

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 3 MARCH 2015

Report Title	2014/15 QUARTER 3 PERFORMANCE MANAGEMENT REPORT
Key Decision	a) Financial - No b) Community - No
Contacts	Councillor Richard Blunt 01530 454510 richard.blunt@nwleicestershire.gov.uk Chief Executive 01530 454500 christine.fisher@nwleicestershire.gov.uk Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk Director of Housing 01530 454819 glyn.jones@nwleicestershire.gov.uk
Purpose of report	The report provides members of the Cabinet with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for quarter 3 (Q3) (October - December). Also included is progress on how the Council is managing its corporate risks.
Reason for Decision	The report is provided for members to effectively monitor the organisation's performance.
Council Priorities	The report shows performance against each of the Council's four priorities for 2014/15
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 Head of Paid Service	The report is satisfactory.
Comments of Section 151 Officer	The report is satisfactory.
Comments of Deputy Monitoring Officer	The report is satisfactory.
Consultees	Corporate Leadership Team
Background papers	(1) Council Delivery Plan 2014/15 - http://www.nwleics.gov.uk/pages/council_delivery_plan_2014_15
Recommendations	THAT THE QUARTER 3 PERFORMANCE REPORT (OCTOBER – DECEMBER 2014) BE RECEIVED.

PERFORMANCE SUMMARY FOR QUARTER 3

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 Council priorities and links to key frontline services

The Council's key frontline services are linked to the Council's four priorities as follows

Front line Service	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 quarter 3 is included in Appendix 1.

2.1 Leisure Centres

During October 2014 as part of the Council's annual Leisure Centre Listening Week, 230 users at both Hermitage and Hood Park leisure centres were asked to rate their customer experience across 16 areas of the service. These areas included staff welcome, telephone call efficiency, maintenance and information quality and the subsequent results saw Hood Park improve on the previous year's scores in 11 areas, whilst Hermitage improved in 10. Whilst encouraging in themselves, these results also provided further evidence of ongoing customer improvement at the leisure centres given that in the previous year the scores increased in 14 areas at Hood Park and in 12 at Hermitage. The results will be analysed further and an improvement plan developed.

As part of an on-going focus on cost savings through energy reduction, an Energy Efficiency audit has been undertaken by Leisure Energy. A number of actions have already been implemented including a reduction in the running times of the Combined Heat and Power (CHP) units and a reduction in the speed of the swimming pool air handling units overnight. Further recommendations for consideration include the replacement of the sports hall and swimming pool lights at Hood Park LC, the replacement of the squash court lights at both sites, and the replacement of the pool hall air handling unit at Hood Park LC.

2.2 Housing Services

The housing department has started to explore the desired approach to new build council housing. Support was obtained from Housing Quality Network, recognised housing industry experts, in assessing the different options open to the council to increase stock through new build and / or acquisitions. A report outlining the available options, including recommendations on possible ways forward with the sites of de-commissioned sheltered housing schemes and garages, will be produced in quarter four.

During the current financial year we have completed decent homes refurbishment works to 1,218 of our properties by the end of the third quarter. This is the final year of our three year programme and the largest in volume, as we seek to maximise claims for Decent Homes backlog grant funding by 31 March 2015.

Work to reduce the number of vacant Council properties continues to pay dividends, with an overall reduction in the number empty, although there continued to be a high number of new properties becoming void throughout the quarter. The overall number of vacant properties has reduced from 272 at the end of quarter 1, to 257 at the end of quarter 2, to 232 at the end of quarter 3 (includes all voids). A further significant reduction in the number vacant is projected by the end of quarter 4. The time taken from receiving keys to re-allocating the properties is also reducing, one recent change to procedure being that where minimal void works are required, our operatives just go in and do the work, without having to wait on a maintenance officer visiting and drawing up a specification. The Void Performance Working Group continues to meet and is reviewing all business processes with empty property management to ensure the Council are operating as efficiently as possible.

Mobile Working for repairs operatives was successfully introduced, with operatives now receiving job orders through tablet devices. Tenants will also be able to complete

an electronic satisfaction survey immediately after the work has been completed, so we should be able to quickly obtain more feedback from our customers. Operatives can now also order materials through their mobile devices. Overall, mobile working will mean a much more flexible and efficient allocation of repair works to the team and a simplified reporting and appointment making process for customers.

2.3 Revenues & Benefits

Significant progress has been made on implementing the Revenues and Benefits staffing structure and appointments have been made to key management roles. A number of the IRRV operational recommendations have also been implemented.

Partnership auditors have reported on the design and operation of our internal controls and have provided significant assurance that the necessary controls are in place for the three areas of Business Rates, Council tax and Benefits.

Preparations for annual billing are well under way and on target.

2.4 Refuse & Recycling

Satisfaction levels with waste collection service have increased overall from 92% in 2009 to 93.5% in 2014. Over 1,100 surveys were returned giving the results statistical validity. For the first time customers were able to respond to the survey online to save on postage and data entry costs. A detailed report of all the findings with improvement actions to be undertaken by the service will be published in quarter 4.

Building on the vehicle reporting system implemented in quarter 2 a new back office waste management software system has now been launched to improve communications between frontline staff and the call centre. Also, a performance management module has also been launched to improve performance monitoring of the service. The in cab applications are being phased in throughout quarter 4. Testing of in-cab applications also continues which will mean customers will be provided with improved information regarding whether refuse lorries have visited or not, speedier resolution of issues including new bin deliveries and an ability for crew leaders to report real time issues.

To maximise the income from the sale of plastics and cans OKAY Engineering were awarded the contract for installing material separating technology at Linden Way depot following a competitive tendering process. Installation will commence in quarter 4 and be fully commissioned in quarter 1 of 2015-16.

2.5 Development Control

Customer satisfaction rates in development control remain high. Performance in determining major applications is well above target and performance for minor and other applications, whilst below target is consistent with performance in the same period of 2013/14 due to a consistently high volume of work. Performance for other applications is now less than a percentage point from being on target

Fee income to the end of December 2014 is significantly above target (£550,000) at approximately £1.2 million. This is an increase of £407,000 when compared to the same period of 2014. The increase in income is largely attributed to an increase in the number of major applications, including several solar farm developments. Some of this additional income is to be re-invested in additional resource within the Development Management team to ensure all targets will be met. It is intended that

the performance improvements from this additional resource will be achieved by the end of quarter 1 2015/16.

2.6 Environmental Health

The Environmental Health team continued with a programme of work to ensure that licensed taxi vehicles are safe. A multi-agency enforcement exercise focussing on the inspection of vehicles at East Midlands Airport was carried out with over 100 taxi's being checked. Approximately 80% of vehicles checked were found to be without defect. Five of the vehicles inspected had been licensed by NWLDC, with all five being found without defect.

An enhanced level of support continued to be provided to 29 food businesses, selected because they have a history of failing to comply with food hygiene law. As a result of the advice and support provided by the Environmental Health team only 10 of the 29 businesses remain non compliant with the law. Work will continue with the 10 remaining non compliant businesses. Any business that fails to respond to the enhanced level of support being provided will be subject to proportionate enforcement actions in order to secure compliance. This initiative is just one of many services delivered to ensure that food produced and sold in our district is safe.

A comprehensive programme of food inspection continues to be delivered. At each of the inspections carried out the businesses received advice and guidance from the Environmental Health team. The standard of hygiene at food businesses continues to increase with the number of food businesses receiving a hygiene rating of satisfactory or higher (3, 4 and 5) increasing from 671 to 699 during quarter 3.

Demand for the pest control service remains very high. The total customer demand for treatment services during quarter 3 was 208, compared with 165 customers over the same period last year. A service was delivered to all customers requesting assistance, thereby providing effective control of rodent population within the district.

3 Council Delivery Plan

Appendix 2 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 quarter 3.

3.1 Business & Jobs Priority

The Council's Christmas event was combined with Coalville Town Team's Food and Drink Festival on 22 November. A day of Food, Drink and Entertainment and a world record attempt began Coalville's official festivities. Over 300 children visited Santa during the afternoon and over 3000 people turned out to watch, Kieran and Sarah (from Britain's got Talent) switch on the Christmas Lights. Customer feedback was very positive and Paul Tallett (Director of Coalville Town Team) stated that both events complimented each other perfectly.

3.2 Progress against remaining CDP priorities

The customer gateway system, which adds self-service options to the website and streamlines operations in Customer Services, was used to support voting for the £20,000 for 7 Community Funding Initiative in October with 2,106 customers registering online accounts to allow them to vote and opt to receive updates on future

website developments. This system is now stable and fully operational so work will continue to increase the range of self-service options, with the introduction of a range of waste services options planned for addition in quarter 4. In order to achieve payback in a 3 year period, a target of 45 high-value customer interactions has been established, which will reduce Customer Services costs by £40,000 through reductions in agency staff costs. As at December 2014, 12 high-value website transactions per day are being completed.

4 Financial management update

At the end of the third quarter it is projected that there will be a significant underspending for the year on the General Fund. Local income for planning and recycling is currently projected to be significantly above target and combined with continued savings on employees indicates that an underspending of around £1 million can be expected at the year end. This is notwithstanding any unforeseeable changes in business rates income.

The Housing Revenue account continues to show lower projected rental income of around £272,000 but this has reduced from earlier projections of £300,000. This is due to changes made to speed up the turn around of void properties.

Forecasting shows that there will be a slight underspending across all capital programmes.

5 Absence management update

The annual sickness target is 7.4 working days. The quarter 3 target is 5.55 days. The out-turn performance this quarter is 7.91 days which means that cumulatively, if the current trend continues, the annual target will not be met.

Long term absences continue to be actively managed and, overall, the council has seen a reduction in the number of days lost to long term sickness.

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)

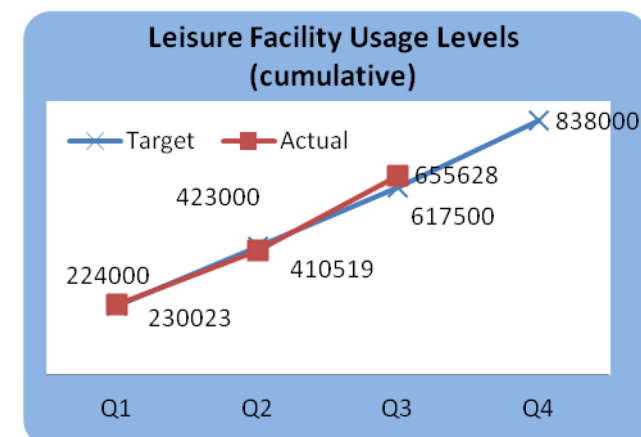
2 PERFORMANCE DASHBOARD – LEISURE CENTRES

Progress against milestones			Progress against Performance Indicators		
2 😊 Green	1 😐 Amber	0 😞 Red	2 😊 Green	0 😐 Amber	0 😞 Red

Budgeted Cost to provide service	£749,610	Total FTE's	89.25	Complaints received	19
Forecasted cost to provide service	£794,725	Total days lost to sickness	89.38(302.23)*	Compliments received	18

* days lost cumulatively 2014/15

- 2 fitness members have agreed to work in liaison with the Council to review the induction and programme package and to ensure it is customer focussed and offers value for money.
- Membership income has increased. As at the end of December 2014 there were 2,674 members as compared to 2,413 in 2013, an increase of 11%. Income for Q3 in 2014/15 increased by 7.7% from 2013/14, from £204,012
- Usage at Hermitage and Hood Park Leisure Centres has exceeded target due to an increase in the number of events, bookings on the Hermitage Recreation Ground 3G pitch, membership usage, Swim Academy new joins and holiday activity attendances.
- Press release for Rudolph Ramble and Dancers Dash.
- Broadcast by BBC Radio Leicester on Spinergy from Hermitage LC.
- Article in Coalville Times re leisure centre opening hours review.



Performance Indicators	Q3 Target	Q3 Actual	Status
Leisure Centre Membership income	£212,400	£219,736	😊
Leisure Facility Usage Levels (cumulative)	617,500	655,628	😊

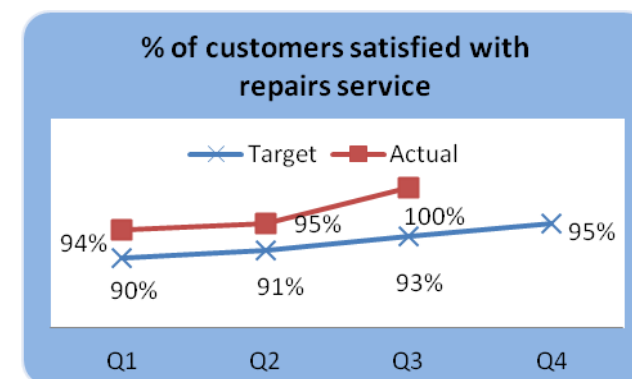
2 PERFORMANCE DASHBOARD – HOUSING

Progress against milestones			Progress against Performance Indicators		
6 😊 Green	3 😐 Amber	0 😞 Red	5 😊 Green	0 😐 Amber	1 😞 Red

Budgeted Cost to provide service	£746,000	Total FTE's	103.09	Complaints received	114
Forecasted cost to provide service	£1,267,000	Total days lost to sickness	165.69(612.59)*	Compliments received	19

* days lost cumulatively 2014/15

- 14 affordable homes delivered during December. Cumulative yearly figure of 93 against an annual target of 110
- Rent arrears target exceeded in December by 0.51%. This has been achieved by the continued prioritisation of rent arrears collection, including the support and assistance for tenants to receive financial advice. The Christmas campaign, "Don't let your home be the cost of Christmas" also encouraged tenants to make payments during the two weeks where rent is not charged over the festive period resulting in payments of £85,042.56.
- The stand alone performance on voids for December was 39 days, an improvement of 18 days compared with the performance in November. At the end of September 2014, there were 248 properties void, of which 149 are active voids. A high level review of voids is underway involving the Director of Housing and a full review of the voids process scheduled for Q4.
- 27 out of 27 customers that completed a survey were either "Very Satisfied" or "Satisfied" with the overall service provided by the responsive repairs team.



Performance Indicators	Q3 Target	Q3 Actual	Status
% rent arrears of current tenants	2.42%	1.91%	😊
Total arrears for current tenants £	£415,078	£322,111	😊
% tenants satisfied with the allocation and lettings process – See Appendix 2	88%	100%	😊
Average re-let times (days) – See appendix 2	36 days	60 days	😞

Performance Indicators	Q3 Target	Q3 Actual	Status
Percentage of customers satisfied with adaptations	N/A	N/A	N/A
Percentage of customers satisfied with responsive repairs	93%	100%	😊
Percentage of customers satisfied with DHIP programme	95%	96%	😊
Percentage of Homeguide users who find the service easy to use	N/A	N/A	NA
Number of affordable homes delivered (Quarterly – Cumulative target 110) – Monitored at year end	N/A	N/A	NA

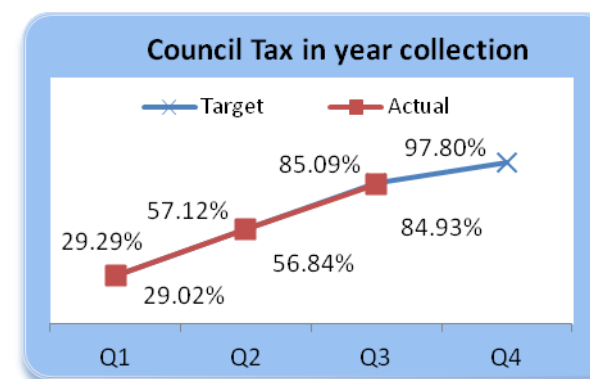
2 PERFORMANCE DASHBOARD – REVENUES & BENEFITS

Progress against milestones			Progress against Performance Indicators		
3 😊 Green	0 😐 Amber	0 ☹️ Red	4 😊 Green	0 😐 Amber	0 ☹️ Red

Budgeted Cost to provide service	£337,720	Total FTE's	27.89	Complaints received	5
Forecasted cost to provide service	£316,464	Total days lost to sickness	61.63 (210.7)*	Compliments received	2

* days lost cumulatively 2014/15

- In- year council tax collection remains relatively high (84.9 against a collection rate of 85.1). the reasons for the slight reduction may include the maximum council tax support reducing from 91.5% to 85% and taxpayers now have the ability to pay over 12 months
- Business rate collection is exceeding target
- All performance indicators for benefit/support processing times are exceeding target
- The recovery of overpaid housing benefits performance indicator has been adversely affected by adjustments to accounts as a result of the success of the Fraud Investigation Team in identifying overpayments which then need to be recovered.



Performance Indicators	Q3 Target	Q3 Actual	Status
Benefits Right Time Performance Indicator	11 days	9.21 days	😊
Benefits New Claims	19 days	16.26 days	😊
Benefits Change Events	9 days	8 days	😊
Council Tax in year collection rate	85.09%	84.93%	☹️
Non-domestic rates in year collection rate	84.10%	84.92%	😊
HB overpayments recovered	36%	26.32%	☹️

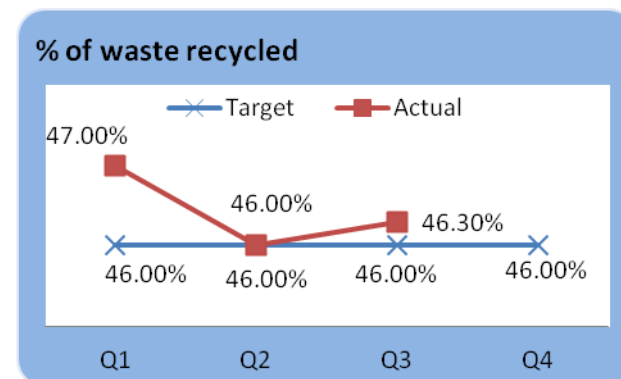
2 PERFORMANCE DASHBOARD – REFUSE & RECYCLING

Progress against milestones			Progress against Performance Indicators		
3 😊 Green	0 😐 Amber	0 ☹️ Red	4 😊 Green	0 😐 Amber	0 ☹️ Red

Budgeted Cost to provide service	£1,635,990	Total FTE's	74.26	Complaints received	6
Forecasted cost to provide service	£1,493,255	Total days lost to sickness	191.99 (791.72)*	Compliments received	19







* days lost cumulatively 2014/15

- Contracts awarded for material separating technology and of undercover storage bays. Installation of machinery to commence in Q4 and be fully operational by end of Q1 2015-16.
- Waste management software back office system launched on domestic rounds including performance management system and in-vehicle reporting system with in cab applications to be rolled out in Q4.
- 28% response rate to the 2014 Waste Services customer satisfaction survey. An action plan of improvements based on the survey results to be identified in Q4.



Performance Indicators	Q3 Target	Q3 Actual	Status
Income from sale of recyclables (cumulative)	Not available till Q4	Not available till Q4	N/A
% of waste recycled	46%	46.3%	😊
Kgs of waste sent to landfill	518 kg	517.03 kg	😊





2 PERFORMANCE DASHBOARD - DEVELOPMENT CONTROL

Progress against milestones			Progress against Performance Indicators		
2  Green	1  Amber	0  Red	3  Green	1  Amber	0  Red







* Days lost cumulatively 2015/15

Budgeted Cost to provide service	£56,640	Total FTE's	11.2	Complaints received	14
Forecasted cost to provide service	£-589,030	Total days lost to sickness	0.8 (10.4)*	Compliments received	7

- Fee income to the end of December 2014 was £1.2 million.
- Satisfaction with the service remains above target and is consistent with the performance achieved in the same period of 2013/14 (92.40%).
- Contact made with Parish Council's at Liaison Forum in December and they were advised that due to resource issues, training would not now take place until after the election. Parish Council's are still currently trialling e-consultation with the Planning and Development Team were also advised that the questionnaire for feedback on the e-consultation trial would be sent out in January. This will now be sent out by 13th February with feedback to be considered in advance of the next Liaison Forum.
- Performance on minor and other planning applications determined within target dipped again in December and to the end of Period 9 is now at 55.90% (was 59.32 at the end of period 6). Analysis of this category continues to show that a high number of applications for residential development were subject to S106 Agreements. New process being implemented to ensure completion of S106 agreements in a more timely manner.

Performance Indicators	Q3 Target	Q3 Actual	Status
Percentage of customers very satisfied or satisfied with the Planning Service	90%	90.7%	
Percentage of major planning applications processed within period agreed with applicant	60%	83.3%	
Percentage of planning applications determined within 8 weeks for minor applications – See Appendix 2	65%	55.9%	
Percentage of planning applications determined within 8 weeks for other applications – See Appendix 2	80%	79.24%	
Satisfaction with service based on agents and town and parish councils (Establish baseline)	NA	NA	NA

2 PERFORMANCE DASHBOARD - ENVIRONMENTAL HEALTH

Progress against milestones			Progress against Performance Indicators		
3  Green	0  Amber	0  Red	3  Green	0  Amber	0  Red


Budgeted Cost to provide service	£354,950	Total FTE's	15.293	Complaints received	1
Forecasted cost to provide service	£290,620	Total days lost to sickness	7.77(13.27)*	Compliments received	3

* days lost cumulatively 2014/15

- A programme of interventions at food establishments continues to be undertaken in accordance with the food law code of practice. A small backlog of inspections exists as a result of vacant inspector posts. A temporary inspector has been appointed to assist in eliminating the backlog of inspections. A further part time vacancy has now been appointed to with the postholder starting in January.
- All food establishments that fall within the scope of the rating scheme have received a rating following their food hygiene inspection. The results of the rating have been uploaded to the national ratings website every 14 days. Window stickers have been provided to each business to display.
- A programme of 'on the spot' licensed vehicle checks continues to be carried out. 18 vehicles received an inspection, resulting in achieving the Q3 target of 60 on the spot checks. 17 of the 18 vehicles were found to be at the council pass standard. Since April 55 of the 60 (92%) vehicles checked were of the pass standard.
- An inspection programme targeting licensed premises deemed to be high risk has been devised using information from partner agencies in addition to data held on our database. 8 of the highest risk premises were inspected during Q3 with all premises found to be compliant with the law.

No applicable performance indicators for Q3 (reported annually)






3 COUNCIL DELIVERY PLAN - BUSINESS & JOBS PRIORITY

Progress against milestones			Progress against Performance Indicators		
2  Green	0  Amber	0  Red	2  Green	0  Amber	0  Red

- Business breakfast meeting with Ashby businesses held on 16th October. More than 20 businesses attended the event.
- Coalville Market Rent Income - Forecast reduced by £15k (down from £16k at period 7) . This reduced forecast has been based on the actual 2014/15 income to period 9 which shows an improved position following the recent external improvements.

No applicable performance indicators for Q3 (reported annually)

3 PROGRESS AGAINST REMAINING CDP PRIORITIES

Progress against milestones			Progress against Performance Indicators		
4  Green	0  Amber	0  Red	5  Green	3  Amber	1  Red

- 2,106 customers registered online accounts to allow them to vote in the £20,000 for 7 campaign and opted to receive updates on future website developments.
- As at December 2014, 12 high-value self service website transactions per day are being completed.

See Appendix 2 for performance indicators for Q3

4 FINANCE UPDATE

This section sets out the projected financial position of the Council for the year ending 31 March 2015. The Council set its Revenue Budget at £10.546m on 25 February 2014.

General Fund – Summary of Net Expenditure	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement).	10,546	9,515	(1,031)

Special Expenses – Summary of Net Expenditure	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement).	686	670	(16)

HRA SUMMARY	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
Net cost of service (Total rent income less total expenditure)	746	1,267	521

Capital Expenditure	General Fund £ 000	Special Expenses £	HRA £ 000	Total
Approved/ *Revised Budget for the Year	2,294	202	19,394	21,890
C/F from 2013/14	322	13	0	335
Approved projects in year	144	6	0	150
Slippage Identified in Year	-374	0	0	-374
Total budget for 2014/15	2,386	221	19,394	22,001
Likely outturn for 2014/15 (provisional)	2,285	216	17,656	20,157

Comments on General Fund Variances

- Planning Income and Recycling income is forecast to be £718k and £85k respectively above budget.
- Investment Income is forecast to be £48k over budget mainly due longer term investments yielding higher interest than forecasted.
- Leisure Centres Income from Learn to Swim direct debit collection is forecast to be £83k under budget. This is due to a technical adjustment following a movement from quarterly to monthly direct debits.
- Salary underspends of around £115k are forecast across both directorates.

Comments on Special Expenses Variances

- Burial Income is forecast to be around £15k above budget.

Comments on HRA Variances

- Reduced Forecast on Rent Income £272k (£189k on voids, £78k out of debit and £5k other).
- Due to a technical accounting regulation and a change in a method of valuation the council will have to set aside £492k to an Unusable Reserve for the revaluation of the garages for the year ending 2014/15

Comments on Capital Programme

- Decent Homes backlog works – Forecast underspend £492k. This mainly relates to tenant refusals where the works will now be carried out in future years either when the tenant changes their mind or when the property becomes vacant.
- Housing Planned Investment Programme (HPIP) works – Forecast underspend £442k. This largely relates to forecast slippage from 2013/14 no longer required for HPIP works.
- Other works – Forecast underspend £804k. This mainly relates to Insulation works (£600k) and Garage modernisation works (£100k) now being carried out in future years. Note that the budget for insulation works has now reduced to £250k in 2015/16

5 MANAGEMENT OF ABSENCE

Quarter 1	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 - Long 4.32 - Short	299.92 - Long 125.15 - Short	47.42 - Long 79.31 - Short	91.00 - Long 200.50 - Short	68.15 - Long 26.50 - Short	0 - Long 22.60 - Short	606.23 - Long 358.64 - Short
Total days lost in qtr	4.32	425.07	126.73	291.50	94.65	22.60	964.87
Number of FTE's	16.02	204.66	60.34	100.09	58.13	26.05	465.29
Average Cumulative no of days lost per FTE	0.27 days	2.08 days	2.10 days	2.91 days	1.63 days	0.87 days	2.07 days

Quarter 2	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 – Long 2.6 - Short	359.70 – Long 73.5 – Short	55.0 – Long 41.3 – Short	52 – Long 103.4 – Short	7.5 - Long 25.1 – Short	0 – Long 1.8 – Short	474.16 – Long 247.57 - Short
Total days lost in qtr	2.6	433.2	96.3	155.4	32.6	1.8	721.73
Number of FTE's	13.92	200.58	59.81	100.09	57.73	26.55	458.68
Average Cumulative no of days lost per FTE	0.50 days	4.28 days	3.73 days	4.46 days	2.20 days	0.92 days	3.68 days

Quarter 3	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 – Long 8.4 - Short	283.8 – Long 137.1 – Short	29.9 – Long 44.1 – Short	56 – Long 109.7 – Short	27.3 - Long 55.9 – Short	0 – Long 4.8 – Short	396.97 – Long 360.05 - Short
Total days lost in qtr	8.4	420.9	74	165.7	83.2	4.8	757
Number of FTE's	15.52	193.79	56.57	103.09	57.90	26.55	453.42
Average Cumulative no of days lost per FTE	1 day	6.6 days	5.25 days	5.94 days	3.64 days	1.1 days	5.39 days

MANAGEMENT OF RISK

Corporate Risk Register							
Risk Area	Inherent Risk			Control Measures	Residual Risk		
	Impact	Likelihood	Rating		Impact	Likelihood	Rating
Finance & Budget	4	4	16	Monthly management reviews are performed of actual against budgets and forecast to the end of the year. Monthly reporting and challenging at CLT, and reported to Cabinet quarterly Sound policies and procedures are in place. Planning for the Future has been documented and is reviewed regularly. Internal and External audit of systems and accounts.	4	1	4
Resource Capacity & Capability	4	4	16	Advance planning will mitigate this risk; 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. Market conditions are tested through recruitment processes. The Council offers a package of additional benefits to enhance the recruitment offer. Linked to the above, the Council has developed innovative partnering relationships with other sectors including the private sector to make posts uniquely attractive. 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.	2	2	4
Contract Management & Procurement	4	4	16	Corporate procurement staff and legal team to support where necessary on contract management. Policies and procedures are in place. Procurement Gateway Board oversees a procurement planning process. Training programme in place for staff.	3	2	6
Information Governance & Data Protection	4	4	16	Policies and procedures are in place. Corporate Governance is training is undertaken annually and includes information governance as	4	1	4

Corporate Risk Register							
Risk Area	Inherent Risk			Control Measures	Residual Risk		
	Impact	Likelihood	Rating		Impact	Likelihood	Rating
				appropriate to reflect changes in legislation. The Council has a dedicated SIRO. Corporate Governance Groups are in place to scrutinise impacts/issues arising.			
Emergency Planning & Business Continuity arrangements	4	4	16	Business continuity plans have been documented, policies and procedures are in place, initial continuity plans are in place to allow access to the service through alternative mechanisms (Hermitage Leisure Centre)	4	1	4
Effective IT Systems & Procedures	4	4	16	Fully resilient environment in place with no single points of failure for core systems, other critical systems use cold standby equipment. New business services are being run in remote fully resilient data centres and existing systems are being progressively migrated to these cloud computing centres. Data is backed up to a second disk unit at the council office and a third offsite at Hermitage Leisure Centre so there are multiple levels of protection. Improved business recovery arrangements have been implemented to minimise recovery time.	3	2	6
Project & Programme Management	4	4	16	Progress is shared with regularly with CLT, experienced PRINCE 2 staff, transformation programme is continually reassessing its objectives	3	2	6
Governance, Policies & Procedures	4	4	16	Policies & procedures in place, governance processes are documented and in operation, ongoing assessments and reviews are performed.	4	1	4