

Public Document Pack

Date of meeting Tuesday, 28th February, 2012
Time 7.00 pm
Venue Committee Room 1. Civic Offices, Merrial Street,
Newcastle-under-Lyme, Staffs ST5 2AG
Contact Geoff Durham

Transformation and Resources Overview and Scrutiny Committee

AGENDA

PART 1– OPEN AGENDA

- 1 MINUTES OF PREVIOUS MEETINGS** (Pages 1 - 8)
To consider the minutes of the previous meetings of this Committee held on 18 and 25 January 2012.
- 2 DECLARATIONS OF INTEREST**
To receive Declarations of Interest from Members on items included in the agenda
- 3 Financial and Performance Management Report to End of Quarter 3 (December) 2011** (Pages 9 - 18)
- 4 PERFORMANCE MANAGEMENT REVIEW**
Report to follow
- 5 REVIEW OF THE CONSTITUTION**
To receive an update on the review of the Council’s Constitution.
- 6 URGENT BUSINESS**
To consider any business which is urgent within the meaning of Section 100B (4) of the Local Government Act 1972.

Members: Councillors E Shenton (Chairman), A Beech (Vice-Chair), S Blair, Y Burke, Fear, Snell, Taylor, J Walklate, Waring, I Wilkes, R Slater, Bates and K-N Taylor

‘Members of the Council: If you identify any personal training / development requirements from the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Committee Clerk at the close of the meeting’

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

**TRANSFORMATION AND RESOURCES OVERVIEW AND SCRUTINY
COMMITTEE**

Wednesday 18 January 2012

Present:- Councillor Mrs Shenton – in the Chair

Councillors Mrs Bates, Mrs Beech, Mrs Burke, Fear, Mrs Myatt, Snell,
Taylor, Waring and Wilkes

1. APOLOGIES

Apologies were received from Councillors Jones, Nixon and Miss Walklate.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF PREVIOUS MEETINGS

Resolved:- That the minutes of the meeting held on 2 November 2011 be agreed as a correct record.

4. REVENUE AND CAPITAL BUDGETS 2012/13

The Committee received a report on the completion of the revenue and capital budgets for 2012/13 following agreement of the 5 year Medium Term Financial Strategy.

The report had been to Cabinet that morning where it had been agreed that a 0% increase in Council Tax be recommended. It was stated that all expenditure was under control but there were some areas where income was down such as land charges fees, planning fees and car parking fees. It had been predicted that all of these areas would be affected by the economic situation and an allowance of £200,000 had been included in the budget to take account of it. Further allowances had now been made for the shortfalls following clear identification of the affected areas and actions had been taken to reflect them in the MTFS such as a reduction in the anticipated income from land charges,

There was a 'gap' for 2012/13 of £2.621m and a number of proposals had been identified to bridge it which would leave a deficit on the draft budget of £523,000.

The question was raised as to whether there were areas in the MTFS that had led to the deficit or whether the primary cause was a shortfall in government funding. It was stated that one reason for the shortfall were the holding costs for Jubilee 1 and Knutton Recreation centre and a rule change that had come into law regarding empty properties, this had been taken into consideration for 2012/13. There was however still uncertainty regarding how long the holding costs would be paid for as they were dependant on how the sites were classed, what they were used for and how long they remained the property of the Council. It was as yet uncertain how long Knutton Recreation Centre would remain operational and it was confirmed that only the outdoor football area was currently being used with staff employed to cover this

activity only. The timing and nature of any full closure would be dependant on the outcome of public consultation exercises.

The Committee questioned whether steps were being taken to increase income to the Council. Promotional activities were due to start to help promote car parking in the Borough through improved signage and the marketing and promotional plan for Jubilee 2 would kick in from 1 April 2012 and would be closely monitored. Members stated that they would need to monitor both of these areas closely.

The Committee discussed the restructurings that had recently been undertaken in the Council and those that were still ongoing and proposed. Members requested clarity regarding how many actual jobs were included in the 60 FTE jobs that had removed from the Councils structure; it was agreed that information regarding this provided in writing to Committee Members.

It was reported that £30,000 savings in energy costs had been made through the re tendering of contracts to fixed rates through partnership working with the County Council and the new procurement framework.

Clarity was requested regarding the energy costs that would need to be met when the new tenants moved into the Civic Offices and information was sought regarding how these costs would be calculated. It was stated that costs would be allocated depending on the proportion of floor space occupied by the tenants and that negotiations were still ongoing with the police due to the fact that they would be using the premises seven days a week, 24 hours a day. There would be no additional costs for the Borough Council.

Concerns were raised by Members regarding the impact that a 0% increase in Council Tax this year could have on future year's budgets due to the grant from the government being a one off. There was however no suggestion that there should be an increase in the rate of Council Tax. Officers confirmed that in order to receive the grant from Government no increase in Council Tax could be made.

The Committee queried whether there had been further areas of potential savings that had been identified in the Service Reviews in 2010 that had not been followed up or that could still be addressed. Officers agreed to provide further details of these in writing for the next meeting.

The Committee queried section 7.4 of the report which referred to the need to top up the Insurance Fund by £120,000. Members questioned why the fund needed to be increased. Officers agreed that a written answer regarding this be provided to Members of the Committee.

The Committee requested that further information was required to enable Members to fully evaluate the budget proposals and it was agreed that the 100 page 2011/12 budget book be circulated electronically to the Committee.

The Committee thanked Officers for having provided a comprehensive and well written report.

Resolved:- (a) That the following written response be provided to Members prior to the next meeting on Wednesday 25 January 2012:

- (i) A Breakdown of the Full Time Equivalent Posts Job Savings.
- (ii) A list of the outstanding items from the Budge Service Reviews in 2010.

Information regarding the need to top up the insurance fund.

(b) That the comments of the Committee be put forward to Cabinet

5. SCALE OF FEES AND CHARGES 2012/13

A report was submitted informing the Committee of the proposed scale of fees and charges to apply from 1 April 2012.

Attention was drawn to section 2.6 of the report regarding the open market fees which at present covered the cost of providing the market. Due to the current financial climate it was not proposed to increase the fees for the upcoming year.

Resolved:- That the information be received

6. CAPITAL STRATEGY

A report was submitted informing the Committee of the Capital Strategy that had been considered by Cabinet that morning.

It was agreed that the Chair of this Committee be invited to comment on the Capital Strategy at the Council meeting on 22 February 2012.

Resolved:- That the report be noted.

7. CIVIC OFFICES - UPDATE (JANUARY 2012) ON PARTNER CO-LOCATIONS

The Committee received a report updating it on the co-location of partners in the Civic Offices.

Concerns were raised regarding the use of the car park to the rear of the Civic Offices by the Police. It was confirmed that a disproportionate amount of the space would be let to the Police but that this would be compensated for monetarily. Any displaced staff would be able to park on the Midway or King Street car parks free of charge.

Resolved:- That the information be received.

8. TREASURY MANAGEMENT STRATEGY 2012-13

A report was submitted requesting the Committee consider and scrutinise the Treasury Management Strategy for 2012/13, including the prudential Indicators, Investment Strategy and Minimum Revenue Provision Strategy contained within it.

It was confirmed that the last training as referred to on Pg 43 had taken place in 2010 and that further training would be organised following the elections in May 2012.

Resolved:- (a) That the Committee approve the strategy for submission to Full Council on 22 February 2012.

(b) That the current contract with Sector Treasury Services Ltd be extended for a further 12 months.

9. ASSET MANAGEMENT STRATEGY

The Committee considered the Asset Management Strategy that had been reported to Cabinet that morning.

The Asset Management Strategy sought to provide a robust and formal approach to the management and use of the Council's land and property assets. The strategy was a working document and did not go into any specific details regarding sites or properties. Members queried whether the Council currently owned any premises that could be disposed of; it was stated that this was a consideration that was constantly under review and that each site or premise was judged on an individual basis.

Resolved:- That the information be received and that Cabinet be informed that the Committee had no further comments regarding the report.

**MRS E SHENTON
Chair**

TRANSFORMATION AND RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Wednesday 25 January 2012

Present:- Councillor Mrs Shenton – in the Chair
Councillors Mrs Bates, Mrs Beech, Mrs Burke, Fear, Slater, Snell, Taylor,
Miss Walklate, Waring, Wilkes

1. DECLARATIONS OF INTEREST

There were no declarations of interest.

2. REVENUE AND CAPITAL BUDGETS 2012/13

At its meeting on 18 January 2012, the Committee had requested that the following additional information be provided in writing:

- A breakdown of the full time equivalent posts job savings.
- A list of the outstanding items from the budget service reviews in 2010.
- Information regarding the need to top up the insurance fund.

Officers had distributed a briefing note regarding the above prior to the meeting. The number of full time and part time jobs that had been taken out of the budget over the last 6 years equated to a total of 78 posts which was equal to 65 full time posts. Members thanked officers for this information and recommended that this detail always be provided in future reports.

There had been 49 actions which formed the basis for efficiencies and savings for both the 2011/12 and 2012/13 financial years of which 43 were now complete. The question was as to whether the Council considered opensource software when consolidating IT contracts; it was confirmed that all areas were investigated including opensource.

The insurance fund was used to fund administration and premiums whilst the costs for settling claims were met from a separate fund. The fund balance had been reducing for a number of years owing to several factors such as the increasing costs of premiums and normal inflationary increases in administrative costs. Income to the fund came from the General Fund Budget and this contribution had not been increased over the last four years. The fund would continue to be monitored during 2012/13.

Resolved:- (a) That the Chair of the Overview and Scrutiny Committee attend the Cabinet meeting on 1 February 2012 to feed back comments regarding the Revenue and Capital Budgets 2012/13.

(b) That in the future more detail as highlighted above be included in the original report.

3. PERFORMANCE MANAGEMENT REVIEW UPDATE

The Committee received a presentation from the Head of Business Improvement and Partnerships regarding the ongoing performance management review.

The proposed outcomes of the review were as follows:

- To establish a performance management framework which is systematic, effective, easy to understand and use.
- To ensure that this framework assists in the delivery of positive results in key areas of Borough life – economy, health and quality of life.
- That the framework highlights areas of under performance and helps to shape the Council in providing services and work effectively in partnership with others.

A working group had been set up to help deliver these outcomes and was currently developing outcome measures, success measures and considering value for money and personal performance management. A more detailed report would be presented to the Committee at its meeting on 28 February 2012.

Resolved: That the progress of the working group be noted

4. REVIEW OF PROGRESS IN DELIVERY OF THE SUSTAINABLE PROCUREMENT STRATEGY AND ACTION PLAN 2011-2013

A report was submitted updating the Committee on the delivery of the Sustainable Procurement Strategy and Action Plan which had been approved by Cabinet in July 2011.

The procurement review was split into three sections, 'strategic', 'routine', 'operational' and 'tactical'. Strategic work had commenced across a range of areas such as accommodation, printing and the ongoing development of document and records management.

Work was also continuing with the V4 organisation (funded by the IEP). V4 had submitted the first draft of the Health Check and Opportunity Summary report which once amended and reviewed by EMT would form part of a final report to IEP WM before being presented to the Staffordshire CO's Group.

Work had also commenced in rolling out a programme of procurement briefings for Council staff.

Work with the 'My Tenders' web portal was also ongoing which linked to 'Contracts Finder' (the central governments preferred platform for advertising below EU threshold contract opportunities). Work was also ongoing with Communications to introduce a 'contract opportunities page' to the Council's website.

The question was raised as to whether the granting of tenders was based on financial factors only or whether social factors could also be taken into consideration. Officers confirmed that tenders were awarded based on a 2 stage criteria, the first stage of which was mainly financial but the second stage of which could include social considerations.

Members requested that a copy of the slides from the procurement briefings be provided to the Committee and that the Business Improvement Manager attend a future meeting of this Committee.

Resolved:- (a) That the contents of the report be noted.

(b) That the Business Improvement Manager attend a future meeting of the Committee to provide a further update.

(c) That a copy of the procurement briefing slides be distributed to Members of the Committee.

5. FINANCIAL AND PERFORMANCE MANAGEMENT REPORT TO END OF QUARTER TWO (SEPTEMBER) 2011

A report was submitted regarding the Financial and Performance Review for the 2011/12 Second Quarter which had been considered by Cabinet in November 2011.

A query was raised as to why the target for CA2 had been reduced. Officers stated that they would look into this and report back to the next meeting.

Resolved:- That the contents of the report be noted.

6. FUTURE COMMISSIONING FOR THE VOLUNTARY AND COMMUNITY (THIRD) SECTOR

A report was submitted to update the Committee on recommendations agreed by Cabinet on 18 January 2012.

Various stakeholders included in the ongoing Third Sector Commissioning Framework internal engagement process had highlighted the ongoing need for a range of services which included the provision of debt benefits and consumer information and advice, rough sleeper outreach, domestic violence support, young persons homelessness advice and infrastructure support services.

It was suggested that funding for two services be discontinued; funding levels permitting, and that two new services be established and monies found for the return of a previously run service. It was also recognised that this was not a good time to go out to the market place to commission but that there was a need for continuity of service. It was confirmed that risk assessments and equality impact assessments were carried out as part of the commissioning process.

Resolved:- That the report be noted.

7. FORWARD PLAN FOR THE PERIOD COVERING JANUARY - APRIL, 2012

The Committee discussed its current work plan and considered the items listed in the forward plan for January 2012 to April 2012.

Resolved:- That the information be received.

MRS E SHENTON
Chair

This page is intentionally left blank

FINANCIAL AND PERFORMANCE MANAGEMENT REPORT TO END OF QUARTER THREE (DECEMBER) 2011

Submitted by: Head of Finance and Head of Business Improvement & Partnerships

Portfolio: Customer Service and Transformation; Resources and Efficiency

Wards Affected: All

Purpose

To provide Transformation and Resources Overview & Scrutiny Committee with the Financial and Performance Review for the 2011/12 Third Quarter.

Recommendation

That Members note the contents of the report and recommend that the Council continues to monitor and scrutinise performance alongside finances.

Reasons

These monitoring reports provide information about the performance of individual council services, alongside financial information.

1. Background, Issues and Options

- 1.1 This report provides Members with a detailed update on how the Council has performed during the Third Quarter of 2011/12 by presenting performance data set in a financial context.
- 1.2 The Council approved a General Fund Revenue Budget of £15,258,700 on 23 February 2011. The actual position compared to this budget is continuously monitored by managers in order to detect any significant variances of expenditure or income from the approved amounts contained in the budget. Regular reports are made available to members by the Portfolio Holder for Resources and Efficiency informing them of the current position, highlighting any significant factors giving rise to variances.
- 1.3 A Capital Programme totalling £21,638,800, covering the two years 2010/11 to 2011/12, was approved at the same Council meeting. Of this total, £10,374,500 was estimated to be spent in 2011/12.
- 1.4 This report also provides detailed analysis of performance in the third quarter, focusing on key performance indicators.
- 1.5 A summary of the overall picture is presented in section 5 of this report. This is a promising start, with the majority of targets currently met.

2. Revenue Budget Position

- 2.1 The overall position at 31 December shows an adverse variance of £90,000. At this point in the financial year, we would have expected to have spent approximately £5.911 million: we have actually spent £6.011 million. The variance is predominately due to sources of income such as land charges, planning fees, market stall rents, commercial property rents and car park fees, continuing to yield less compared to what we would, in the past, have expected to

receive up to this point in the year. Because we anticipated economic problems would continue in 2011/12 an allowance of £200,000 was included in the budget to help in covering these shortfalls. In addition, there has been a change in the regulations relating to business rates on empty properties in that the threshold above which rates become payable has been lowered, resulting in the Council incurring additional costs where it has empty properties, particularly within the commercial portfolio in between re-letting them to tenants. On the positive side, there have been savings on supplies and services across various services, additional income from cremation fees because the crematorium in Stoke was closed for a period and there are employee savings arising from factors such as the time-lag in filling vacant posts. The table below summarises the position, highlighting the significant variances:

Item	Variance
	£'000s
Income Shortfalls	
Land Charges Search Fees	-179
Commercial Portfolio Rents	-236
Markets Stall Fees	-54
Planning Application Fees	-111
Parking Services	-141
Positive Variances	
Cremation Fees Income	9
Litter Fines Income	20
Customer Services Income	11
Legal Fees Income	5
Pest Control Income	8
Members Allowances/Members Ward Fund	27
Print Room Paper and Equipment Hire	15
Emergency Planning Contributions	15
Legal Fees	13
Corporate Training	30
Conducting Elections	28
Computer Hardware and Software	57
Employees (allowance for pay award, vacant posts etc)	214
Income Provision (75% of £200,000 set aside)	150
Miscellaneous	29
Total	-90

3. **Capital Programme Position**

- 3.1 Approval for the acquisition of the former Sainsbury's site (Ryecroft area, 10-16 Liverpool Road, Newcastle) together with other changes in respect of carried forwards means that the revised capital budget for 2011/12 is £16,282,400. Of this £12,230,800 was expected to be spent by 31 December. Actual expenditure at this date was £11,594,000, a variance of £636,800. The variance is largely comprised of four projects, as set out below:

Project	Variance	Comments
	£'000s	
Jubilee 2	-162	Part of the contingency sum may not be required
Replacement Play Equipment	-177	£119k to be spent in 2012/13
EcoHomes	-100	Housing Association project, should be spent in 2012/13
Future Housing Projects – Beasley Place	-150	Payments to be made to developer on completion of project in 2012/13

4. **Investment Counterparties**

- 4.1 Investment counterparties with whom money is invested, as at 31 January 2012 are as follows (with the parent company shown in brackets, where applicable):

Halifax Bank of Scotland (*Lloyds Banking Group*)
Heritable Bank (*Landsbanki*)
Royal Bank of Scotland (*Royal Bank of Scotland Group*)
Nationwide Building Society

- 4.2 With regard to the Council's frozen investment in Heritable Bank, a further payment of £83,407 has been received from the bank's administrator since the Quarter 2 report, making the total amount repaid some £1,702,907, which is around 68% of the total that was frozen. The Administrators current prediction remains that at least 90% of the £2,500,000 invested will be repaid.

5. **Performance**

- 5.1 The Corporate Performance ('dashboard') report is attached as Appendix A.
- 5.2 The information is presented in sections for each portfolio holder.
- 5.3 There are measures detailing progress against our objectives and the number of quarterly indicators is 24. This is in line with a longer term aim – to identify and focus on key measures that we consider to be of a cross cutting nature. These measures have been designed to relate to areas of work that have an impact on a number of the council's responsibilities.
- 5.4 The appendix comments on individual indicators where they raise an issue or where either a target has been met, or the direction of travel is not positive.
- 5.5 The proportion of indicators on target, based on data at the time of compiling this report, was 66.7%.
- 5.6 Positive performance can be seen in a range of services although it must be borne in mind that that the results later in the year can be different and that some services have seasonal factors.
- 5.7 There are a very small number of areas listed in this report which are not on target, though none causes concern at present. In all cases, the management of the service is aware of the issues and are taking steps to deal with the situation. Further updates will be provided for Members in future reports.

6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

6.1 All of these indicators link to corporate priorities. They are ordered by portfolio as in the Corporate Plan.

7. **Legal and Statutory Implications**

7.1 The Council has a duty to set targets for performance of a range of functions and needs to monitor these closely.

8. **Equality Impact Implications**

There are no differential equality issues.

9. **Financial and Resource Implications**

9.1 Any positive variance for the full year on the General Fund Revenue Account will enable that amount to be transferred to reserves and will be available in future years for use as the Council considers appropriate. Conversely, if there is an adverse variance, the amount required to cover this will have to be met from reserves.

10. **Major Risks**

10.1 The current economic situation represents the greatest risk to the revenue budget, particularly with regard to the impact it may have upon income receivable in relation to services where customers may chose whether or not to use Council facilities, such as car parking and other areas directly affected by the economic downturn, such as land charges and planning applications. The situation will be monitored through the normal budget monitoring procedures.

10.2 The capital programme will require regular monitoring to identify any projects which are falling behind their planned completion dates. This will be carried out by the Capital Programme Review Group, which meets on a monthly basis together with quarterly reports to Cabinet.

10.3 The above represents a high level view of risk. There are detailed risk registers available if members wish to see them.

11. **List of Appendices**

Corporate Performance ('dashboard') report is attached as Appendix A

12. **Background Papers**

Working papers held by officers responsible for calculating indicators.

Cabinet Performance Monitoring Report 2011-12 Quarter 3

Overall position

In quarter 3, 66.7% of the indicators are now achieving or exceeding their target. There are 24 indicators and the result is good, showing an improvement from 58% of indicators on target in quarter 2. The result for one indicator is unavailable at this time. Three others are collected by partners and have no targets set, so performance for this quarter is compared to the same period in 2010-11.

Already performing well

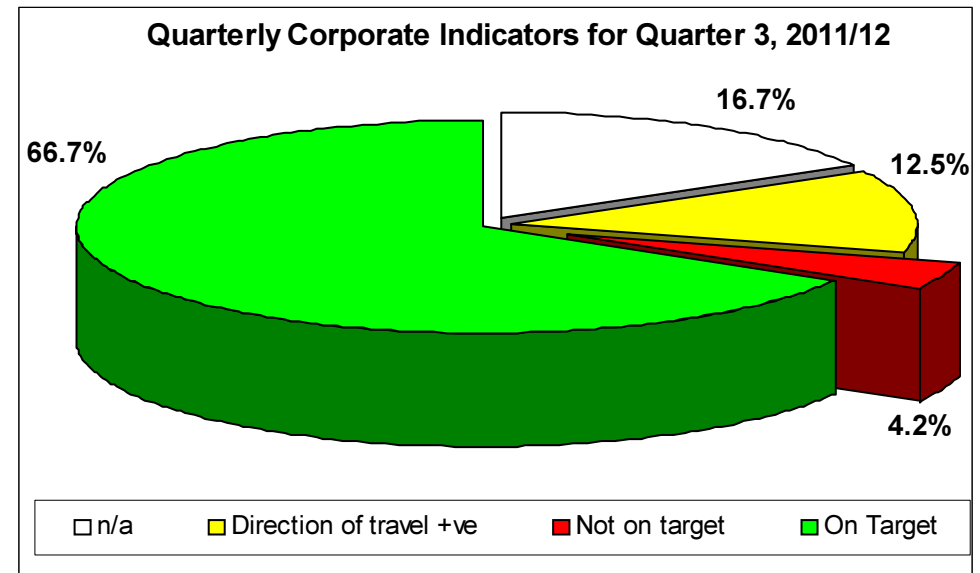
- RP1 % of investment portfolio (NBC owned) which is vacant.
- RP2 Number of cases where positive action was successful in preventing homelessness
- RP3, 4 & 5 % of Major, Minor and other Planning Applications determined within time
- RE1 Number of days lost, per employee, to the Council through sickness
- ER2 % of household waste sent for reuse, recycling and composting
- ER4 % category A+ B food businesses inspections completed in time
- ER1 Residual household waste per household -yearly target 450kgs
- CST1 % requests resolved at first point of contact
- CST2 % Unmet demand (number of calls not answered as a % of total call handling volume)
- CST3 % of Council Tax Collected

Areas for improvement

- CA1 Number of people accessing leisure and recreational facilities
- ER5 % of LAPC (Pollution) inspections carried out per annum from work plan

Improvement made

- RE2 Percentage of invoices paid on time (within 30 days)
- CST5 Time taken to process Housing Benefit/Council Tax new claims and change events
- ER6 % of licensed premises inspected per annum from work plan.








Safer and Stronger Communities

Portfolio Holder: Councillor Stephen Sweeney

Ref	What did we measure?	Qtr 3 Actual	Qtr 3 Target	How did we do in Quarter 3?	Achieved Target
SSC1	Violence with injury	190	TBC	From April to Dec 2011 the number of reported incidents is 516 this year, against 614 for the same period last year, showing a decrease on figures for 2012.	n/a
SSC2	Anti-social behaviour	957	TBC	From April to Dec 2011 the number of reported incidents is 3057 this year, against 3996 for the same period last year, showing a decrease on figures for 2012.	n/a
SSC3	Serious acquisitive crime	212	TBC	From April to Dec 2011 the number of reported incidents is 637 this year, against 711 for the same period last year, showing a decrease on figures for 2012.	n/a






Regeneration & Planning

Portfolio Holder: Councillor Robin Studd

Ref	What did we measure?	Qtr 3 Actual	Qtr 3 Target	How did we do in Quarter 3?	Achieved Target
RP1	% of investment portfolio (NBC owned) which is vacant.	13.3	15	The result remains within target in quarter 3 and there are 180 investment properties, which includes any land that is let out on a commercial basis, and 24 are currently vacant.	
RP2	Number of cases where positive action was successful in preventing homelessness (from the P1E)	109	75	Homelessness Preventions have again exceeded the target for the quarter and the NHA team are performing exceptionally well year to date, which suggests that the target for 2011/12 should be met comfortably.	
RP3	NI 157a Percentage of Major Planning Applications determined within time	78.9	75 (60)	The performance for major and minor planning applications have met the targets, For the category of "other" (NI 157c) the performance for this quarter was marginally below the target and demonstrates that a relatively small number of decisions issued out of time (3 in total) can have an adverse affect when the target is set as high as it is. The national target for NI 157c set by government is 80%. Performance has improved and the target was met by performance in quarter 3, with a result of 97%, however over the quarter the cumulative result is 94.4%. For the sake of clarity the national performance targets have been shown in brackets against our locally set targets. This demonstrates the Council's priority of aiming for excellence.	
RP4	NI 157b Percentage of Minor Planning Applications determined within time	94.3	85 (65)		
RP5	NI 157c Percentage of Other Planning Applications determined within time	94.4	95 (80)		




Customer Service and Transformation

Portfolio Holder: Councillor Nigel Jones

Ref	What did we measure?	Qtr 3 Actual	Qtr 3 Target	How did we do in Quarter 3?	Achieved Target
CST1	% requests resolved at first point of contact	98.57	70	Performance continues to be well above target.	
CST2	% Unmet demand (number of calls not answered as a % of total call handling volume)	4.8	10	Our performance is well above target. This is a reflection of the improved service now being provided since the recent telephony and process enhancements and the new departmental structure being in place.	
CST3	Percentage of Council Tax Collected (Cumulative)	78.5	76.1	Performance is above target.	
CST4	Percentage of NNDR collected	85.9	85.4	Performance remains above target.	
CST5	Time taken to process Housing Benefit/Council Tax new claims and change events	12.85	13	In Qtr 3 performance for this indicator has continued to improve reducing the time taken from 15.13 days for Qtr 1 to less than 13 days by December.	






Resources & Efficiency

Portfolio Holder: Councillor Ashley Howells

Ref	What did we measure?	Qtr 3 Actual	Qtr 3 Target	How did we do in Quarter 3?	Achieved Target
RE1	Average number of days lost, per employee, to the Council through sickness	5.09	5.33	For the third quarter the sickness absence remains within target.	
RE2	Percentage of invoices paid on time (within 30 days)	97.37	97	In the third quarter the result continues to be on target.	
RE3	% projected variance against full year council budget	0.3	No variance	Income budgets show significant adverse variances in areas affected by the economic recession. A provision of £200,000 is included in the budget for this.	






Environment and Recycling

Portfolio Holder: Councillor Marion Reddish

Ref	What did we measure?	Qtr 3 Actual	Qtr 3 Target	How did we do in Quarter 3?	Achieved Target
ER1	Residual household waste per household -yearly target 450kgs	326.46 (105.15)	337.5 (112.5)kg	The figures are only estimates at this time as we are still awaiting some tonnage figures for December. Figures are cumulative and show the rate for year to date and are on target. The figures in () show the actual results for quarter 3.	
ER2	% of household waste sent for reuse, recycling and composting	53.45% (50.48%)	52%		
ER3	% improvement in street and environment cleanliness	n/a		Second tranche inspections complete - awaiting results	n/a
	a) litter		9		
	b)detritus		9		
	c)graffiti		3		
	d) fly posting	1			
ER4	% category A+ B food businesses inspections completed in time.	100	100	Target achieved, 100% completion rate.	
ER5	% of LAPC (Pollution) inspections carried out per annum from work plan.	76	100	ER5 - LAPC (Pollution) inspections is below target due to availability of business representatives to hold inspection and two premises are not inspected as ceasing operations.	
ER6	% of licensed premises inspected per annum from work plan.	93	100	ER6 -Licensing Inspections have been prioritised in Q3 significantly increasing performance with a total of 70 premises now inspected. Officers are confident that any outstanding inspections will be undertaken by the end of Qtr 4, thereby achieving the annual target.	

Culture and Active Communities

Portfolio Holder: Councillor James Bannister

Ref	What did we measure?	Qtr 3 Actual	Qtr 3 Target	How did we do in Quarter 3?	Achieved Target
CA1	Number of people accessing leisure and recreational facilities	323664	405000	Figures are for the year to date and have been impacted on this quarter by a combination of factors including the closure of Kidsgrove Sports Centre Pools due to a structural building fault, the gradual decommissioning and closure of Jubilee Pool and Knutton Recreation Centre from 9 th December 2011. Usage is broadly similar to the same period for the previous financial year (345,175) when also set against a backdrop of general decline in participation nationally. Improvement is anticipated with the opening of Jubilee 2 in January 2012.	
CA2	Number of people visiting the museum	52494	47250	The figure for the third quarter is 1000 higher than for that period in 2010. The actual figure for the quarter is 8866. The cumulative figure, 52494, shows a 4182 increase on 2010/11.	
Key	Performance information not available at this time	n/a			
	Performance is not on target but direction of travel is positive				
	Performance is not on target where targets have been set				
	Performance is on or above target.				

This page is intentionally left blank