control total	(75,857)	(54,575)	21,282
EMP001 Emergency Planning	19,558	9,229	(10,329)
ESM001 Environment - Service Management	79,198	68,796	(10,403)
PSH002 Private Sector Housing - Condition of Dwellings	3,750	423	(3,327)
PSH005 Home Energy Conservation	2,494	0	(2,494)
REG002 Licensing	(15,482)	(12,052)	3,430
REG009 Environmental Protection	84,536	64,080	(20,457)
REG013 Pollution Control	96,872	98,714	1,841
REG016 Food Safety	88,155	97,100	8,945
REG017 Health & Safety at Work	0	103	103
REG021 Statutory Burials	840	3,350	2,510
STC011 Abandoned Vehicles	750	240	(510)
Public Protection total	360,672	329,983	(30,689)
Total	284,815	275,408	(9,407)

Business Support Services - Finance, Audit, HR and Procurement

Q3 Budget Outturn - 1st April 2019 to 31st December 2019

Cost Centre		Budget Q3	Actual Q3	(Under) / Over Budget
SUP009	Accountancy	342,660	344,317	1,658
SUP011	Creditors	27,701	25,874	(1,828)
SUP012	Debtors	25,510	24,029	(1,481)
SUP035	Insurances	4,169	5,752	1,583
SUP042	Business World Support and Hosting	50,767	50,854	87
Finance total		450,806	450,826	20
SUP010	Internal Audit	101,538	100,203	(1,335)
SUP402	Glos. Counter Fraud Unit	64,195	64,195	(0)
SUP403	CDC Counter Fraud	39,365	40,265	900
Audit and Counter Fraud		205,098	204,662	(435)
SUP003	Human Resources	160,845	148,427	(12,418)
SUP019	Health & Safety	20,434	20,531	97
SUP020	Training & Development	43,301	54,180	10,879
SUP013	Payroll	17,389	15,899	(1,490)
HR Support & Payroll total		241,968	239,037	(2,931)
SUP033	Central Purchasing / Procurement	69,153	73,336	4,184
Procurement total		69,153	73,336	4,184
Total		967,024	967,861	838

Business Support Services - ICT, Change and Customer Services

Q3 Budget Outturn - 1st April 2019 to 31st December 2019

Cost Centre	Budget Q3	Actual Q3	(Under) / Over Budget
SUP017 Business Improvement/Transformation	81,155	81,841	686
SUP021 Business Continuity Planning	13,087	0	(13,087)
SUP023 Freedom of Information Act	7,988	3,055	(4,933)
TMR001 Street Naming	(7,463)	(17,605)	(10,143)
	94,766	67,290	(27,476)
ADB411 Moreton-in-Marsh, Offices	11,073	(9,479)	(20,552)
SUP401 FOH - Trinity Road	384,678	379,904	(4,774)
COM420 FOH - Moreton	76,337	59,792	(16,544)
	472,087	430,217	(41,870)
SUP005 ICT	701,454	749,555	48,101
SUP031 Application Support	102,141	102,141	0
	803,595	851,697	48,101
Total	1,370,449	1,349,205	(21,244)

Land, Legal & Property

Q3 Budget Outturn - 1st April 2019 to 31st December 2019

Cost Centre		Budget Q3	Actual Q3	(Under) / Over
ADB401	Trinity Road, Offices	80,504	94,236	13,732
ADB412	Moreton-in-Marsh, Offices - Maintenance	32,426	17,192	(15,234)
CUL411	Corinium Museum - Maintenance	31,013	25,297	(5,716)
ENA401	Housing Enabling Properties	(2,955)	1,325	4,280
FIE425	22/24 Ashcroft Road	24,564	32,558	7,994
HLD421	T Barry Haulage Depot, South Cerney	0	(330)	(330)
	Asset Management total	165,552	170,279	4,727
LLC001	Local Land Charges	(109,483)	(69,590)	39,893
	Land Charges total	(109,483)	(69,590)	39,893
SUP004	Legal	168,262	124,020	(44,243)
SUP025	Property Services	224,120	234,318	10,198
	Legal & Property total	392,383	358,338	(34,045)
	Total	448,452	459,026	10,574

Partnership Managing Director and Transformation Programme Costs

Q3 Budget Outturn - 1st April 2019 to 31st December 2019

Cost Centre		Budget Q3	Actual Q3	(Under) / Over
COR01+	Transformantion and 2020 change projects	408,647	409,003	356
SUP026	Chief Executive	60,718	61,635	917
	Total	469,364	470,637	1,273

Revenues & Housing Support

Q3 Budget Outturn - 1st April 2019 to 31st December 2019

Cost Centre		Profiled Budget Q3	Actual Q3	(Under) / Over Budget
HBP001	Rent Allowances	851,158	845,639	(5,519)
HBP005	Benefit Fraud Investigation	0	59	59
Benefits total		851,158	845,698	(5,460)
HOM001	Homelessness	(10,499)	(22,439)	(11,939)
HOM004	Refugees	0	3	3
HOM005	Homelessness Hostel Accommodation	(26,625)	(11,681)	14,944
HOM499	Homelessness Reserve	6,353	6,353	0
PSH001	Private Sector Housing Grants	21,120	22,548	1,428
Housing Management total		(9,651)	(5,217)	4,435
LTC001	Council Tax Collection	159,747	165,344	5,597
LTC002	Council Tax Support Administration	0	1,126	1,126
LTC011	NNDR Collection	(155,657)	(157,710)	(2,053)
PUT001	Concessionary Travel	11,882	9,742	(2,140)
SUP014	Cashiers	27,694	27,564	(130)
SUP028	Security Carriers	5,621	1,174	(4,447)
Revenues total		49,287	47,240	(2,047)
Total		890,794	887,722	(3,072)

Environmental Services

Q3 Budget Outturn - 1st April 2019 to 31st December 2019

Cost Centre	Budget Q3	Actual Q3	(Under) / Over Budget
CPK401 Car Parks	(1,071,080)	(1,066,385)	4,695
CPK402 Car Parks - Maintenance	26,794	16,189	(10,605)
CPK413 Car Parks - Tetbury The Chippings	(17,394)	(18,663)	(1,270)
CPK414 Car Parks - Chipping Campden	(31,274)	(31,270)	4
CPK499 Car Parking Reserve	200,461	200,461	0
Car Parking total	(892,494)	(899,669)	(7,175)
CCC001 Climate Change	10,992	11,085	93
Climate change total	10,992	11,085	93
CCM001 Cemetery, Crematorium and Churchyards	71,892	69,720	(2,172)
CCM402 Cemeteries - Maintenance	22,206	11,851	(10,355)
HLD410 Waste - Cleansing	99,154	101,518	2,364
HLD411 Waste - Cemeteries	632	(9,215)	(9,847)
REG003 Animal Control	19,945	8,540	(11,405)
REG019 Public Conveniences	193,764	191,894	(1,870)
RYC001 Recycling	940,609	1,037,017	96,408
RYC002 Green Waste	688,870	666,950	(21,920)
STC001 Street Cleaning	997,965	971,918	(26,047)
WST001 Household Waste	1,120,709	1,118,025	(2,684)
WST004 Bulky Household Waste	2,932	(7,767)	(10,698)
WST401 Refuse-Stow Fair	8,345	6,876	(1,469)
WST402 South Cerney Depot, Packers Lease	(142,749)	(143,072)	(323)
Environmental Services Client	4,024,273	4,024,256	(18)
FLD401 Land Drainage	66,582	62,100	(4,481)
Flooding total	66,582	62,100	(4,481)
Total	3,209,354	3,197,772	(11,581)

Leisure & Communities

Q3 Budget Outturn - 1st April 2019 to 31st December 2019

Cost Centre	Budget Q3	Actual Q3	(Under) / Over Budget
COM401 Health Policy	20,178	21,759	1,581
COM402 Community Liaison	73,045	75,584	2,539
COM403 Youth Participation	69,491	55,388	(14,102)
COM405 Health Development	56,018	55,349	(669)
GBD001 Community Welfare Grants	132,132	135,839	3,707
Community Liaison	350,864	343,919	(6,945)
CCR001 Community Safety (Crime Reduction)	17,095	16,602	(493)
SUP002 Consultation, Policy & Research	63,414	66,485	3,071
Community Safety	80,509	83,087	2,578
CUL410 Corinium Museum	0	155	155
CUL412 Collection Management	0	239	239
CUL413 Northleach Resource Centre	6,638	0	(6,638)
CUL415 Corinium Museum - HLF Project	(638,657)	(638,657)	0
REC410 Cirencester Leisure Centre and SLM contract cost	1,075	(2,272)	(3,347)
REC413 Cirencester - Dryside	0	(6,055)	(6,055)
REC419 Cirencester Leisure - Maintenance	24,638	48,605	23,968
REC430 Cirencester - Centre Management	61,510	60,907	(603)
REC459 Bourton - Maintenance	21,014	8,527	(12,488)
Leisure Management	(523,783)	(528,551)	(4,768)
TOU001 Tourism Strategy and Promotion	10,703	15,101	4,398
TOU402 Partnership Grants	48,000	48,000	0
TOU403 Cotswold Tourism Partnership	(91,986)	(91,986)	0
TOU404 Discover England Fund - Project	0	1,610	1,610
Tourism Policy	(33,283)	(27,274)	6,008
Total	(125,693)	(128,820)	(3,127)

Planning & Strategic Housing

Q3 Budget Outturn - 1st April 2019 to 31st December 2019

Cost Centre	Budget Q3	Actual Q3	(Under) / Over Budget
DEV001	(328,170)	(54,721)	273,449
DEV002	95,363	66,625	(28,738)
DEV003	135,778	136,925	1,148
DEV004	242,163	244,210	2,047
DEV401	8,179	8,248	69
DEV488	(20,000)	(20,000)	0
DEV499	(39,526)	(39,526)	0
Development Management	93,787	341,762	247,975
PLP005	141,659	134,579	(7,080)
CIL001	(7,808)	(7,808)	0
Heritage & Conservation	133,851	126,771	(7,080)
PLP002	222,508	222,067	(441)
PLP401	12,022	18,842	6,820
PLP499	0	557	557
PSM001	4,397	13,428	9,031
Planning Policy	238,926	254,893	15,967
HAD001	205,461	205,959	498
HLD400	4,250	5,750	1,500
HOS001	62,480	65,594	3,115
HOS002	17,744	17,894	150
HOS005	713	713	0
HOS499	0	2,396	2,396
Strategic Housing	290,648	298,306	7,658
Total	757,212	1,021,732	264,520

Democratic Services

Q3 Budget Outturn - 1st April 2019 to 31st December 2019

Cost Centre		Budget Q3	Actual Q3	(Under) / Over Budget
DRM005	Committee Services	97,842	110,876	13,035
DRM008	Corporate Subscriptions	17,245	17,248	3
Committee Services total		115,087	128,124	13,037
ELE*	Elections	253,744	253,744	(0)
Elections total		253,744	253,744	(0)
SUP018	Press & PR/Communications	37,264	32,829	(4,435)
SUP024	Postal Services	29,050	37,596	8,545
Communications		66,314	70,425	4,110
DRM001	Democratic Representation and Management	85,957	89,451	3,493
DRM003	Councillors Allowances	200,376	228,285	27,909
DRM004	Servicing Council	15,743	5,958	(9,785)
Member Support total		302,077	323,694	21,617
SUP022	Print & Design	138,582	146,168	7,586
Print & Design total		138,582	146,168	7,586
Total		875,804	922,155	46,351

Retained Services - Management, Corporate Income & Expenditure, Directors

Q3 Budget Outturn - 1st April 2019 to 31st December 2019

Cost Centre		Budget Q3	Actual Q3	(Under) / Over Budget
FIE030	Interest and Investment Income	(452,001)	(492,219)	(40,218)
FIE010	Interest payable and Similar Charges	0	0	0
FIE410	Commercial Properties - General	62,379	81,105	18,726
FIE*	Commercial Properties - summary	(323,903)	(381,004)	(57,101)
Corporate Income & Expenditure total		(713,525)	(792,118)	(78,593)
NDC401	Discretionary Pension Payments	1,540,939	1,498,648	(42,291)
SUP032	Strategic Directors	159,126	158,348	(778)
COR005	Corporate Finance	120,012	125,871	5,859
COR007	External Audit Fees	12,373	8,149	(4,224)
COR008	Bank Charges	45,799	48,438	2,639
COR400	Savings and Growth Items	15,077	0	(15,077)
COR401	Publica Group	697,036	697,036	0
Corporate Management and Directors total		2,590,360	2,536,488	(53,871)
Total		1,876,835	1,744,371	(132,464)

Annex B – Summary Capital Performance Q3

2019/20 Summary of budgets and expenditure Q3				
Project	Budget for the year £	Expenditure £	Other Committed Expenditure £	Comments
Disabled Facilities Grants [Better Care Fund]	700,000	534,203	147,403	46 ongoing DFG cases with approved expenditure of to come of £147,403.
ICT Infrastructure	438,646	134,082	245,000	Funding has been committed to cover the replacement of devices due to MS Windows 7 going 'End of Life' as well as a refresh of infrastructure equipment and storage.
Replacement and upgrade of Civica income mgmt. and Idox/Uniform system (ICT)	250,000	0	0	Work is underway to scope these projects, with work on the replacement systems expected to begin later in the year or more likely 2020/21.
Community Projects Fund	207,344	41,494	39,702	The Community Projects Fund continues to generate enquiries from our local communities regarding support for both community halls and play facilities, indicating that there is a continuing need to invest in this infrastructure. Two applications were approved in Q3, and two further applications received.
Car Park Improvements	245,417	0	0	This funding is committed to improvements at Rissington Road Car Park.
Replace pay and display machines	125,000	0	0	This is a rolling fund for replacement of machines that reach the end of their life. Machines will be replaced when needed, no replacements are currently planned.
Recycling and waste vehicles	1,233,399	183,105	1,000,000	Procurement of replacement refuse vehicles as part of the rolling programme has commenced. Due to vehicle lead times the bulk of this expenditure will fall in Q2 of 2020/21.
Waste Receptacles	55,000	55,000	0	This is routine expenditure of replacement containers.
Waste Service Review	4,500,000	1,589,214	2,467,000	Procurement of 16 recycling vehicles and 5 food waste vehicles has been completed and orders placed totalling £2,330,000. Funding of £137,000 has been allocated for vehicle technology. Orders for new food caddies and improved cardboard sacks have now been received.
Electric vehicle charging points [EVCPs]	450,000	0	0	Contract award in February. Expenditure is therefore anticipated from March 2020 but the bulk of expenditure is likely to be Q1 & 2 2020/21.

2019/20 Summary of budgets and expenditure Q3 (continued)

Project	Budget for the year £	Expenditure £	Other Committed Expenditure £	Comments
Cirencester Parking – Rugby Club	320,000	0	0	Planning permission was granted on 9 th October and the construction phase is currently out to tender. Expenditure anticipated in Q1 2020/21.
Cirencester Parking – Waterloo Decked Car Park	1,875,000	0	0	The architect has now been appointed and planning pre-application has been completed. Work on the project continues
Property purchase - Cirencester	2,183,020	2,183,020	0	The purchase of 27/27a Dyer Street (completed in April 2019).
OMH Demolition and Development	700,000	210,682	300,000	Works currently on-site. The old building has been demolished and the backfill of the basement and car park resurfacing will commence in January 2020.
Corinium Museum HLF "Stone Age to Corinium"	1,066,237	681,238	384,999	This was subject to a report to Full Council on 25 th September where a revised capital allocation was agreed. Ground conditions and complications resulted in the need for underpinning of the building. .
Cirencester Leisure Centre - Gym and Studio Expansion	1,200,000	0	0	This project has not yet been developed. The council is talking with its leisure contractor [SLM] to develop the scheme.
Rural Broadband	500,000	0	0	This scheme is dependent on a bigger scheme being agreed with the County Council.
Planning documents & scanning solution	200,000	0	0	The scope of this project is being reviewed in light of the needs from other Council services/Publica.
Other projects *	364,566	0	0	Other capital projects include a number of small value schemes and schemes where retention money is due to contractors upon agreement of the final account.
	16,613,629	5,612,038	4,584,104	

Performance Report 2019/20 Q3



Performance Report 2019/20 Q3

Report Type: PIs Report

Generated on: 11 February 2020

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse

Responsible OUs 1.0 Business Support Services; Finance

PI Code & Short Name	Q3 2018/19			Q1 2019/20			Q2 2019/20			Q3 2019/20			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status						
BSS 1 Percentage of invoices (undisputed) for commercial goods and services paid within 30 days of receipt	98.74%	90%		99.45%	90%		98.93%	90%		99.07%	90%					No concerns		Elisabeth Butler

Responsible OUs 1.0 Business Support Services; ICT

PI Code & Short Name	Q3 2018/19			Q1 2019/20			Q2 2019/20			Q3 2019/20			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status						
BSS 2 Percentage uptime for IT servers and network equipment				99.995%	99.800%		99.988%	99.800%		99.984%	99.800%					No concerns		Elisabeth Butler

Responsible OUs 4.0 Environmental & Regulatory Services

PI Code & Short Name	Q3 2018/19			Q1 2019/20			Q2 2019/20			Q3 2019/20			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status						
ERS 1 Licences processed under the Licensing Act 2003 within statutory timescales as a percentage of those issued	94.12%	100.00%		100.00%	100.00%		100.00%	100.00%		100.00%	100.00%				All seven licences were processed within statutory timescales	No concerns		Donna Puddy
ERS 3 % of food premises that are 'poor performing' that receive follow up action	100.00%	90.00%		75.00%	90.00%		100.00%	90.00%		100.00%	90.00%				Three premises required and received appropriate follow up action during the quarter	No concerns		Donna Puddy

PI Code & Short Name	Q3 2018/19			Q1 2019/20			Q2 2019/20			Q3 2019/20			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status						
ERS 4 % of high risk notifications (including food poisoning outbreaks, anti-social behaviour, contaminated private water supplies, workplace fatalities or multiple serious injuries, dangerous structures) assessed within one day	100.00 %	90.00%		100.00 %	90.00%		100.00 %	90.00%		100.00 %	90.00%				All six high risk notifications were assessed within one day. They related to an alleged food poisoning outbreak, one concerning children playing on a demolished wall, one report of asbestos being broken up not damped down, two notifications of high levels of chemicals in Private Water Supplies and one oil spill following a vehicle fire.	No concerns		Donna Puddy
ERS 9 Number of fly tips collected	109			90			60			114						No concerns		Donna Puddy
ERS 10 Number of reported flytips visited by ERS	10			24			27			27						No concerns		Donna Puddy
ERS 11 The number of flytips visited where formal enforcement action (Fixed Penalty Notices, Simple Cautions or Prosecution) action takes place	1			1			0			0					No enforcement actions in Q3	No concerns		Donna Puddy

Responsible OUs 4.0 Environmental & Regulatory Services; Building Control

PI Code & Short Name	Q3 2018/19			Q1 2019/20			Q2 2019/20			Q3 2019/20			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status						
ERS 7 (PSH 3) Percentage of market share retained by Building Control	62.21%	50.00%		59.46%	50.00%		55.97%	50.00%		58.57%	50.00%					No concerns		Donna Puddy
ERS 8 (PSH 4) Percentage of full plans Building Regulations applications vetted within 21 days of deposit	88.68%	85.00%		72.92%	85.00%		43.90%	85.00%		86.67%	85.00%				The backlog has been cleared and officers are managing the workload. A development post has been filled, and training is underway	No concerns		Donna Puddy

Responsible OUs 5.0 Environmental Services; Parking Services

PI Code & Short Name	Q3 2018/19			Q1 2019/20			Q2 2019/20			Q3 2019/20			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status						
EVS 6 Percentage of toilets achieving a satisfactory standard at inspection time for maintenance and cleanliness	87.00%	85.00%		93.00%	85.00%		94.00%	85.00%		95.00%	85.00%					No concerns		Maria Wheatley

Responsible OUs 5.0 Environmental Services; Waste Management

PI Code & Short Name	Q3 2018/19			Q1 2019/20			Q2 2019/20			Q3 2019/20			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status						
EVS 1 (NI 192) (Cumulative) Percentage of household waste sent for reuse, recycling and composting	60.56%	61.00%		63.54%	62.00%		63.89%	62.00%		61.53%	61.00%					No concerns		Scott Williams
EVS 2 (NI 191) Residual household waste per household (kg)	97.0	96.0		90.0	94.0		87.0	93.0		100.0	96.0				Higher amounts of residual waste are typically seen in Q3 due to the side waste amnesty at Christmas. In the first nine months of the year, the District produced less residual waste per household (277 kg) than the previous year (286 kg). Overall, the amount of residual waste produced by the District per household is low in comparison to other local authority areas. In 2018/19 the District produced 375 kg per household compared to 474 kg in the south west region, and 537 kg nationally. A new waste service will be introduced in March 2020 which will promote the recycling of additional materials such as textiles, shoes and tetrapaks which is expected to have a positive impact on the recycling rate and residual waste	No concerns		Scott Williams
EVS 3 Number of all kerbside collections missed per 100,000 collections	66.63	110		76.09	150		88.75	130		47.8	110					No concerns		Joanna Lafford

Responsible OUs 8.0 Leisure & Tourism

PI Code & Short Name	Q3 2018/19			Q1 2019/20			Q2 2019/20			Q3 2019/20			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status						

PI Code & Short Name	Q3 2018/19			Q1 2019/20			Q2 2019/20			Q3 2019/20			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status						
LC 15 (CuS 38) Number of visitors to museum or galleries	10276	11102		10638	12965		10470	11871		8532	10092				Overall, the Museum is still attracting a large number of visitors, despite work commencing on the refurbishment of the front galleries as part of the Heritage Lottery funded Stone Age to Corinium project in December 2018. Phase 1 (discovery centre) works are complete, and phase 2 (shop/reception area) is due to finish by 1st May 2020, when fit out will commence (exhibition cases, Audio visual, etc). The programme is expected to finish at the end of July 2020	Some concerns		Martin Holland
LC 20 (Cumulative) Number of visits to the three leisure facilities managed by SLM	457,795	459,173		154,450	160,970		308,337	312,176		453,784	460,860				There is strong competition, in particular in Cirencester. SLM reduced membership prices at Cirencester Leisure in the second half of 2018/19 which has increased memberships by over 10% compared to a year ago. This increase is expected to translate into higher usage/throughput. The service has started to look at potential improvements at Cirencester Leisure to increase capacity; and this will include a look at car parking arrangements	No concerns		Martin Holland

Responsible OUs 9.0 Planning and Strategic Housing; Development Management

PI Code & Short Name	Q3 2018/19			Q1 2019/20			Q2 2019/20			Q3 2019/20			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status						
PSH 2 Speed of decision for major development within the assessment period	78.85%	60.00%		77.27%	60.00%		80.28%	60.00%		85.71%	60.00%					No concerns		Mike Napper; Deborah Smith
PSH 3 Quality of decisions based on proportion of major decisions that are overturned at appeal	4.94%	10.00%		1.35%	10.00%		1.35%	10.00%		1.35%	10.00%					No concerns		Mike Napper; Deborah Smith
PSH 4 Speed of decision for non-major development within the assessment period	84.28%	70.00%		84.32%	70.00%		84.98%	70.00%		87.05%	70.00%					No concerns		Mike Napper; Deborah Smith

PI Code & Short Name	Q3 2018/19			Q1 2019/20			Q2 2019/20			Q3 2019/20			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status						
PSH 5 Quality of decisions based on non-major planning decisions that are overturned at appeal	.51%	10.00%		.41%	10.00%		.44%	10.00%		.44%	10.00%					No concerns		Mike Napper; Deborah Smith

Responsible OUs 10.0 Revenues, Housing Support & Customer services

PI Code & Short Name	Q3 2018/19			Q1 2019/20			Q2 2019/20			Q3 2019/20			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status						
RHS 2 (RB 6) (Cumulative) Speed of processing: New Housing Benefit claims (days)	17.7	17.0		13.6	18.0		18.0	18.0		17.0	18.0				To the end of December 2019, the average speed was 17 days compared to the all district average of 20 days; a slight improvement on the Q2 position. The number of new claims has fallen as a result of the implementation of Universal Credit Full Service; however, the Council is still responsible for the more complex cases e.g. emergency accommodation/support of accommodation, severe disabilities. The combination of fewer but more complex claims has resulted in an increase in the average processing time, which is further exacerbated by the delay in claimants returning supporting documentation	No concerns		Mandy Fathers
RHS 3 (RB 2) (Cumulative) Time taken to process Housing Benefit/Council Tax Support change events (days)	9.22	6		4.3	5		5	5		4.57	5				There has been no change in the volumes we are receiving including data from employers via the DWP which require checking and the manual update of claimants' records to ensure that we assess claims using up to date information. We also have to check any change that the claimant advises us of, and cross check this with other information	No concerns		Mandy Fathers
RHS 5 (RB 4) (Cumulative) Percentage of council tax collected	86.84%	85.00%		31.00%	29.00%		58.48%	57.00%		86.84%	85.00%				Week ending 5th January, the Council had collected 94.85% of council tax due	No concerns		Mandy Fathers

PI Code & Short Name	Q3 2018/19			Q1 2019/20			Q2 2019/20			Q3 2019/20			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status						
RHS 6 (RB 5) (Cumulative) Percentage of non-domestic rates collected	84.70%	86.00%		32.35%	29.00%		59.33%	58.00%		84.70%	86.00%				Just short of the target. There have been several RV reductions on RAF Little Rissington which has resulted in excessive refunds totalling £ 310,857.75. By the week ending 5th January, the Council had collected 92.06% of business rates due	Some concerns		Mandy Fathers
RHS 7 (Snapshot) Number of households living in Emergency Accommodation for over 28 days	0	0		2	0		1	0		1	0				A single male was placed in Bridge House (B & B) in Gloucester. He is alcohol dependent and has several other medical issues. He has been referred to the mental health team and Change, Grow and Live. He is currently bidding on Homeseeker Plus for a property, as he is not suitable for the Croft, our homeless hostel for single clients	No concerns		Caroline Clissold
RHS 8 (Snapshot) Number of households living in Emergency Accommodation for under 28 days	3	6		1	6		2	6		1	6				Single male, currently in Travelodge. The substance misuse service is working with him. He has been referred to Spring House, our homeless hostel with self contained units, and is just waiting for Bromford to clean the room. He has rent arrears from a previous tenancy with a Housing Association, which will be a barrier to rehousing him	No concerns		Caroline Clissold

Responsible OUs 10.0 Revenues, Housing Support & Customer services; Community Alarm

PI Code & Short Name	Q3 2018/19			Q1 2019/20			Q2 2019/20			Q3 2019/20			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status						
RHS 11 The number of people we helped to remain living independently in their own homes – Installing Careline (Total)	883			873			859			848					High volume of cessations	No concerns		Paula Massey
RHS 12 The number of people we helped to remain living independently in their own homes – Installing Careline (New installs)	47			43			34			46						No concerns		Paula Massey

Responsible OUs 10.0 Revenues, Housing Support & Customer services; Customer Services

PI Code & Short Name	Q3 2018/19			Q1 2019/20			Q2 2019/20			Q3 2019/20			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status						
CS 1 % of telephone calls answered within 20 seconds	77.41%	70.00%		54.05%	70.00%		62.48%	70.00%		68.43%	70.00%				Some improvements on the previous six months. The new CRM system has bedded in but is also evolving. Two enhancements were implemented in December - 'live chat' and integrated telephony; both required staff to be trained especially 'live chat'. The service also lost 2.5 fte during the quarter and gained 7 new recruits in Dec/Jan; they will support the new waste service as well as add capacity to compensate for advisors moving on to other roles in the organisation	Some concerns		Sarah Cantwell
CS 2a Customer Satisfaction rate for users of the Council (%) - in person (F2F)				94%			100%			99%					This is for your information only. Advisors hand out cards for completion - 68 customers completed the card during the quarter; 67 customers were satisfied	No concerns		Gemma Moreing
CS 2b Customer Satisfaction rate for users of the Council (%) - telephone (advisor)				97%			98%			100%					For information only. The automated telephone survey went live on the 4th June 2019. Advisors offer to put callers through to a short survey (provided by Gov Metric) at completion of their enquiry. 535 customers completed the survey; 534 were satisfied with their experience	No concerns		Gemma Moreing
CS 2c Customer Satisfaction rate for users of the Council (%) - telephone (services)				94%			94%			97%					For information only. The automated telephone survey went live on the 4th June 2019. Advisors offer to put callers through to a short survey (provided by Gov Metric) at completion of their enquiry. 554 customers completed the survey; 538 were satisfied with their experience	No concerns		Gemma Moreing

PI Code & Short Name	Q3 2018/19			Q1 2019/20			Q2 2019/20			Q3 2019/20			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status						
CS 2d Customer Satisfaction rate for users of the Council (%) - web				18%		?	10%		?	10%		?	↓	▬	During the quarter, only 41 users completed the survey; 10% were satisfied or very satisfied; and an additional 7% of customers were neither satisfied nor dissatisfied. A new website was launched on 30th January; the design and build of templates and the site architecture are based on the government best practice standards. An audit of the web content was undertaken prior to 'go-live', and where possible further improvements to the navigation, page volume and content quality have been implemented, with further improvements scheduled after 'go live'	No concerns	●	Gemma Moreing
CS 3 % of complaints responded to within 10 working days (council wide)	100.00 %	90.00%	✓	100.00 %	90.00%	✓	100.00 %	90.00%	✓	60.00%	90.00%	✗	↓	↓	Just five in total; four related to the Planning service and one to Revenues. A new complaints process will be launched in March 2020 as part of the wider review of Customer Services being carried out by Publica. The Customer Services Manager is working with services to ensure that the complainant is notified of progress, and an extension of time agreed if required	No concerns	●	Sarah Cantwell

Responsible OUs 10.0 Revenues, Housing Support & Customer services; Land Charges

PI Code & Short Name	Q3 2018/19			Q1 2019/20			Q2 2019/20			Q3 2019/20			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status						
LLP 1 Percentage of land charge searches received and dispatched within ten days	73.54%	90.00%	✗	100.00 %	90.00%	✓	100.00 %	90.00%	✓	99.47%	90.00%	✓	↑	↓	374 out of 376 dispatched within 10 working days	No concerns	●	Michaela Salter