

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 22 SEPTEMBER 2015

Report Title	2015/16 QUARTER 1 PERFORMANCE MANAGEMENT REPORT
Key Decision	a) Financial - No 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 1 (Q1) (April - June).
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 four priorities for 2015/16
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 Monitoring Officer	The report is satisfactory.
Consultees	Corporate Leadership Team
Background papers	(1) Council Delivery Plan 2015/16 - http://www.nwleics.gov.uk/files/documents/council_delivery_plan_2015_16/CDP%202015_16.pdf
Recommendations	THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 1 PERFORMANCE REPORT (APRIL – JUNE 2015).

PERFORMANCE SUMMARY FOR QUARTER 1

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 four priorities

Front line Service	Value for Money	Business & Jobs	Homes & Communities	Green Footprints Challenge
Leisure	✓		✓	✓
Housing	✓	✓	✓	✓
Revenues and Benefits	✓			
Refuse and Recycling	✓	✓	✓	✓
Development Control	✓	✓	✓	✓
Environmental Health	✓	✓	✓	

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

2.1 Leisure Centres

The QUEST Award maintenance visit to Hood Park Leisure Centre took place on 22 May 2015 and the banding of the facility was confirmed as good with the direction of travel moving towards excellent. Specific points made within the report include;

- The Centre is well run and the Team has demonstrated an ongoing commitment to continuous improvement.
- A Business Plan is in place for the Service and an Improvement Plan has been introduced to develop and implement the principles of Quest.
- Planning to improve, and outcomes and impact measurement are strong areas of operation.
- Budgets are well controlled and monitored.
- The Centre is generally very clean.
- Marketing is clearly planned.

A business case is being developed to consider the feasibility of converting the current dryside changing rooms at Hood Park Leisure Centre into a Wellbeing Centre using Section 106 financial contributions that the Council already have. The area, whilst supporting the existing fitness room at peak times, will be used to accommodate targeted groups such as the elderly, children and young people, GP referrals, people with mental health issues, cancer rehabilitation, and any other commissioning opportunity working with a specific group that presents itself. The NHS have also enquired about relocating some services from the closing Ashby Hospital as part of the centre, including their physiotherapy service.

The Council has also supported Coalville Town Football Club with a successful £150,000 application to the Football Stadia Improvement Fund for a new changing pavilion, Thringstone Bowls Club with their funding for a new toilet block, and Thringstone Miners Welfare Social Centre in their funding attempts for the development of a new training pitch.

2.2 Housing Services

An initial draft District Lettings Plan for 2015-16 has been considered by the Director of Housing and some modelling is now being undertaken to provide a summary prediction of lettings for 2015-16. Work is being carried out to ensure that all relevant lettings data is accurately submitted through the national lettings database so that future district lettings plans are based on full and complete datasets.

Consultation events are being developed for internal stakeholders, external partners, tenants and residents, Members and the general public regarding the publication of a new 5 year Housing Strategy. Consultation will take place during Q2 and Q3.

The initial round of Universal Credit implementation for the North West Leicestershire area will commence in September 2015 and is anticipated to affect no more than twelve people and no equality issues have been identified at this stage.

Business process re-engineering was undertaken in May 2015 and a new process for managing empty homes is being finalised. Improvements include the timing of the offers to prospective tenants and a dedicated empty homes team in the Repairs section.

We hosted a successful visit from the Homes and Communities Agency in May as they had requested to learn more about our Green and Decent Pilot Programme, through which four different types of cutting edge, renewable technologies have been installed across 12 properties to provide low cost, energy efficient ways of heating tenants' homes. The HCA officers visited several tenants homes to view the technology in action, and were impressed with the positive feedback given by tenants.

Valuations of some key sites have also been undertaken that will feed into the new build pilot, and a feasibility study was concluded regarding potential infill development on a council owned sites on Willesley estate, Ashby. Pre-planning advice has been provided by planning colleagues.

The first draft of the 2016-20 Asset Management Strategy has been produced and is currently subject to a consultation and refinement process prior to submission to Cabinet for approval in Autumn of 2015. The capital investment programme 2016-20 is being finalised as part of the Asset Management Strategy.

A VFM Strategy for the Housing Service was also approved in June, and will now be implemented from the second quarter onwards

2.3 Revenues & Benefits

The Partnership has implemented a new staffing structure which came into effect on Monday 27th April. The outcome of this is that there are now 3 core focus areas, Revenues, Benefits and Business Development & Support and this has realised cashable savings for Partners.

The split of functions is set out below:

- **Revenues** which encompasses Council Tax, Non Domestic Rates administration and enforcement for housing benefit overpayments. This has meant the enforcement and billing teams have been combined which enables the council to deal with processes and customer enquiries in a more efficient way.
- **Benefits** - this has brought together both claims administration, fraud and support areas.
- **Business Development and Support** has 2 teams, one covering business development / IT /Projects and the other visiting/training/post.

The Partnership is currently finalising a project list which will incorporate both major and changes to business processes. One key area will be 'Channel Shift' which is to enable residents, business ratepayers and landlords to interact with the council and make their enquiries through the website. Work on this will commence this year linking directly into the Councils 'ICE' project and allowing customers to choose their preferred method of accessing services, which in turn will likely reduce the number of avoidable contacts.

Projects have been fully scoped to ensure no slippage and that delivery will be on time and to budget to ensure the project objectives and benefits are realised.

Performance is being maintained through the initial period of transition and staff training has been commenced.

2.4 Refuse & Recycling

Quarter 1 has seen the installation of the materials separation technology at the depot. Refinements have been completed and agreement has been reached with Unions regarding safe bag splitting procedures which are to be introduced from 1 August 2015 to reduce waste contamination. The installation of the technology enables the Council to process recycled material more effectively leading to increased productivity and less contamination within the material which in turn leads to increased income from the sell on of the material.

The team carried out the 'Compost Show' where over 300 residents were contacted and 80 recycling containers were ordered. The 'Recycle Week' road shows completed with over 350 residents contacted over 3 days. Picnic in the Park festival was also attended by the team in addition to Heart of the Forest Festival. These community events are important to increasing residents' awareness and further events are planned for the rest of the year.

Silver Street car park in Whitwick has been redesigned producing over 20 additional car parking spaces. The final specification has been delayed slightly due to the knock-on effect of South Street car park resurfacing works being delayed however the improvements will be in place before the end of the year.

2.5 Development Control

Performance on processing and determining planning applications was well above target in all areas. Major applications being determined in 13 weeks is slightly below target at 83% however this achievement is still well above the national target of 60%. Performance shows significant improvement in comparison to quarter 1 2014/15. In quarter 1 a focus has been given to reports. Changes made have been successful in freeing up officer time, improving efficiency and performance. Detailed figures are available in the dashboard at appendix 1.

The Planning and Building Control Agents Forum was successfully held early in quarter 2. Further improvements were discussed, including streamlining the number and length of conditions. This work is on-going. Agents had noticed the improvements that had already been made, particularly with respect to shortening the time taken to validate planning applications.

A design guide for use when submitting planning applications has been developed and is due to be issued for consultation in September. It is expected that the guide will come into force in December 2015.

2.6 Environmental Health

To aid in supporting businesses, a policy of only inspecting food businesses with a hygiene rating of 3 or less and those without a rating was adopted for the Download festival in June. Approximately 25 food establishments were scheduled for inspection.

As part of achieving the outcome that businesses view the environmental health service as an effective and efficient service that supports business growth, an assessment of officers knowledge has been carried out using the regulator developmental needs analysis (RDNA) tool. Some knowledge gaps were identified and solutions will be managed through staff training.

A list of target businesses requiring support has been devised. Visits to the target businesses by the Business Champion have commenced and some establishments

are showing improvements. The businesses already visited have been supportive of the initiative.

2.7 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)

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 Q1.

3.1 Business & Jobs Priority

Enterprising North West Leicestershire 18 Expressions of Interest received of which 16 have been approved and are awaiting full applications. One full application received to date. Potential grant of £255,000 which could lever in £2.7million of investment and create 96 jobs

74 business enquiries were received and dealt with by the Business Focus team in Q1. Gateway Hub referrals were made for 30 of those businesses.

The footfall figures at the Coalville Market Hall have seen a significant increase of 31% in Quarter 1 this year when compared with Quarter 1 in 2014/15.

3.2 Progress against remaining CDP priorities.

The timetable for consideration of the Draft Local Plan has been revised and the Plan will be considered by Council in September. A full public consultation will follow, subject to Council approval of the draft Plan.

The Business and People Group, comprising key businesses, business representative bodies, LLEP, education, VCSE sector, district council and other public sector partners, continues to drive delivery and development of the North West Leicestershire Local Growth Plan. All partners are currently preparing for a review of the action plan in August 2015. Progress during Q1 includes: development of proposals for support to get women into work or start new businesses; the Coalville project taking shape; more clarity of demands into LLEP for support for delivering key infrastructure projects; engagement with Talent Match, funders and wider stakeholders to ensure it continues to deliver in North West Leicestershire;

allocation of £15k of the Local Growth Plan fund to enable a strategic study of the case for reopening the Burton to Leicester train line.

Domestic abuse outreach work to continue under current arrangements until 30 Nov 15. Domestic Abuse Freedom Programme funded Jun-Sept 15. Horizon Challenge programme planned to commence Sept '15. Chelsea's Choice CSE awareness production planned in NWL high schools Sept-Nov 15

Work on the Early Help model under the supporting Leicestershire families programme commenced on 1 April 2015. New staff have been co-located with existing Supporting Leicestershire Families staff and Community Safety within the district council offices.

Village and Town profiling work has commenced to further develop effective and efficient working practices between parishes and the district council which will lead to improved service delivery in localities.

Monthly performance reporting is now carried out on work with parish councils and evaluation of the Parish Liaison meetings has been completed.

Dog fouling hotspots have been reviewed ready for targeted environmental improvement campaigns. An action plan has also been co-designed with parish councils to reduce dog fouling on sports pitches. A number of parishes have signed up for the 'Dog Watch' scheme. Eleven schools have also been contacted and provided with stencil packs. The 'Stop Foul Play' campaign has been put back to the end of August but monitoring of areas is ongoing.

The launch date of the 'Roadside Litter Campaign' has been delayed because of an inability to secure businesses agreement to the associated charter. Officers will arrange to visit business and continue to promote the scheme. However, the enforcement action plan has been completed and will be commenced in September.

Flytipping hotspots have been set up with cctv cameras and signage in four areas across the district.

An environmental educational programme for schools focussing on litter, dog fouling and fly tipping has been refreshed and local schools contacted. This programme will start to be rolled out from September.

Improving the Customer Experience (ICE) Programme

The second phase of the Improving Customer Experience programme started April 2015. A total of nineteen projects were identified and five work streams created to deliver these projects. The work streams and key responsibilities include:

- **Web and Self Service Improvements:** Create corporate standards for mobile working, replace existing Intranet site to improve communication across the Council and develop more interactive and self serve options to the website.
- **Finance Systems and Processes:** Perform a comprehensive review of existing financial processes, consolidate card payment systems and improve direct debit facilities.
- **Communications Technology:** Upgrade Internet connections and replace the existing telephony system to ensure customers receive a consistently high quality service.

- Line of Business Systems Improvements: Perform a comprehensive review of IDOX suite to ensure the system offers best value for services and determine whether IDOX will meet future operational requirements.
- Business Excellence: Review and amend correspondence sent by NWL, assist work streams in requirements gathering and monitor business benefits once projects are delivered.

Work streams have assigned a lead to each project under their remit. Projects are progressing with Project Initiation Documents (PIDS) and Business Cases being prepared. It is anticipated these documents will be presented to the ICE Board in September 2015. The Business Development Team has re-aligned all work stream meetings to improve reporting circles to the ICE Board. The team are also in the process of creating an Intranet page so work streams and ICE Board has visibility of all meeting documents. The Business Development Team will also identify and map dependencies across projects.

4 Financial management update

At the end of the first quarter of the financial year the General Fund and Special Expenses budgets are being managed effectively and there are early projections of additional income. It is too early in the financial year to assume for definite that there will be significantly more resources at the end of the year because of the volatility of local income streams, particularly Planning Fees.

An additional £220k in Planning Fee Income is projected by the year end. An increasing risk of incurring costs from Planning Appeals has been identified and there is already £250k in the revenue budget to mitigate this risk. It is proposed we continue to monitor this risk and consider providing further resources from the additional income to cover any costs, if considered necessary.

The Housing Revenue Account is showing £71k less rental income for the year because of higher numbers of void dwellings than assumed in the budget. Additional resources have been deployed to turn around the voids and it is expected the projected rent losses will reduce in future quarters.

At this early point in the financial year spending on both the General Fund and Housing Capital Programmes is expected to be on budget at the year end.

5 Sickness absence management update

Absence was marginally off target for quarter one. The average no. of days lost per FTE was 1.98 days against a target of 1.85 days.

Community Services, Housing Services and Legal & Support Services, are the three departments with the highest population of employees, and have failed to meet the quarterly target. The Chief Executive & HR, Finance and Planning & Regeneration departments are significantly within the 1.85 (days) target.

In comparison to quarter 1 2014-15, there was a marginal increase of 0.26 days lost per FTE, however there are no noticeable trends to report.

Back and Chest/Respiratory problems are two of the main causes of absence in this quarter. CLT are monitoring the position carefully to ensure overall compliance.

6 Corporate Risk Register

The updated Corporate Risk Register is attached at Appendix 2. The Council's Risk Management Scrutiny Group reviewed the register and recommended the following changes to the RAG ratings of the risks via Corporate Leadership Team which are now incorporated in the register.

Resource Capacity and Capability

This has changed from Green to Amber. This is in recognition of the Council's ambitious work programme, in particular the Coalville Project. Additional interim capacity at Corporate Management Team level and above is currently being recruited.





Information Governance & Data Protection

This has changed from Green to Amber. This is in recognition of self-reported data protection issues. An external audit of the Council's Data Protection processes has been requested by the Council and is about to be undertaken.

Project & Programme Management

This has changed from Amber to Red. This is also in recognition of the Council's ambitious work programme, in particular the Coalville Project. As outlined above the necessary increase in capacity and capability is being addressed through recruitment to interim positions.

2 PERFORMANCE DASHBOARD – LEISURE CENTRES



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

Budgeted Cost to provide service	£769,250	Total FTE's	87.58	Complaints received	9
Forecasted cost to provide service	£776,600	Total days lost to sickness	52.82(52.82)*	Compliments received	13







*cumulative number of FTE days lost

- Swim academy income is above target at a total of £110,639

The number of children enrolled on the NWL Swim Academy has increased from 1,789 at its launch in October to 1,968 at the end of Q1 - an increase of 10% in 9 months. Consequently Q1 income has significantly exceeded target and has increased by over 16% in 12 months from £95,070 in Q1 2014/15 to £110,639. The success of the scheme can be attributed to an effective targeted marketing campaign, effective delivery of the new scheme by the teachers, and the introduction of technology that allows instructors to update the progress of children on poolside using iPods, whilst parents can monitor their child's progress online.

Performance Indicators	Q1 Target	Q1 Actual	Status
Leisure Centre Membership income	£233,441	£231,717	
Leisure Facility Usage Levels (cumulative)	230,000	235,610	

2 PERFORMANCE DASHBOARD – HOUSING

Progress against milestones			Progress against Performance Indicators		
9  Green	4  Amber	0  Red	2  Green	1  Amber	0  Red

Budgeted Cost to provide service	£-182,730	Total FTE's	102.49	Complaints received	42
Forecasted cost to provide service	£-99,860	Total days lost to sickness	211.83 (211.83)*	Compliments received	11

*cumulative number of FTE days lost

- Housing repairs service received 767 customer satisfaction surveys of which 727 customers said they were satisfied or very satisfied for June. For Q1, overall satisfaction was 95.43% (1881 satisfied from 1971 surveyed)
- Customer satisfaction with planned investment service cumulatively for the first quarter is 96% which is marginally below target. Performance in June alone produced a satisfaction level of 100%, so a continuation of this trend should lead to the quarter 2 target being met.
- The amount of rent arrears in monetary terms is £398,134.19 which is 2.23% of the total amount of rent due, and is above the target of 2.04% by 0.19% or £33,792. An analysis of the rent arrears outstanding is underway and will highlight any areas for improvement and/or prioritisation.
- Relet times for empty properties are behind target, mainly due to the reletting of some long term empty properties which had a negative impact on the figures. Performance should now improve going forward, but with a continuing high number of properties becoming vacant, this remains a challenging target.






Performance Indicators	Q1 Target	Q1 Actual	Status
% rent arrears of current tenants	2.04%	2.23%	
Total arrears for current tenants £	£364,342	£398,134	
% tenants satisfied with the allocation and lettings process	90%		
Average re-let times (days)	55	74	
Percentage of customers satisfied with adaptations	90%	95%	
Percentage of customers satisfied with responsive repairs	95%	95%	

Performance Indicators	Q1 Target	Q1 Actual	Status
Percentage of customers satisfied with DHIP programme	98%	96%	😊
Number of affordable homes delivered	36	36	😊






2 PERFORMANCE DASHBOARD – REVENUES & BENEFITS

Progress against milestones			Progress against Performance Indicators		
3  Green	0  Amber	0  Red	4  Green	2  Red	

Budgeted Cost to provide service	£227,410	Total FTE's	24.04	Complaints received	5
Forecasted cost to provide service	£257,330	Total days lost to sickness	37.55 (37.55)*	Compliments received	0



Performance Indicators	Q1 Target	Q1 Actual	Status
Benefits New Claims	22.3 days	22.1 days	
Benefits Change Events	13.7 days	10.7 days	
Council Tax in year collection rate	29%	29%	
Non-domestic rates in year collection rate	30.9	29.5	
HB overpayments recovered	11.0	11.0	

2 PERFORMANCE DASHBOARD – REFUSE & RECYCLING


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

Budgeted Cost to provide service	£1,836,210	Total FTE's	74.77	Complaints received	9
Forecasted cost to provide service	£1,788,337	Total days lost to sickness	268.02 (268.02)*	Compliments received	3

*cumulative number of FTE days lost

Performance Indicators	Q1 Target	Q1 Actual	Status
Income from sale of recyclables (annual)	£865,000	N/A	N/A
% of waste recycled (annual)	46%	46.3%	
Kgs of waste sent to landfill per household per year	519	512	






2 PERFORMANCE DASHBOARD - DEVELOPMENT CONTROL

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

Budgeted Cost to provide service	£-93,170	Total FTE's	13.19	Complaints received	5
Forecasted cost to provide service	£-336,440	Total days lost to sickness	7.3 (7.3)*	Compliments received	1

*cumulative number of FTE days lost

- Performance on major applications in Quarter 1 was 82.61% with nineteen majors out of twenty three either determined within 13 weeks or with extension of time agreements. This is well above the national target of 60%

Performance Indicators	Q1 Target	Q1 Actual	Status
Percentage of customers very satisfied or satisfied with the Planning Service	90%	91%	
Percentage of major planning applications processed within 13 weeks or a period agreed with applicant	85%	83%	
Percentage of planning applications determined within 8 weeks for minor applications	65%	74%	
Percentage of planning applications determined within 8 weeks for other applications	80%	90%	
Percentage of major development schemes performing positively against the Building for Life 'good' standard	80%	100%	

2 PERFORMANCE DASHBOARD - ENVIRONMENTAL HEALTH

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

Budgeted Cost to provide service	£351,360	Total FTE's	13.79	Complaints received	1
Forecasted cost to provide service	£335,500	Total days lost to sickness	3.25 (3.25)*	Compliments received	1

*cumulative number of FTE days lost

- 20 vehicles have been checked with 18 found to be at a satisfactory standard.
- A programme of intensive support has commenced with a group of 20 food establishments. Some establishments are evidencing improvements in standards

Performance Indicators	Q1 Target	Q1 Actual	Status
Proportion of businesses that described their relationship with Environmental Health as being 'good'	96%	Annual target	N/A
Proportion of businesses that said the regulatory officer had an understanding of the challenges faced by running a business	60%	Annual target	N/A
Proportion of businesses that said they felt confident that they could rely on the advice received from the regulatory officer	90%	Annual target	N/A
Number of food establishments rated as 0,1 and 2 (non compliant) using the national food hygiene rating scheme	96%	Annual target	N/A

3 COUNCIL DELIVERY PLAN - BUSINESS & JOBS PRIORITY

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

No applicable performance indicators for Q1 (reported annually)

3 PROGRESS AGAINST REMAINING CDP PRIORITIES

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

No Performance Indicators Applicable for this priority

4 FINANCE UPDATE

This section sets out the projected financial position of the Council for the year ending 31 March 2016. The Council set its Revenue Budget at £10.610m on 24 February 2015.

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).	10,610	10,220	(390)

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).	485	503	18

HRA SUMMARY – Summary of Net Expenditure	ORIGINAL BUDGET NET £000	FORECAST OUTTURN NET £000	FORECAST VARIANCE NET £000
Net cost of service (Total rent income less total expenditure)	(183)	(100)	83

Capital Expenditure	General Fund £ 000	Special Expenses £000	HRA £000	Total £000
Approved Budget for the Year	2,130	0	9,105	11,235
C/F from 2014/15	760	169	800	1,729
Approved projects in year	361	0	0	361
Slippage Identified in Year				
Total budget for 2015/16	3,251	169	9,905	13,325
Likely outturn for 2015/16 (provisional)	3,251	169	9,905	13,325

Comments on General Fund Variances

- Planning Income is forecast to be £220k over budget mainly due to the receipt of three large applications in the first few weeks of the financial year.
- Business Rates on the Council offices are forecast to be £117k less than budget. This is due to refunds in relation to successful appeal in reduction of the Council Offices Rateable value.
- Recycling Income is forecast to be £48k over budget.

Comments on Special Expenses Variances

- Burial Fee Income is forecast to be £9k less than Budget

Comments on Housing Revenue Account Variances

Rent income is forecast to be £71k less than budget due to increased void levels

Comments on Capital Budget

At this early point in the financial year spending on both the General Fund and Housing Capital Programmes is expected to be on budget at the year end.

5 MANAGEMENT OF ABSENCE

Quarter 1	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Planning & Regeneration	All Directorates
Sickness days lost	0 days long 4.90 days short	337.10 days long 149.16 days short	0 days long 49.62 days short	155.29 days long 56.54 days short	86.33 days long 49.95 days short	5.30 days long 2.00 days short	584.02 long 312.17 short
Total days lost in qtr	4.90 days	486.26 days	49.62 days	211.83 days	136.28 days	7.3 days	896.19 days
Number of FTE's	14.68	194.16	52.70	102.49	58.15	29.62	451.8 days
Average Cumulative no of days lost per FTE	0.33 days	2.5 days	0.94 days	2.06 days	2.06 days	0.24 days	1.98 days

Appendix 2

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.	3	2	6
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 training is undertaken annually and includes information governance as appropriate to reflect changes in legislation. The Council has a dedicated SIRO. Corporate Governance Groups are in place to scrutinise impacts/issues arising.	4	2	8

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 offsite at Hermitage Leisure Centre. Improved business recovery arrangements have been implemented to minimise recovery time.	3	2	6
Project & Programme Management	4	4	16	Progress is shared regularly with CLT, experienced PRINCE 2 staff, transformation programme is continually reassessing its objectives	4	3	12
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

Assessing the likelihood of a risk:

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

Assessing the impact of a risk:

1 Low	Loss of a service for up to one day, Objectives of individuals are not met No injuries Financial loss below £10,000 No media attention No breaches in council working practices No complaints/litigation
2 Medium	Loss of a service for up to one week Service objectives of a service unit are not met

	<p>Injury to an employee or member of the public requiring medical treatment</p> <p>Financial loss over £10,000</p> <p>Adverse regional or local media attention – televised or news paper report</p> <p>High potential for a complaint litigation possible</p> <p>Breaches of regulations/standards</p>
3 High	<p>Loss of a service for one week or more</p> <p>Service objectives of the directorate are not met</p> <p>Non- statutory duties are not achieved</p> <p>Permanent injury to an employee or member of the public</p> <p>Financial loss over £100,000</p> <p>Adverse national or regional media attention – national news paper report</p> <p>Litigation to be expected</p> <p>Breaches of law punishable by fine</p>
4 Very high	<p>An incident so severe in its effects that a service or project will be unavailable permanently</p> <p>Strategic priorities are not met</p> <p>Statutory duties are not achieved</p> <p>Death of an employee or member of the public</p> <p>Financial loss over £1m.</p> <p>Adverse national media attention – national televised news report</p> <p>Litigation almost certain and difficult to defend</p> <p>Breaches of law punishable by imprisonment</p>