

Ref	Reporting Officer	Measures	Target 2016/17	Quarter 1 (April - June 2016)	Quarter 2 (July - Sept 2016)	Quarter 3 (Oct - Dec 2016)	Year to Date (April - Dec 2016) (NUMERICAL INDICATORS ONLY)	End of year forecast as at end of Q3 (NUMERICAL INDICATORS ONLY)	Quarter 3 On track? (R/A/G)	Comments / Further action (Q3) (IF APPLICABLE)
<b>Value for Money Council Services - Protecting Your Money</b>										
VFM01	Simon Morgan	Leisure and Culture Service Delivery Review	Produce an options appraisal for the future delivery of Leisure and Cultural Services (December 2016)	Project documentation (Invitation to Tender) has been produced and formal tenders have been requested from a short list of consultants who are familiar with this area of work. Closing date for receipt of submissions is 1st July 2016. A cross party member working group	Max Associates have been appointed as project consultants. An initial project meeting was held on 18 <sup>th</sup> August and following that an information gathering exercise was undertaken to collate data on finance, programming and personnel etc. A member officer workshop took place on 29 <sup>th</sup> September to review and discuss the various	The options appraisal has been completed and Max Associates have submitted a full report with their recommendations.			Fully Achieved	A covering report will be presented to CMT on the 17th January before progressing through the groups to Cabinet on February 13th.
VFM02	Simon Morgan	Leisure and Culture Service Delivery Review	Preferred option to be approved by Cabinet (March 2017)	Project to expected to be complete by the end of the financial year.	Not yet due.	Not yet due			Not yet due	
VFM03	Simon Morgan	Improving Customer Service in Cultural Services	Develop and embed a range of customer care activities within key service areas i.e. Leisure Centres, Brewhouse, Civic Function Suite and the Market Hall and achieve a customer satisfaction rating of at least 80% (March 2017)	New customer care platform has been procured and is now working towards implementation	Customer satisfaction sent to 300 customers on Indoor facilities data base. Customer satisfaction rating (to date) has been achieved.	A range of customer care activities have been embedded throughout the year, including mystery shoppers, mystery telephone calls and the Customer Portal. Customer satisfaction sent in Q3 to 235 customers on Indoor facilities data base. Customer satisfaction rating (to date) has been achieved.			On Track to be Achieved	
VFM04	Nathan Gallagher	Improving Marketing and Promotions in Cultural Services	Produce an 'overarching' marketing strategy for Cultural Services (June 2016)	An 'overarching' Marketing Strategy has been produced for cultural services, including open spaces. This strategy outlines ESBC's approach to Marketing its cultural services and includes a number of action plans which will be worked upon through the year. These action plans then form the basis of specific marketing plans for each	Strategy complete and all outlined actions are on target to be achieved in 2016/17.	Achieved in Quarter 1			Fully Achieved	
VFM05	Nathan Gallagher	Improving Marketing and Promotions in Cultural Services	Provide a quarterly update on marketing performance and achieve an 85% completion rate (March 2017)	A 'Marketing Performance' report has been produced for the first part of the 2016/17 year. This report includes details of ongoing 'Marketing performance' from each service along with performance of specific campaigns and promotions. All actions for Qtr 1 have been completed or are on course to be completed in line with deadlines.	An ongoing marketing performance report is published every other month, containing details of actions and outcomes from marketing activity across cultural services. These are circulated to members in the weekly briefing. All actions as outlined in the individual marketing plans are on course to be achieved.	An ongoing marketing performance report is published every other month, containing details of actions and outcomes from marketing activity across cultural services. These are circulated to members in the weekly briefing. All actions as outlined in the individual marketing plans are on course to be achieved.	100%		On Track to be Achieved	
VFM06	Chloe Brown	Developing and Improving the Brewhouse and Civic Function Suite	Develop a new Brewhouse Improvement Plan building on and bringing together the work undertaken by the QUAD and the Brewhouse Arts Strategy (September 2016)	Brewhouse Plan written, including securing funding from Arts Council England to help support implementation of the plan.	Arts Council England Funding received to support implementation of the plan. Brewhouse Improvement Plan developed and presented to LDL in August. Plan to be updated following Cultural Services Options Appraisal.	Achieved in Quarter 2			Fully Achieved	
VFM07	Chloe Brown	Developing and Improving the Brewhouse and Civic Function Suite	Consider options for developing a new Civic Function Suite brand (in line with new marketing and promotional plans) (October 2016)	Civic Function Suite re-branded as Burton Town Hall. New brand/logo approved by Cabinet June 2016.	Achieved in Q1	Achieved in Quarter 1			Fully Achieved	
VFM08	Chloe Brown	Developing and Improving the Brewhouse and Civic Function Suite	Implement phase 3 of the Civic Function Suite development plan (March 2017)	Architects have been contracted to manage Phase 3. Tendering process to take place in Quarter 2.	Phase 3 plans re-visited by architect, interior styling agreed and Tender documents prepared.	Tender documents to be revised due to no acceptable tenders being submitted. Revised tender to be agreed and re-issued January 2017. Aim for contractor to be appointed by March 2017.			On Track to be Achieved	
VFM09	Simon Morgan	Consideration of Opportunities to Make Leisure and Cultural Facilities Greener	Procure and install a combined heat and power unit at Meadowside Leisure Centre (January 2017)	ITT has been completed in Q1	Low Carbon Solutions have been appointed as principle contractors and installation is due in November 2016	The combined Heat & power unit was fully installed by the 20th December and commissioning of the unit is due w/c 9th January 2017.			Fully Achieved	
VFM10	Chloe Brown	Consideration of Opportunities to Make Leisure and Cultural Facilities Greener	Implement the installation of energy saving equipment at the Brewhouse (March 2017)	Air Conditioning replacement: Quotes sought and company in process of being contracted. Quotes currently being sought for Lighting Companies to upgrade all lighting in building.	Air Conditioning Company contracted and install date agreed. 2 out of 3 lighting quotes received. New heating maintenance contract agreed to improve VFM. Energy audit carried out to provide further recommendations for energy saving.	New Air Conditioning to be installed from w/c 23 January 2017. New Heating control system being quoted for - to improve performance. New LED lighting installed in upstairs studios.			On Track to be Achieved	
VFM11	Michael Hovers	Improving our Facility Operation	Undertake a strategic review of how we manage our facilities across the Borough (October 2016)	All facilities contracts have been reviewed as part of this process. Recommendations are being prepared for a future report.	A facilities review was presented to CMT in August. These operational plans, including a new staffing structure for facilities management will be implemented from October 20th 2016.	Achieved in Quarter 2			Fully Achieved	
VFM12	Paul Farrer	Reduce the Cost of our Recycling Operation	Procure a new contract for the treatment of garden waste (March 2017)	Negotiations have taken place to extend the contract with the current provider for 5 years. This will deliver a significant saving.	Executive Decision Record signed agreeing to a 5 year extension to the contract. Results in a £280k annual saving.	Achieved in Quarter 2			Fully Achieved	

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VFM13	Paul Farrer	Increase the Collection of Waste Electrical and Electronic Equipment (WEEE) appliances	Produce a plan to introduce a kerb-side collection service for small appliances (September 2016)	Promotional material advertising the service is being prepared including ES News, social media and bin tags. Service will commence 5 September 2016	New collection service successfully commenced on 5 September.	Achieved in Quarter 2			Fully Achieved	
VFM14	Thomas Deery	Working with the County Council, Deliver a Fully Serviced Employment Site in Uttoxeter	Complete infrastructure at Dove Way (September 2016)	Monthly progress meetings were held to keep up-to-date with costs and programme. The screening of the Arisings commenced and meetings continued with the utility providers to plan/coordinate the works.	The borough council's elements of the programme were completed September. Screening of the Arisings completed. Western Power completed works. All signs completed. All lighting columns installed and illuminated. Security bund installed.	Achieved in Quarter 2			Fully Achieved	
VFM15	Thomas Deery	Working with the County Council, Deliver a Fully Serviced Residential Site in Uttoxeter	Complete infrastructure at Pennycroft Lane (November 2016)	SCC and Amey were appointed to carry out the phase 1 road construction works on site, as a variation to the contract already being delivered on Dove Way. The Deed of Variation to the SIA has been signed and sealed. Works commenced w/c 13th June.	The phase 1 road infrastructure works on site completed, and the site was made secure.	Achieved in Quarter 2			Fully Achieved	
VFM16	Thomas Deery	Working with the County Council, Deliver a Household Waste Recycling Centre (HWRC) in Uttoxeter	Facilitate the opening of a new HWRC off Dove Way (September 2016)	Monthly progress meetings were held to keep up-to-date with costs and programme.	Allocated a street name and address for the new HWRC. The new access and access road is complete. The HWRC is not yet open because a replacement interceptor tank needed to be installed. This is a County Council issue.	Target fully achieved in Q2.			Fully Achieved	HWRC is now open to the public.
VFM17	Sarah Richardson	Continue to improve the ways we provide Benefits to those most in need: Time taken to process Benefit new claims and change events (Previously NI 181)	9 days	12.54 days	10.03 days	8.55 days	10.52 days	9 days	On Track to be Achieved	Monthly performance has consistently been at 9 days or less since September 2016. As at 31/01/2017, year to date performance is 9.98 days. We are confident this target will be achieved.
VFM18	Sarah Richardson	Continue to improve the ways we provide Benefits to those most in need: Time taken to process Benefit new claims when all the information has been provided	3 days	7.05 days	4.01 days	3.36 days	4.86 days	3 days	In Danger of Falling Behind Target	Monthly performance has consistently been at 3 days or less since September 2016. As at 31/01/2017, year to date performance is 4.77 days. Concerted efforts are being taken to improve claims processing for the next two months to achieve target performance.
VFM19	Sarah Richardson	Continuing to improve customer access to services	99% of CSC and telephony team enquiries resolved at first point of contact	100%	100%	100%	100%	99%	On Track to be Achieved	
VFM20	Sarah Richardson	Continuing to improve customer access to services	Minimum 70% Telephony team calls answered within 10 seconds	69%	73%	71%	71%	70%	On Track to be Achieved	
VFM21	Sarah Richardson	Working towards the roll-out of Universal Credit	Review and revise where appropriate working arrangements with partners (September 2016)		Meeting held with CAB Chief Executive 08/09/2016. Agreed that current arrangements still apply.	Achieved in Quarter 2			Fully Achieved	
VFM22	Sarah Richardson	Working towards the roll-out of Universal Credit	Continue to prepare for roll-out in accordance with Government guidelines (March 2017)		Not yet due	Information awaited from DWP.	n/a	n/a	Not yet due	
VFM23	Sarah Richardson	Working towards the reduction of Claimant error Housing Benefit Overpayments (HBOPs): % of HBOPs overpayments recovered during the year; % of HBOPs processed and on payment arrangement	60% of HBOPs overpayments recovered during the year 80% of HBOPs processed and on payment arrangement	87.09% recovered 66% on arrangement	71.03% recovered; 64% on arrangement	55.19% HBOPs recovered 61% HBOPs on arrangement	69.41% HBOPs recovered 83% HBOPs on arrangement	70% HBOPs recovered 83% HBOPs on arrangement	On Track to be Achieved	
VFM24	Sarah Richardson	Continue to maximise income through effective collection processes (Previously EV 9 & 10)	Council Tax 98% and NNDR collection rates of 99%	36.06% Council Tax 33.59% Business Rates	57.5% Council Tax; 61.55% NNDR	85.17% Council Tax; 86.00% NNDR	85.17% Council Tax; 86.00% NNDR	98% Council Tax; 99% NNDR	On Track to be Achieved	Target is annual

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VFM25	Sarah Richardson	Continue to maximise income through effective collection processes: Reduce Former Years Arrears for Council Tax; NDR; Sundry Debts	Council Tax: 1,500,000 NDR: £500,000 Sundry Debts: £45,000	Council Tax: £3,734,766.37 Business Rates: £1,178,628.08 Sundry Debts: £0.00	Council Tax £3,503,057.42; NDR: £1,103,910.77 Sundry Debts: £19,180.46	Council Tax £2,154,720.31 NDR: £793,347.16 Sundry Debts £31,461.43	Council Tax £2,154,720.31 NDR: £793,347.16 Sundry Debts £31,461.43	Council Tax: 1,500,000 NDR: £500,000 Sundry Debts: £45,000	In Danger of Falling Behind Target	<b>Council Tax:</b> The figure outstanding is net of accounts on arrangement and being processed for write offs. <b>NDR:</b> The figure outstanding is net of accounts on arrangement and being processed for write offs. This target is on track to be achieved. <b>Sundry Debt</b> arrears are currently on track to achieve the target.
VFM26	Lisa Turner	Maintain and improve the District Auditor's opinion of the authority	Achieve unqualified opinions on Statement of Accounts with minimal errors; and in relation to Value for Money		Unqualified opinion issued, with no significant errors in early August 2016.	Achieved in Quarter 2			Fully Achieved	
VFM27	Lisa Turner	Set budget for 2017/18	Set budget for Council approval (February 2017)			Provisional settlement received and inline with expectations. Draft MTFS being updated to take into account latest forecasts. Budget on track for approval by Council in February 2017.			On Track to be Achieved	
VFM28	Lisa Turner	Improve Finance awareness with Members	At least 2 briefings delivered to elected members during the year (March 2017)		Programmed for later in this financial year	Member briefing to Audit Committee in relation to the Appointment of External Auditors delivered. Member briefing on the MTFS planned.			On Track to be Achieved	
VFM29	Lisa Turner	To continually improve the value for money of council services	Achieve savings targets as stated in the Medium Term Financial Strategy (March 2017)		On track to achieve savings targets as stated in the Medium Term Financial Strategy	Latest forecasts indicate that this is expected to be achieved with a small surplus.			On Track to be Achieved	
VFM30	Lisa Turner	To continually improve the value for money of council services	Devise and introduce a new Corporate Fees and Charging Policy (December 2016)		Key principles agreed with Leader (as portfolio holder)	New Policy approved at Cabinet in December, for roll out to managers via Managers Forum.			Fully Achieved	
VFM31	Lisa Turner	To continually improve the value for money of council services	Consider the merits of introducing a Council Efficiency Plan (September 2016)	Due to be considered ahead of September deadline	Approved by EDR - September 2016.	Achieved in Quarter 2			Fully Achieved	
VFM32	Guy Thornhill	Providing a secure virtual working environment	Achieve GCHQ PSN Compliance for access to Government Secure Intranet (December 2016)			Submission made to PSN authority.			Fully Achieved	Awaiting formal notification from GCHQ.
VFM33	Guy Thornhill	Delivering the SMART Borough Agenda	Maximise agile working opportunities through improved network access (June 2016)	Improved network access is implemented as and when Windows 10 is deployed	Achieved in Q1	Achieved in Quarter 1			Fully Achieved	
VFM34	Guy Thornhill	Delivering the SMART Borough Agenda	Carry out maintenance and licensing review on software (December 2016)			Changes made to hardware maintenance contract as required, software maintenance license counts reviewed and adjusted where required.			Fully Achieved	
VFM35	Sarah Richardson	Delivering the SMART Borough Agenda	E-Services campaign live with take-up baselined (June 2016)	42 Council Tax payers set up for Council Tax e-billing; 0 ratepayers set up for Business Rates e-billing. Benefit e-claim being used by claimants on website to make HB/CTR claims. Ctax and Business Rates discount/exemption/relief forms available on website.		Achieved in Quarter 1			Fully Achieved	

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VFM36	Sarah Richardson	Delivering the SMART Borough Agenda	<p><b>E-Services take-up (March 2017):</b></p> <p>a) 99% of all Housing Association landlords where Housing Benefit is paid direct to the landlord signed up to e-services</p> <p>b) 50% of all private landlords where Housing Benefit is paid direct to the Landlord signed up to e-services</p> <p>c) 504 council tax payers signed up to e-services and e-billing</p> <p>d) 203 business ratepayers signed up to e-services</p> <p>e) 83 benefit claimants signed up to e-services</p>	When the Corporate plan was approved, indicator VFM36 was marked as "to be agreed" (following the E-Services campaign going live with the take-up baselined by June 2016). It is proposed that VFM36 is now updated to target these 5 areas.	53% (out of 99%) RSLs; 0.02% (out of 50%) Private Landlords; 233 (out of 504) Council Tax accounts; 61 (out of 504) Council Tax e-billing; 0 (out of 203) Business Rates; 11 (out of 83) Benefit Claimants	a) 1 HA b) 8 landlords c) 72 Council Tax payers d) 0 Business Rate payers e) 3 Benefit claimants	a) 88% (only 2 HA Landlords to sign up) b) 1.3% (12 landlords) c) 361 Council Tax payers d) 0 Business Rate payers e) 17 Benefit claimants	a) 100% b) 50% c) 504 Council Tax payers d) 203 Business Rate payers e) 83 Benefit claimants	In Danger of Falling Behind Target	Since the end of December we have seen a marked increase in the uptake across all indicators. 100% of HA landlords are now signed up to e-services and we are confident that the Council Tax, Business Rates and Benefit claimants targets will be achieved. We have already targeted private Landlords to sign up to e-services but this is proving to be more difficult.
VFM37	Sarah Richardson	Continuing to improve the value for money of council services	Carry out a review of the Shopmobility Service (December 2016)	Not yet due	Benchmarking with other local authorities and service user satisfaction survey undertaken and analysis of options underway.  Review to be completed in Quarter 3.	Review completed and findings reported to CMT and LDL in December 2016.	n/a	n/a	Fully Achieved	