

## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

**CABINET – TUESDAY, 13 JUNE 2017**

|                      |   |
|----------------------|---|
| Report Title         | <b>2016/17 QUARTER 4 PERFORMANCE MANAGEMENT REPORT</b>  |
| Key Decision         | a) Financial - No<br>b) Community - No  |
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| Purpose of report    | The report provides members of the Cabinet with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for quarter 4 (Q4) (January - March).   |
| Reason for Decision  | The report is provided for members to effectively monitor the organisation's performance.   |
| Council Priorities   | The report addresses performance against each of the Council's five priorities for 2016/17  |
| Implications         |   |
| Financial/Staff      | The report contains summary performance data on staff management & financial information.   |
| Link to relevant CAT | The report links to the work of all Corporate Action Teams.   |
| Risk Management      | Risk management is applicable to all areas of the Council's statutory duties and service provision. Any relevant risks relating to actions set out in the Council Delivery Plan are managed through the Corporate Risk Register.  |

|  |   |
|--|---|
| Human Rights                           | No direct implications.   |
| Transformational Government            | No direct implications  |
| Comments of Deputy Chief Executive     | The report is satisfactory.   |
| Comments of Deputy Section 151 Officer | The report is satisfactory.   |
| Comments of Monitoring Officer         | The report is satisfactory.   |
| Consultees                             | Corporate Leadership Team   |
| Background papers                      | <a href="#">Council Delivery Plan 2016/17</a>   |
| Recommendations                        | <b>THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 4 PERFORMANCE REPORT (JAN – MAR 2017).</b> |

## PERFORMANCE SUMMARY FOR QUARTER 4

### 1 Introduction

This report sets out the performance of the Council's key frontline services, progress against Council Delivery Plan priority actions, performance indicators, finance and sickness absence management.

### 2 Performance summary of key frontline services

The Council's key frontline services are linked to the Council's five priorities

| Front line Service    | Building Confidence in Coalville | Value for Money | Business & Jobs | Homes & Communities | Green Footprints |
|-----------------------|----------------------------------|-----------------|-----------------|---------------------|------------------|
| Leisure               | ✓                                | ✓               |                 | ✓                   | ✓                |
| Housing               | ✓                                | ✓               | ✓               | ✓                   | ✓                |
| Revenues and Benefits |                                  | ✓               |                 |                     |                  |
| Refuse and Recycling  | ✓                                | ✓               | ✓               | ✓                   | ✓                |
| Development Control   | ✓                                | ✓               | ✓               | ✓                   | ✓                |
| Environmental Health  |                                  | ✓               | ✓               | ✓                   |                  |

The detailed evidence and statistics of the Council's performance for Q4 is included in Appendix 1

## **2.1 Leisure Services**

Officers are working in partnership with Thringstone Miners Welfare Social centre to develop a football training pitch on the area formerly known as Clover Place play area. Planning permission for the fencing and a footpath diversion has now been approved. Officers are also developing landscaping and recreation proposals to increase usage of Melrose Road Recreation Ground details of which will be presented to Coalville Special Expense Working Party at its July meeting.

Leisure Services have signed up as an Employer Partner to the Chartered Institute for the Management of Sport and Physical Activity Sport which offers access to continued professional development and training packages for staff, relevant courses will be considered following a review of the services training needs matrix. Officers are also continuing to work with consultants to finalise a Playing Pitch Strategy for the district which will identify any future shortfalls in formal playing pitch provision related to the proposed growth in housing and population. The strategy will be completed in June 2017 and will include an action plan with short, medium and long term recommendations for the Council to consider.

The Grounds Maintenance team is working closely with the Coalville Heroes Project as part of the Coalville project to develop a Community Garden in Coalville Park. This project will progress throughout quarter 1 and feature community flower beds, community allotments and community art features.

Officers are also supporting the following school sports facility developments;

- The feasibility of the installation of an athletic track at Newbridge High School.
- An extension to the sports facilities at Hood Park Leisure Centre and Ivanhoe College through a Joint Consultative Committee.

The Sport and Physical Activity officers are also supporting a countywide bid co-ordinated by Leicester-Shire and Rutland Sport into the Sport England Inactivity fund focussing on falls prevention for older persons.

## **2.2 Housing Services**

Rent collection levels achieved in 2016-17 have been our strongest since 2013/14 with only 1.93% of the gross debit outstanding at the end of Q4, against a target of 2.13%, which ensured a strong performance in securing our rental income. This excellent performance is upper quartile in benchmarking terms when compared with other landlords. A rent loss figure of 1.12% similarly ensured that the target of 1.8% was exceeded, and our success in both reducing the number of empty properties and letting them more quickly, led to increased income of £136k.

By the end of Q4, the repairs team had completed maintenance work to the lettable standard to 332 empty homes at a combined cost of £1,072,071 (average spend of £3,229 per property) for 2016/17. The average relet time for empty homes was 37 days, thus meeting the target of 40 days, and considerably improving on the 77 days outturn for 2015/16.

A total of 520 tenants homes had been upgraded by the end of Q4 as part of the annual improvement programme. Negotiations were also completed in Q4 to agree the price for the 2017/18 programme which is the last year of our contract with Kier and Lovell. The accelerated programme will be completed by 30 September 2017,

which will then allow time to agree the method of delivery from 1 April 2018, including in house provision, although some external contractor support will continue to be needed.

Tenants previously told us through the biannual STAR tenant satisfaction survey that additional off street parking is a priority for them, and in response we have successfully completed two off street parking improvement schemes at Willn Close, Greenhill and St Matthews Avenue, Worthington and the provision of mobility parking facilities at Park View. Further parking improvements at Hamilton Rd, Greenhill will start in Q1.

The new community centre for the Linford and Verdon estate was officially opened in January 2017. The completion of this work will now allow the demolition (scheduled for June 2017) of the former Greenacres sheltered scheme building for redevelopment with new Council housing. The construction contractor Robert Woodhead Ltd assisted with a 'breaking the ground' ceremony in Q4, contract mobilisation is underway with a start on site in earnest in Q1.

After the disposal of a council owned garage site on North Avenue, Coalville, 17 new affordable properties were delivered by East Midlands Housing, and have been let to new tenants through the Choice Based Lettings system.

To assist ex-servicemen in accessing our accommodation, we have established a close and successful partnership working with the charity Once, We Were Soldiers. We have rehoused several ex-forces personnel in recent months, some of whom were rough sleeping or had insecure accommodation. The services we jointly provide were recognised through positive publicity with local newspapers, BBC Radio Leicester and BBC East Midlands Today in Q4.

The work of our Tenants Scrutiny Panel, who recently completed their inspection into how anti-social behaviour is managed, and are now looking at the complaints process, was also recognised. At the Central Region Awards of the Tenant Participation Advisory Service in March 2017, they collected a gold award for their work on tenant scrutiny, and now go forward to the national finals.

In partnership with Lovell, we also upgraded the Tenants Association facilities at the Greenhill Community Shop for the benefit of local residents, and a successful opening event was held.

An assistive technology marketing plan (including our 24/7 lifeline monitoring service) was launched at the end of Q4. This will provide additional income to replace the funding removed when we made changes to the Older Persons Support Service in response to the end of Supporting People funding. Under the branding of "Safe and Well Services" the plan will introduce chargeable Support Officer visits for private lifeline customers (this was previously only available to Council tenants), as well as a range "telecare" sensors, which can be provided and then remotely monitored for a small weekly charge.

The continuing promotion of social activities in sheltered housing schemes provides positive results, with over 1500 events for the year held at 10 locations by the end of Q4. These include keep fit sessions, lunch clubs and a range of other activities as requested by tenants to help reduce social isolation and promote healthy lifestyles.

## **2.3 Revenues & Benefits**

All performance measures are monitored each month and reported to the Partnership Management Board and Joint Committee. Information and updates are also shared with the Corporate Activity Team.

All of the key indicators have been achieved. These include both collection rates and the processing of claims.

The Discretionary Housing payments scheme is designed to support claimants requiring help with their rent who may be affected by welfare reform changes and the introduction of universal credit. The scheme is funded by the Department for Work and pensions. Our grant this year was £114,965 and the total spend was £89,947.

'Paperfree' was promoted as part of 2017/18 annual billing in conjunction with the Communications Team. Promotion included Facebook, Twitter feeds and the housing residents' newsletter. Inserts were also included with the 2017/18 annual bills issued in March 2017 for both the Housing and Environmental Health teams.

## **2.4 Refuse & Recycling**

The new resident recycling welcome pack has been updated to include new prices for domestic bulky waste collections and information promoting the Environmental Protection team's volunteer litter picking service.

An additional round has been introduced to back up our existing recycling, grass and refuse rounds due to the increased volume of new housing within the District. The new round also incorporates bring site collections to be more efficient. Garden waste collection crews were reduced from 4 to 3 during the winter months to maximise efficiency due to the annual low presentation rates of bins which resulted in a saving of over £3,000.

The development of the councils iPads for Waste Services has continued with trade waste now being included. Bulky waste collections have been successfully launched alongside as the introduction of holiday forms, safety checklist, reflections check list resulting in further administration and time efficiencies for staff. Updates have also been made to the waste management software to store safe systems of work documents allowing Crew Leaders to view safety documents online which also provides an audit trail for management to view. 360 degree cameras have also been installed on all recycling vehicles allowing incidents to be viewed and adherence to working practices monitored.

There were a total of 266 social media tweets for 2016/17 which is the highest annual number to date with topics for March including;

- Litter picking on the A42
- CCTV enforcement against enviro-crimes
- Advice on presenting containers on windy days
- Tonnage of paper recycled since Christmas
- Large fly tips near Farm Town

## **2.5 Development Control**

A Local Development Order (LDO) came into force in Coalville, granting planning permission in advance to works that are supported by the Council's shopfront

improvement scheme. The new LDO extends the area covered along Belvoir Road and into Marlborough Square and supports the efforts to regenerate Coalville town centre.

An initial concept design has also been prepared by the Council's Senior Urban Designer, to transform how Marlborough Square looks, feels and functions. This is part of a medium term strategy to improve the public realm, and negotiations continue with the highway authority to bring the scheme forward. The Council has already allocated some funds towards delivering this scheme

Structured engagement with elected Members and service users has taken place during Q4, with positive feedback about the performance and responsiveness of the service. As a result of the Agents' meeting, the Planning & Development Team has begun to issue decision notices by email, rather than by post. This will save the Council money on printing and postage, and is part of a wider review of the procedures within the team. It is intended that the office will move away from a reliance on paper files, and towards the electronic file being the live file. To that end, new mobile technology is currently being trialled by the team.

Planning Committee Member training focused on current issues, and further Member training is due to take place throughout the next municipal year.

Both the Building Regulation and Land Charges functions face competition from local private sector providers. Building Regulations plan checking performance continued to improve in 2016/17 with the target of 85% checked within 15 working days met, and regularly exceeded. Land Charges also exceeded their target for all of their searches completed and returned within an average of 5-7 working days.

Work has begun on the Strategic Rail Freight Interchange, in the form of earthworks and road works. This is in conjunction with Highways England's SMART motorway works to the same stretch of the M1. Once complete, it is projected that this development will secure an additional 7000 jobs in the district.

Work also continues on the widening and signaling of the A42 Junction 13 roundabout, which has unlocked developments in both Coalville and Ashby. The new M&S foodstore at Flagstaff roundabout is underway, and planning permission has been granted for a new service area to be served from the A42 Junction 13 roundabout.

The Public Inquiry considering the appeal by Jelson Homes against the Council's refusal of planning permission for homes to be built in the Whitwick Green Wedge was held, and the decision was received in May upholding the Council's refusal. This is an endorsement of the progress the Council has made with its Local Plan and in continuing to secure a 5 year supply of housing.

The conversion of the Old School House, Coleorton, to a dwelling won 'Best Conversion and Change of Use' at the LABC East Midlands Awards 2016. As category winner it went forward to the national LABC awards in London. The scheme brought back in to use an existing derelict building, which used a ground source heat pump to produce energy. This scheme continued the success that the Building Control team's customers have had at these prestigious awards.

## **2.6 Environmental Health**

A draft taxi driver policy was approved by Licensing Committee on 22 February 2017. The policy has been published and commenced on 1 March 2017. The new policy is expected to further improve the knowledge and conduct of drivers. Changes have

been made to the driver medical assessment, driver code of conduct, convictions policy. Furthermore the policy introduces a requirement for drivers to undertake safeguarding and child sexual exploitation training.

The standard of taxi vehicles continues to improve with the first time pass rate for Q4 at 69%. This compares to a pass rate of 65.5% over the last financial year. A text message encouraging taxi drivers to have their vehicle serviced before submitting the vehicle for the council inspection, introduced in 2016 is thought to have had a positive impact.

The food safety team has completed a programme of frequent visits to food establishments found not to be compliant with food hygiene law. Each of the 10 business selected received tailored support, enabling the establishment to improve standards. At the end of the support programme only 1 of the businesses selected remained non-compliant with food hygiene law.

Q4 saw an increase in the level of enforcement activity by the food safety team. A food business was formally closed as the conditions found presented an imminent risk to public health. In addition 9 hygiene improvement notices were served requiring improvement at 5 food businesses.

### **3 Council Delivery Plan**

Appendix 1 sets out a high level exception report for the remainder of the Council Delivery Plan and further information on key front line services. This provides commentary against actions and performance indicators that were not on target during Q4.

#### **3.1 Building Confidence in Coalville**

Seventy five percent of eligible properties on Hotel Street and High Street (Phase 1 of the scheme) have applied for or been offered a grant or are in discussion about participating. Twenty three percent of eligible properties on Belvoir Road, Ashby Road and Marlborough Square (Phase 2 of the scheme) have expressed interest in the scheme. During March four new shop front projects came forward, on Hotel Street, High Street and Belvoir Road.

The new owners of the former bus depot on Ashby Road, Desirable Car Ltd, began work onsite in Q4 and have informed the Business Focus Team that they anticipate the works to the property to be concluded in September (Q2) with business planned opening in December (Q3). Work to give a new lease of life to a former bus depot and bring new jobs to Coalville has started, thanks in part to financial help from the council £50,000 from the NWLDC Frontage Grant Scheme and a successful application for a £25,000 grant under the council's Enterprising North West Leicestershire grant scheme.

Works are ongoing with the stakeholder groups to design plans for Marlborough Square and Memorial Square, in order to increase public safety, tackle traffic issues and create more flexible spaces for event and commemorative uses. Q4 included meetings between the project team at Leicestershire County Council as the Highways authority to discuss the initial outline plans and cost up the works. Cabinet allocated £523,000 towards the design and implementation of improvements to Marlborough Square in July 2016.

Coalville Project stakeholder events took place in January 2017. Coalville Heroes supported preparation for a 'Think Tank' youth engagement event in April 2017. The aim of the event was to engage with young people in a fun way and find their aspirations for Coalville's future – What they would like to see and how they can get

involved in making positive changes themselves. Q4 also saw Coalville Heroes take on Unit 17 in Coalville Market.

The 'Free After 3pm' promotion was launched in Q4. The initiative means that shoppers wishing to use the car parks in Coalville during the afternoon will now be able to park for free after 3pm. It is hoped that the initiative will boost town centre trade in quiet periods, typically targeting after school shoppers. Work is also underway to procure and install new ticket machines which will give drivers new ways to pay, including credit / debit card, contactless payments and pay by phone.

The 'Fifty Soldiers in Fifty Weeks' programme was launched in Q4. This will see a serial interpretation of stories about individual soldiers from the First Fifty, appearing weakly in Coalville Times; ongoing, until November 2017.

Business Focus worked with Leicestershire County Council to replace and install new cycle racks at key points throughout the town. Installation has since taken place at the Council Offices, on High Street outside the Library and on Belvoir Road outside the Belvoir Centre.

### **3.2 Business & Jobs Priority**

Business Focus have been progressing the delivery of Phase 1 of the Enterprising North West Leicestershire grants programme. All but two of the projects have completed their initial investment and have received their enterprising grants. Through Q4 Business Focus undertook 12 monitoring and support visits to successful grant applicants.

Business Focus Officers have finalised the development of Phase 2 of the enterprising grant programme, 'Enterprising town Centres'. The Enterprising Town Centres programme includes grant funding and specialist businesses support for SME town centre businesses in Ashby, Castle Donington, Coalville (including Coalville market stall holders), Ibstock, Kegworth and Measham. The programme will support existing business growth encourage new town centre business to start ups, increase town centre occupancy rates, improve town centre business performance and increase footfall. - Cabinet approved allocation of £250,000 to support this scheme in October 2016.

In Q4 the Business Focus team responded to 40 business enquires who were provided with advice and support and signposted to the LLEP Business Gateway. Included in the 40 clients was Appleby based company, Roy Dennis Signs, who were supported in securing a £2,500 grant from the NBV 'Grants for Enterprise' programme. Business Focus also issued 27 briefings through the Business Focus networks.

Business Focus worked in partnership with Jobcentre Plus and Stephenson College to deliver a Coalville Jobs Fair on 4 April. This event built on the previous Jobs Fair delivered in Q3 in response to local businesses' needs highlighted through engagement activity with Amazon, Marks & Spencer, East Midlands Airport and other local employers.

Following the announcement from DHL Freight UK that they will be making redundancies at their Bardon operations, Business Focus began working with DHL Freight and the Job Centre to coordinate redundancy support sessions specifically designed to support those impacted by the job losses back into employment.

In Q4 Business Focus began preparing an economic profile for North West Leicestershire. The profile will be the first of an annual assessment and will include



many economic indicators and will evidence what are the Districts growth sectors and which sectors are retracting. The economic profile identify opportunities for grown and also areas of need. This evidence can be used to identify future projects, influence policy, to bid for funding and to attract inward investment.

In Q4 Business Focus were invited to give a presentation to the Chamber of Commerce to discuss support and funding for local businesses. The Chamber of Commerce have since agreed to help promote raise awareness of the funding and support available through Business Focus and a handful of follow up 1:2:1 meetings between Chamber Members and Business Focus Officers have been arranged. Also in Q4 Business Focus were invited to speak at the Leicestershire Work and Skills Forum. Officers gave a presentation on the current economic profile of the district highlighting local issue regarding skills gaps and labour shortages and how the team are working with agencies and education providers to address some of these issues locally. Following the talk Business Focus have met with neighbouring authorities to share good practice delivering jobs fairs in partnership with education providers and Job Centre Plus.

Business Focus are working with Roxhill to support the delivery of an Employment Strategy to ensure that local job seekers, local support agencies and local schools and colleges are engaged with the opportunities arising from the Strategic Rail Freight Interchange development through the construction phase and through the occupation phase. Business Focus have set up a steering group with the LLEP, County Council, Stephenson College, Job Centre Plus and the Roxhill project directors and their sub-contractors WinVic

Business Focus worked with Environmental Health to secure funding from the LLEP to deliver a one off 'Business Booster' workshop. The workshop was designed to engage independent town centre retail businesses and give them advice and techniques to help make positive changes to their business that could attract customers and increase sales. The Business Booster workshop was held at Heartwood Conferencing in Coalville on 1 March attracted 31 delegates from 20 businesses from across the District. The event included a workshop led by Kerching Retail and supported by presentations from the Business Focus Team and The LLEP Business Gateway. Feedback from delegates was unanimously positive. Post event some delegates wrote to the Business Focus team to provide feedback. One delegate wrote: 'Can I repeat my appreciation and thanks for the really excellent presentation yesterday.' Another said 'it was one of the most dynamic meetings I have ever been to! I have already put some of suggestions into practice to great effect.'

In partnership with the Market Towns Study steering group, Business Focus has secured funding to support delivery of a Town Centre Wi-Fi Project for Coalville. Alongside the Town Centre Wi-Fi project, Business Focus is developing a project to install GeoSense technology in Coalville and Ashby. Both projects are planned to be delivered in the Autumn 2017. GeoSense is a digital footfall counter using mobile phones to record town centre footfall, dwell times, frequency of visitors and pedestrian flows. This data will be used as an indicator to measure the impact of town centre initiatives such as enterprising town Centres, Coalville Shop fronts as well as town centre events and promotional activity.

Business Focus worked with Leicestershire County Council to engage with key local business along the A511 to support an LCC led funding bid to secure £5.5million from the Governments Challenge Fund. If successful the funding will be used to improve the highways network on the A50 and A511.

#### **4 Financial management update**

The General Fund forecast out-turn is a surplus of just over £1.6m compared to the original budget of £1.08m. This is mainly due to additional business rates (£383k) and planning income (£316k) being higher than budgeted. Cabinet has already allocated just over £1.05m of this surplus on projects such as the ICT road map, Accommodation Strategy and Car Parking strategy. Cabinet will be now be considering how the remaining surplus should be managed.

The Housing Revenue Account is forecast to have a surplus of £2.978m, this is £583k more compared to the original budget. This increase in surplus is mainly due to increase in rental income of £210k (as a result of reduced void levels and increase in rent on supported properties) and underspend on housing repairs by £210k.

#### **5 Sickness absence management update**

The end of year absence figure stands at 9.07 (Days lost per FTE) against the annual target of 7.4 days.

Analysis of the sickness data has shown that long terms sickness, lasting 10 days or more, accounted for 69% of the total. Employees on long term sickness are being pro-actively managed with Team Managers by the Senior HR Advisor and our Occupational Health provider.

Back, Musculoskeletal and Operation / Post-Operative recovery accounted for over 50% of all long term sickness, as expected this type of sickness reason is more prevalent in the manual occupations such as Waste Services, Leisure Services and Housing Repairs and Investment.

Please note the quarterly figures have been recalculated at the end of the year and may be different to those reported in the previous quarters. This is due to a number of sickness related absences being designated as being disability related where they have become permanent conditions, and as such they are excluded from the sickness data.

#### **6 Supporting evidence and statistics - Appendix 1**

Appendix 1 sets out the following items:

- Progress against Council key front line services
- Progress against Business & Jobs priority
- Progress against remaining priorities
- Finance
- Management of Absence

Status definitions used in Appendix 1



Performance on track (milestones) or performance on or above target (PI's)








Performance under control (milestones)



Performance failing (milestones) or performance below target (PIs)



## 2 PERFORMANCE DASHBOARD – LEISURE CENTRES

| Progress against CDP milestones   |   |  | Progress against CDP Performance Indicators   |   |  |
|---|---|--|---|---|--|
| 3  Green | 0  Amber | 0  Red | 3  Green | 0  Red |  |






|                                    |          |                             |                  |                      |    |
|------------------------------------|----------|-----------------------------|------------------|----------------------|----|
| Budgeted Cost to provide service   | £387,140 | Total FTE's (average)       | 81.12            | Complaints received  | 1  |
| Forecasted cost to provide service | £421,652 | Total days lost to sickness | 107.63 (516.64)* | Compliments received | 10 |

\*cumulative number of FTE days lost

- A number of actions have been taken to maintain and increase membership income levels. These include increasing the level of sales and support staff between January and March, the delivery of sales and recruitment training to gym staff, receptionists and sports attendants, the review and delivery of membership promotions, site visits and benchmarking against competitors, increased social media presence, targeted promotions, the introduction of new fitness classes, the addition of new equipment in the fitness rooms and a review of the class cancellation procedure.
- The target for the year has been comfortably exceeded due to a number of developments and initiatives. New event bookings were secured and the team have worked closely with existing event hirers to drive up footfall. Examples of this are the Model Boat Show whereby the number of concessions increased by 30% and the attendance levels by 26%, and Larpcorn where the number of concessions increased by 20%. The cross selling of discounted bar function and children's party hire to our NWL Swim Academy member portfolio has contributed to a 11% rise in utilisation rates, and the securing of further partners to the centres already impressive portfolio of after school activity providers has seen attendances increase in this area. As well as this, the continued growth of the NWL Swim Academy sees over 230 more pupils and parents attending the centres on a weekly basis compared to last year.










| Performance Indicators                     | Q4 Target | Q4 Actual | Status  |
|--|-----------|-----------|---|
| Leisure Centre Membership income           | £994,100  | £953,885  |  |
| Leisure Facility Usage Levels (cumulative) | 865,000   | 984,891   |  |

## 2 PERFORMANCE DASHBOARD – HOUSING

| Progress against CDP milestones  |   |  | Progress against CDP Performance Indicators  |   |    |
|--|---|--|--|---|----|
| 12  Green | 0  Amber | 0  Red | 17  Green | 0  Red |    |
| Budgeted Cost to provide service   | £561,350  | Total FTE's  | 84.21  | Complaints received   | 22 |
| Forecasted cost to provide service   | £560,240  | Total days lost to sickness  | 245.4 (1195.88)*   | Compliments received  | 16 |

\*cumulative number of FTE days lost

- 76 properties from a stock of 4312 currently designated as being empty and unavailable, reduction of 11 properties since the beginning of the financial year. This has been achieved as a result of advertising some properties through Newton Fallowell. The Asset Management Strategy to dispose of the Greenacres, Westgate, Woulds and Queensway sites will see this number decrease in 2017/18.
- The arrears performance exceeds the year end target of 2.13% due to the successful contact with tenants to make payments and avoid enforcement action, arrears value is £346,050. The performance when compared through Housemark Benchmarking service, places the performance at Upper Quartile.
- During Q4 100% of the support plans were reviewed within 3 days of the review date. The cumulative performance for the year is 98% (388 of the 395 completed on target, 7 were completed within a week of the target).

| Service Performance Indicators   | Q4 Target | Q4 Actual | Status  |
|--|-----------|-----------|---|
| % rent arrears of current tenants  | 2.13%     | 1.93%     |    |
| % rent loss  | 1.80%     | 1.12%     |    |
| % tenants satisfied with the allocation and lettings process             | 95%       | 100%      |    |
| Average re-let times (days)  | 40        | 37        |  |
| % of properties empty and unavailable                                    | 2%        | 1.76%     |  |
| Percentage of customers satisfied with responsive repairs                | 84%       | 94%       |  |
| Percentage of repairs completed Right First time                         | 78%       | 84%       |  |
| Appointments Made and Kept (%)   | 97%       | 98.9%     |  |
| Number of affordable homes delivered (Quarterly – Cumulative target 110) | 133       | 140       |  |







## 2 PERFORMANCE DASHBOARD – REVENUES & BENEFITS

| Progress against CDP milestones   |   |  | Progress against CDP Performance Indicators   |   |  |
|---|---|--|---|---|--|
| 1  Green | 0  Amber | 0  Red | 0  Green | 0  Red |  |

|                                    |          |                             |                 |                      |   |
|------------------------------------|----------|-----------------------------|-----------------|----------------------|---|
| Budgeted Cost to provide service   | £582,440 | Total FTE's (average)       | 22.40           | Complaints received  | 9 |
| Forecasted cost to provide service | £551,280 | Total days lost to sickness | 16.53 (140.65)* | Compliments received | 1 |

\*cumulative number of FTE days lost

- The number of successful fraud prosecution and sanctions for Q4 was 4, the year end target was 6 and the total outcome for the year was 15.

| Service Performance Indicators             | Q4 Target | Q4 Actual | Status  |
|--|-----------|-----------|---|
| Combined benefits performance              | 11 days   | 10.2 days |    |
| Benefits New Claims                        | 19 days   | 18.1 days |    |
| Processing of change of circumstances      | 10 days   | 7.8 days  |    |
| Council Tax in year collection rate        | 97.6%     | 97.8%     |    |
| Non-domestic rates in year collection rate | 99%       | 99.3%     |   |
| HB overpayments collection rate            | 34%       | 34%       |  |




## 2 PERFORMANCE DASHBOARD – REFUSE & RECYCLING

| Progress against CDP milestones   |   |   | Progress against CDP Performance Indicators   |   |     |
|---|---|---|---|---|-----|
| 2  Green | 0  Amber | 0  Red | 2  Green | 0  Red | Red |

|                                    |            |                             |                   |                      |    |
|------------------------------------|------------|-----------------------------|-------------------|----------------------|----|
| Budgeted Cost to provide service   | £2,153,100 | Total FTE's (average)       | 77.79             | Complaints received  | 2  |
| Forecasted cost to provide service | £1,940,667 | Total days lost to sickness | 432.49 (1266.47)* | Compliments received | 29 |

\*cumulative number of FTE days lost

- Income target of £675k for dry recycling income is on track due to increasing commodity values and separating equipment which has resulted in far higher aluminium content than expected in the metal cans composition. Current year end income projections are £945k - up £270k above budgeted levels due to improving commodity prices and more recycling material from more houses.
- Recycling rate remains on track due to replacement smaller bins being issued, and promoting recycling messages at road shows and on social media.
- 4% more recycling tonnage was collected this year than last year whereas only 1% more refuse was collected this year compared to last year.
- Black bin waste per household remains on track due to replacement smaller bins being issued, and promoting recycling messages at road shows and on social media.

| Service Performance Indicators              | Q4 Target | Q4 Actual | Status  |
|---|-----------|-----------|---|
| Income from sale of recyclables cumulative  | £657,000  | £945,000  |  |
| % of waste recycled                         | 46%       | 46.5%     |  |
| Kgs of waste sent to landfill per household | 519       | 517       |  |





## 2 PERFORMANCE DASHBOARD - DEVELOPMENT CONTROL

| Progress against CDP milestones   |   |  | Progress against CDP Performance Indicators   |   |  |
|---|---|--|---|---|--|
| 1  Green | 1  Amber | 0  Red | 0  Green | 0  Red |  |

|                                    |           |                             |                |                      |   |
|------------------------------------|-----------|-----------------------------|----------------|----------------------|---|
| Budgeted Cost to provide service   | -£358,030 | Total FTE's (average)       | 13.25          | Complaints received  | 7 |
| Forecasted cost to provide service | -£565,410 | Total days lost to sickness | 13.06 (29.83)* | Compliments received | 5 |

\*cumulative number of FTE days lost

- Twelve out of twelve major residential development schemes approved in Q4 scored positively against Building for life good standard.
- Performance on 157a/b/c is now be reported to take into account the Governments Improving Planning Performance – Criteria for designation (special measures) which allows applications determined with extension of time agreements to be included in the 8 and 13 week figures.
- Major planning applications determined within 13 weeks Q4 performance is 90% against a national target of 60%.
- Minor planning applications processed within 8 weeks Q4 performance is at 80% against a national target of 65%.
- Other planning applications processed within 8 weeks Q4 performance 91% against a national target of 80%.

| Service Performance Indicators  | Q4 Target | Q4 Actual | Status  |
|---|-----------|-----------|---|
| Percentage of customers very satisfied or satisfied with the Planning Service           | 90%       | 91%       |  |
| Percentage of major planning applications processed within period agreed with applicant | 85%       | 90%       |  |
| Percentage of planning applications determined within 8 weeks for minor applications    | 80%       | 81%       |  |
| Percentage of planning applications determined within 8 weeks for other applications    | 80%       | 91%       |  |





## 2 PERFORMANCE DASHBOARD - ENVIRONMENTAL HEALTH

| Progress against CDP milestones   |   |  | Progress against CDP Performance Indicators   |   |  |
|---|---|--|---|---|--|
| 9  Green | 0  Amber | 0  Red | 0  Green | 0  Red |  |

|                                    |          |                             |                |                      |   |
|------------------------------------|----------|-----------------------------|----------------|----------------------|---|
| Budgeted Cost to provide service   | £390,750 | Total FTE's (average)       | 13.94          | Complaints received  | 0 |
| Forecasted cost to provide service | £329,630 | Total days lost to sickness | 20.20 (59.87)* | Compliments received | 3 |




\*cumulative number of FTE days lost

- A survey was carried out in April 16 to identify the number of food businesses displaying a hygiene rating in a prominent position. 15 of the 23 (65%) businesses were found to be displaying their rating. A second survey has been completed showing that 16 of the 23 are now displaying (69%).
- 35 of the 61 licensed vehicles inspected during spot checks were found with no defects. 2 of the 26 defective vehicles had their licence suspended due to the seriousness of the defect. The defects found on the remaining 24 vehicles were considered to be minor.



| Service Performance Indicators   | Q4 Target | Q4 Actual | Status  |
|--|-----------|-----------|---|
| Proportion of businesses that described their relationship with Environmental Health as being 'good'                           | 94%       | 100%      |   |
| Proportion of businesses that said the regulatory officer had an understanding of the challenges faced by running a business   | 90%       | 93%       |  |
| Proportion of businesses that said they felt confident that they could rely on the advice received from the regulatory officer | 97%       | 93%       |  |
| Number of the 10 targeted food establishments remaining non compliant with food hygiene law                                    | 8         | 1         |  |



### 3 COUNCIL DELIVERY PLAN - BUSINESS & JOBS PRIORITY

| Progress against CDP milestones   |   |   | Progress against CDP Performance Indicators   |   |  |
|---|---|---|---|---|--|
| 8  Green | 0  Amber | 0  Red | 2  Green | 0  Red |  |




- The number of women economically active is 20% lower than men (94.7%). High overall level when compared with East Midlands and GB. The District female employment rate has risen steadily since 2014/15.
- There has been a 13.3% growth in the number of businesses in the district since 2010

| Service Performance Indicators | Q4 Target | Q4 Actual | Status  |
|--------------------------------|-----------|-----------|---|
| % of women economically active | Baseline  | 74.3%     |  |
| Number of businesses in NWL    | Baseline  | 4,005     |  |

### 4 PROGRESS AGAINST REMAINING CDP PRIORITIES

| Progress against CDP milestones  |   |  | Progress against CDP Performance Indicators   |   |  |
|--|---|--|---|---|--|
| 28  Green | 4  Amber | 0  Red | 6  Green | 2  Red |  |

- There has been a 1% reduction of visitors against 21745 visitors in 2015-16. Greater performance will not be achieved until the channel shift strategy is implemented and further channels, particularly around self service are operational.
- A quality improvement plan has been implemented for the customer contact centre to enable better performance.

| Service Performance Indicators   | Q4 Target | Q4 Actual | Status  |
|--|-----------|-----------|---|
| Face to face visits to customer services are reducing                                  | Baseline  | 20893     |  |
| Improve the percentage of calls answered against calls received into Customer Services | 79%       | 64.89%    |  |
| Number of customers engaging with the council using Twitter                            | 1.0%      | 1.1%      |  |

## 5 FINANCE UPDATE

This section sets out the projected financial position of the Council for the year ending 31 March 2017. The Council set its Revenue Budget at £12,002,000 on 23 February 2016.

| General Fund – Summary of Net Expenditure                                       | ORIGINAL<br>BUDGET NET £ 000 | FORECAST<br>OUTTURN NET<br>£ 000 | FORECAST<br>VARIANCE NET<br>£ 000 |
|---|------------------------------|----------------------------------|-----------------------------------|
| AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX<br>(Budget Requirement). | 12,002                       | 11,455                           | (547)                             |

| Special Expenses – Summary of Net Expenditure                                   | ORIGINAL<br>BUDGET NET £ 000 | FORECAST<br>OUTTURN NET<br>£ 000 | FORECAST<br>VARIANCE NET £<br>000 |
|---|------------------------------|----------------------------------|-----------------------------------|
| AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX<br>(Budget Requirement). | 487                          | 507                              | 20                                |

| HRA SUMMARY  | ORIGINAL<br>BUDGET NET £ 000 | FORECAST<br>OUTTURN NET £<br>000 | FORECAST<br>VARIANCE NET £<br>000 |
|--|------------------------------|----------------------------------|-----------------------------------|
| Net cost of service (Total rent income less total expenditure) | 2,395                        | 2,978                            | 583                               |

| Capital Expenditure                             | General Fund £ 000 | Special Expenses £ | HRA £ 000    | Total         |
|---|--------------------|--------------------|--------------|---------------|
| Approved Budget for the Year                    | 2,799              | 0                  | 8,165        | 10,963        |
| C/F from 2015/16                                | 515                | 79                 | 187          | 1,669         |
| Approved projects in year                       | 1,164              | 12                 | 0            | 1,167         |
| Slippage Identified in Year                     | (1,333)            | 0                  | 0            | (1,298)       |
| <b>Total budget for 2016/17</b>                 | <b>3,145</b>       | <b>91</b>          | <b>8,352</b> | <b>12,502</b> |
| <b>Likely outturn for 2016/17 (provisional)</b> | <b>2,746</b>       | <b>91</b>          | <b>8,352</b> | <b>11,189</b> |

### **Comments on General Fund Variances**

- Recycling income is forecast to be £270k more than budget.
- Investment income is forecast to be £48k more than budget.
- Planning Income is forecast to be £160k more than budget.
- Business Rates Income is forecast to be £382k over budget
- Head of Legal & Support salaries £35k under spend after offset of redundancy costs (vacant post and deleted post).
- Head of Service Transformation £32k over spent. This post was put in place to offset the Head of Finance vacancy.
- ICT £63k over spend (£21k equipment maintenance, £21k Licences, £6k salaries/agency, £8k CAPS recharges).
- Benefits - Rent Allowances net of subsidy £45k over spend.
- Our contribution to the Revs & Bens partnership is forecast to be £41k less than budget due to Fraud posts transferred to DWP.
- Refuse & recycling salaries/agency £62k over spend.
- Recharges to HRA for Customer Services are forecast to be £160k less, this is due to the change in methodology on recharges

### **Comments on Special Expenses Variances**

- Reduced burial fees

### **Comments on HRA Variances**

- Increased rent income of £210k & Interest income on balances £29k.
- Increased Staff cost (Asset Management) - £114k –mainly due to agency staff and reduction in capitalisation of salaries.
- Reduction in recharges from general fund approximately £150k.
- Forecast under spend on painting , mechanical air extraction and defective double glazing of £232k.

### **Comments on Capital Budget**

The HRA and General Fund Capital outturn is generally in line with the budget, but there is some slippage on the Disabled Facilities Grant (DFG) spend.

## 6 MANAGEMENT OF ABSENCE

| Quarter 1                                  | Chief Exec & HR             | Community Services                    | Finance                         | Housing Services                     | Legal & Sup Services                | Reg & Planning                     | All Directorates            |
|--|-----------------------------|---------------------------------------|---------------------------------|--------------------------------------|-------------------------------------|------------------------------------|-----------------------------|
| Sickness days lost                         | 41 days long<br>1 day short | 215.90 days long<br>140.19 days short | 0 days long<br>28.54 days short | 158.00 days long<br>78.28 days short | 32.52 days long<br>45.75 days short | 20.40 days long<br>9.77 days short | 467.81 long<br>303.52 short |
| Total days lost in qtr                     | 42 days                     | 356.09 days                           | 28.54 days                      | 236.28 days                          | 78.27 days                          | 30.17 days                         | 771.35 days                 |
| Number of FTE's                            | 21.01                       | 193.28                                | 53.01                           | 92.72                                | 58.82                               | 27.56                              | 446.40                      |
| Average Cumulative no of days lost per FTE | 2 days                      | 1.84 days                             | 0.54 days                       | 2.55 days                            | 1.33 days                           | 1.09 days                          | 1.73 days                   |

| Quarter 2                                  | Chief Exec & HR               | Community Services                    | Finance                              | Housing Services                     | Legal & Sup Services                | Reg & Planning                  | All Directorates                      |
|--|-------------------------------|---------------------------------------|--------------------------------------|--------------------------------------|-------------------------------------|---------------------------------|---------------------------------------|
| Sickness days lost                         | 0 days long<br>1.7 days short | 276.29 days long<br>163.97 days short | 143.69 days long<br>19.47 days short | 375.39 days long<br>94.59 days short | 54.87 days long<br>53.06 days short | 24 days long<br>9.35 days short | 874.23 days long<br>342.14 days short |
| Total days lost in qtr                     | 1.70 days                     | 440.26 days                           | 163.16 days                          | 469.98 days                          | 107.93 days                         | 33.35 days                      | 1216.37 days                          |
| Number of FTE's                            | 20.67                         | 194.09                                | 51.16                                | 90.29                                | 58.92                               | 27.74                           | 442.88                                |
| Average Cumulative no of days lost per FTE | 0.08 days                     | 2.27 days                             | 3.19 days                            | 5.21 days                            | 1.83 days                           | 1.20 days                       | 4.48 days                             |

| Quarter 3                                  | Chief Exec & HR               | Community Services                    | Finance                          | Housing Services               | Legal & Sup Services                | Reg & Planning                 | All Directorates                     |
|--|-------------------------------|---------------------------------------|----------------------------------|--------------------------------|-------------------------------------|--------------------------------|--------------------------------------|
| Sickness days lost                         | 0 days long<br>7.5 days short | 324.71 days long<br>222.21 days short | 42 days long<br>12.36 days short | 145 days long<br>86 days short | 81.39 days long<br>43.72 days short | 0 days long<br>22.2 days short | 593.1 days long<br>393.99 days short |
| Total days lost in qtr                     | 7.5 days                      | 546.92 days                           | 54.36 days                       | 231 days                       | 125.11 days                         | 22.2 days                      | 987.09 days                          |
| Number of FTE's                            | 20.85                         | 194.63                                | 53.12                            | 89.53                          | 58.99                               | 28.9                           | 446.02                               |
| Average Cumulative no of days lost per FTE | 0.36 days                     | 2.81 days                             | 1.02 days                        | 2.58 days                      | 2.12 days                           | 0.77 days                      | 6.69 days                            |

| Quarter 4                                  | Chief Exec & HR                | Community Services                    | Finance                            | Housing Services                     | Legal & Sup Services               | Reg & Planning                     | All Directorates                      |
|--|--------------------------------|---------------------------------------|------------------------------------|--------------------------------------|------------------------------------|------------------------------------|---------------------------------------|
| Sickness days lost                         | 36 days long<br>5.5 days short | 477.12 days long<br>125.21 days short | 32.9 days long<br>35.11 days short | 185.93 days long<br>83.91 days short | 55.16 days long<br>77.6 days short | 17.32 days long<br>7.55 days short | 804.43 days long<br>334.88 days short |
| Total days lost in qtr                     | 41.52 days                     | 602.33 days                           | 68.01 days                         | 269.84 days                          | 132.76 days                        | 24.87 days                         | 1139.33 days                          |
| Number of FTE's                            | 22.91                          | 192.52                                | 54.21                              | 85.11                                | 60.17                              | 27.75                              | 442.62                                |
| Average Cumulative no of days lost per FTE | 1.81 days                      | 3.13 days                             | 1.25 days                          | 3.17 days                            | 2.21 days                          | 0.9 days                           | 9.26 days                             |

Appendix 2

| Corporate Risk Register – requires CLT approval |               |            |        |   |               |            |        |
|---|---------------|------------|--------|---|---------------|------------|--------|
| Risk Area                                       | Inherent Risk |            |        | Control Measures  | Residual Risk |            |        |
|   | Impact        | Likelihood | Rating |   | Impact        | Likelihood | Rating |
| <b>Safeguarding Adults at risk and Children</b> | 4             | 4          | 16     | The organisation has the following structures in place; <ul style="list-style-type: none"> <li>- An identified Corporate Lead (Head of Service) with a Portfolio Holder lead</li> <li>- An identified Team responsible for Safeguarding (Safer &amp; Stronger) with responsibility embedded into Team Leader role and an officer (Child &amp; Adults at risk Officer)</li> <li>- An agreed Safeguarding Policy refreshed as required with delegation to Director of Services for updates</li> <li>- An identified group of Designated Safeguarding Officers (DSO's) in most service areas</li> <li>- A programme of regular DSO meetings which consider training, best practice and case issues</li> <li>- An annual training programme to ensure new DSO's are well informed and trained</li> <li>- A quarterly senior management review of all cases to check progress/close cases</li> <li>- A quarterly briefing with the Chief Executive, a 6 monthly report to CLT and an annual report to Cabinet</li> <li>- Annual report is to review previous year and endorse an action plan for the year ahead</li> </ul> | 4             | 3          | 12     |
| <b>Finance &amp; Budget</b>                     | 4             | 4          | 16     | Monthly management reviews are performed of actual against budgets and forecast to the end of the year. <ul style="list-style-type: none"> <li>- Monthly reporting and challenging at CLT, and reported to Cabinet quarterly Sound policies and procedures are in place.</li> <li>- Financial planning processes have been documented and are reviewed regularly.</li> <li>- Internal and External audit of systems and accounts.</li> <li>- This risk may also need to be reviewed further once the outcome of the Governments spending review is known particularly in the light of the impact it could have on major projects being developed by the Council such as the Coalville</li> </ul>  | 4             | 1          | 4      |

|  |          |          |           |   |          |          |           |
|--|----------|----------|-----------|---|----------|----------|-----------|
|  |          |          |           | project.  |          |          |           |
| <b>Resource Capacity &amp; Capability</b>                        | <b>4</b> | <b>4</b> | <b>16</b> | <ul style="list-style-type: none"> <li>- Advance planning will mitigate this risk;</li> <li>- However should it occur diverting resources from other services, bringing in additional resources from other sources (e.g. Agencies, Consultants, Voluntary/Community sector etc.) would be activated.</li> <li>- Market conditions are tested through recruitment processes.</li> <li>- The Council offers a package of additional benefits to enhance the recruitment offer.</li> <li>- Linked to the above, the Council has developed innovative partnering relationships with other sectors including the private sector to make posts uniquely attractive.</li> <li>- Best Employee Experience is a programme to attract and develop the right skills. It is a programme developing the talent within the staff resource through secondments and tailored development programmes.</li> </ul> | <b>3</b> | <b>2</b> | <b>6</b>  |
| <b>Contract Management &amp; Procurement</b>                     | <b>4</b> | <b>4</b> | <b>16</b> | <ul style="list-style-type: none"> <li>- Corporate procurement staff and legal team to support where necessary on contract management.</li> <li>- Policies and procedures are in place.</li> <li>- A Senior Procurement Officer oversees a procurement planning process.</li> <li>- Training programme in place for staff.</li> <li>- Given the progress that has been made to date the likelihood of this risk materialising could potentially be reduced although this needs to be balanced against future key staffing changes.</li> </ul>   | <b>3</b> | <b>3</b> | <b>9</b>  |
| <b>Information Governance &amp; Data Protection</b>              | <b>4</b> | <b>4</b> | <b>16</b> | <ul style="list-style-type: none"> <li>- Policies and procedures are in place although not yet rolled out and fully embedded.</li> <li>- Corporate Governance training is undertaken annually and includes information governance as appropriate to reflect changes in legislation.</li> <li>- The Council has a dedicated SIRO. Corporate Governance Groups are in place to scrutinise impacts/issues arising.</li> </ul>  | <b>4</b> | <b>3</b> | <b>12</b> |
| <b>Emergency Planning &amp; Business Continuity arrangements</b> | <b>4</b> | <b>4</b> | <b>16</b> | <ul style="list-style-type: none"> <li>- Business continuity plans have been documented, policies and procedures are in place.</li> </ul>   | <b>4</b> | <b>1</b> | <b>4</b>  |

|  |          |          |           |   |          |          |           |
|--|----------|----------|-----------|---|----------|----------|-----------|
|  |          |          |           | <ul style="list-style-type: none"> <li>- Currently however the Council does not have access to alternative arrangements in the event of an incident affecting the Council offices.</li> <li>- CLT will consider a report into this matter</li> <li>- A Business Continuity exercise showed the Council had a good understanding of business continuity.</li> </ul>  |          |          |           |
| <b>Effective IT Systems &amp; Procedures</b> | <b>4</b> | <b>4</b> | <b>16</b> | <ul style="list-style-type: none"> <li>- Fully resilient environment in place with no single points of failure for core systems, other critical systems use cold standby equipment.</li> <li>- New business services are being run in remote fully resilient data centres and existing systems are being progressively migrated to these cloud computing centres.</li> <li>- Data is backed up to a second disk unit offsite at Hermitage Leisure Centre</li> <li>- Improved business recovery arrangements have been implemented to minimise recovery time.</li> </ul> | <b>3</b> | <b>2</b> | <b>6</b>  |
| <b>Project &amp; Programme Management</b>    | <b>4</b> | <b>4</b> | <b>16</b> | <ul style="list-style-type: none"> <li>- Progress is shared regularly with CLT, experienced PRINCE 2 staff are used on projects.</li> <li>- Use of external resources is also being used to support the Coalville project.</li> </ul>   | <b>4</b> | <b>3</b> | <b>12</b> |
| <b>Governance, Policies &amp; Procedures</b> | <b>4</b> | <b>4</b> | <b>16</b> | <ul style="list-style-type: none"> <li>- Policies &amp; procedures in place, governance processes are documented and in operation, ongoing assessments and reviews are performed.</li> </ul>  | <b>4</b> | <b>1</b> | <b>4</b>  |

Assessing the likelihood of a risk:

|                    |  |
|--------------------|--|
| <b>1 Low</b>       | Likely to occur once in every ten years or more  |
| <b>2 Medium</b>    | Likely to occur once in every two to three years |
| <b>3 High</b>      | Likely to occur once a year                      |
| <b>4 Very high</b> | Likely to occur at least twice in a year         |



Assessing the impact of a risk:

|                           |   |
|---------------------------|---|
| <p><b>1 Low</b></p>       | <p>Loss of a service for up to one day,<br/>Objectives of individuals are not met No injuries<br/>Financial loss below £10,000<br/>No media attention<br/>No breaches in council working practices<br/>No complaints/litigation</p>   |
| <p><b>2 Medium</b></p>    | <p>Loss of a service for up to one week<br/>Service objectives of a service unit are not met<br/>Injury to an employee or member of the public requiring medical treatment<br/>Financial loss over £10,000<br/>Adverse regional or local media attention – televised or news paper report<br/>High potential for a complaint litigation possible<br/>Breaches of regulations/standards</p>  |
| <p><b>3 High</b></p>      | <p>Loss of a service for one week or more<br/>Service objectives of the directorate are not met<br/>Non- statutory duties are not achieved<br/>Permanent injury to an employee or member of the public<br/>Financial loss over £100,000<br/>Adverse national or regional media attention – national news paper report<br/>Litigation to be expected<br/>Breaches of law punishable by fine</p>  |
| <p><b>4 Very high</b></p> | <p>An incident so severe in its effects that a service or project will be unavailable permanently<br/>Strategic priorities are not met<br/>Statutory duties are not achieved<br/>Death of an employee or member of the public<br/>Financial loss over £1m.<br/>Adverse national media attention – national televised news report<br/>Litigation almost certain and difficult to defend<br/>Breaches of law punishable by imprisonment</p> |