

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 10 NOVEMBER 2015

Report Title	2015/16 QUARTER 2 PERFORMANCE MANAGEMENT REPORT
Key Decision	a) Financial No b) Community No
Contacts	<p>Councillor Richard Blunt 01530 454510 richard.blunt@nwleicestershire.gov.uk</p> <p>Chief Executive 01530 454500 christine.fisher@nwleicestershire.gov.uk</p> <p>Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk</p> <p>Director of Housing 01530 454819 glyn.jones@nwleicestershire.gov.uk</p>
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 2 (Q2) (July - September).
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	Report is satisfactory
Comments of Deputy Section 151 Officer	Report is satisfactory
Comments of Deputy Monitoring Officer	Report is satisfactory
Consultees	Corporate Leadership Team
Background papers	Council Delivery Plan 2015/16
Recommendations	THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 2 PERFORMANCE REPORT (JULY – SEPT 2015).

PERFORMANCE SUMMARY FOR QUARTER 2

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 Q2 is included in Appendix 1

2.1 Leisure Centres

The NWL Swim Academy continues to grow as numbers and associated income increase. At the end of September 2015 there were 2,061 children on the scheme as compared to 1,790 in October 2014, and the net result of this is that income is £3,000 above the budget. This is due to effective recruitment and retention of children, along with a flexible approach to pool programming, allocating more pool time to increase capacity at the lower levels of the scheme where demand is and, therefore, increasing utilisation rates and efficiency. In addition, there has been a focus on recruitment to private swimming lessons. The outcome of this is that more children are undertaking regular physical activity and are therefore leading healthier lives.

Visitor targets across both leisure centres have been exceeded and are 40,000 up as compared to the end of Q2 in 2014/15. This is due to an effective Shape up for Summer membership promotion which led to a significant increase in fitness members. There was also an increase in attendances in the NWL Swim Academy, the summer holiday activity programmes and a successful quarter for the events programme across both sites, which included an antique fair, 2 craft fairs, an international tool auction, Woodstock in Whitwick, a dance event, a charity ball and a private bar hire event. The outcome of this is that income generation opportunities are maximised and, therefore, the running costs of the centres are kept to a minimum. In addition, more residents of NWL are more physically active and are living healthier lifestyles.

Quest will undertake their bi-annual quality assessment once all relevant repairs and modifications have been undertaken following an Electrical Installation Certificate report. It is anticipated that this will be in Q4.

The NHS has requested that they move into part of the existing building footprint at Hood Park in order to facilitate a swifter relocation without the need for any planning permission or building extension. Consequently, the feasibility and business case report is being reworked and will now be submitted to Corporate Leadership Team for consideration in October.

2.2 Housing Services

The rent collection procedure has been reviewed by the Tenant Scrutiny Panel and considered to be fit for purpose. The recommendations from the Tenant Scrutiny Panel were approved by Cabinet on 22 September 2015 and activities around the action plan are currently being programmed in.

The Tenants Scrutiny Panel are now progressing well with their current inspection, which is looking at the tenant experience of the responsive repair process. The outcomes will feed into the VFM review of the responsive repairs service which is due to be completed early in Q4.

The value for money review will look at how well the repairs service performs in relation to costs and service outcomes, including comparison with others and industry benchmarks. It will also recommend how growth opportunities can be pursued, including the preparation needed to potentially take on more planned improvement work post 2016/17 Decent Homes Improvement Programme.

The tenant void scrutiny group also continues to carry out monthly inspections of empty home re-instatement works. Feedback is generally positive as the scope of works to empty homes have increased. Where issues have been raised actions have been implemented to maintain positive standards.

A pilot has been undertaken to carry out more decorating in empty properties. Early indications are that decorations make properties more attractive in lower demand areas. However, this has to be balanced against the time and cost of undertaking the work, and it may not result in reducing the period of time a property remains empty. The pilot evaluation is scheduled to be presented to the Empty Homes Working Group in November 2015.

The flats at Cherry Tree Court, Moira and Central Avenue, Ibstock have been redesignated as general needs following a resident consultation process. The flats have now been let in accordance with the new local lettings plans, after having been empty for some time.

97 properties have been let in Q2, an increase of 40 properties compared with Q1. Additional work over and above our normal "void repair standard" has been undertaken, and the quality of the homes at the time of letting has improved. However, this has had a knock on effect on the void turnaround time which averaged 76 days at the end of quarter 2 against a target of 50 days. An Improvement Plan is being developed, including actions such as properties being advertised whilst work is ongoing, and getting up to date feedback from contractors as to when works to properties will be completed. An improvement in the average re-let time during Q3 is anticipated.

Residents of affordable homes on new developments in Coalville, Ashby, Ibstock and Kegworth have been identified to be surveyed about satisfaction with their new home. Survey forms are expected to be analysed by the end of Q3, with the results communicated to developers and relevant internal departments during Q4. The Council's plans to build new council housing continued to progress, and approval to acquire a brownfield site in Coalville to assist with land assembly for this purpose was gained. The Council also successfully sought approval to negotiate with a developer on one site to accept the gifting of properties to the Council in lieu of s106 obligations.

A series of consultation events and meetings have been undertaken to feed into the the new draft Housing Strategy for 2016-2021. The strategy will be out for public consultation during October and November 2015.

2.3 Revenues & Benefits

In quarter 2 the Benefits Team had a reduction in their staffing levels due to high levels of sickness. Overtime was offered to staff and a plan is in place to employ agency workers to back fill if the sickness becomes long term.

NNDR collection performance at the end of Q2 is below the profiled target. The 2015/16 profiled targets are based on what was actually collected each month in 2014/15. The monthly targets need to be revised, as 2015/16's instalment profile is very different to 2014/15, with more of the collectible rates being due at the end of the year. This is due to more ratepayers choosing to pay over 12 months and variations to instalment profiles due to moves and rateable value adjustments.

2.4 Refuse & Recycling

Following the successful installation and commissioning of the Materials Sorting Technology a practical sampling methodology has been established to measure and manage levels of contamination and quality. This is to assess quarterly reporting protocols as required by the Environment Agency. The technology is now fully operational and delivering on-going increases to income from the sale of separated

plastic, steel and aluminium compared to levels formerly achieved through co-mingling.

Impacts from the withdrawal of the green waste recycling credits were considered during the last budget setting process which resulted in a reduction of income totalling £260,000 per annum. Leicestershire County Council are currently consulting districts on plans to review dry recycling credit payments. A number of options are currently being considered by LCC and meetings are to be held with districts by the end of Q3. The implications will be brought to Cabinet.

2.5 Development Control

Two major residential applications were refused in September. An appeal against the refusal of 91 dwellings is expected for land at Butt Lane/Hepworth Road, Blackfordby. A resubmission of an application of 160 dwellings at Ashby Road, Kegworth is expected. Two more solar farms at Burton Road, Ashby and Measham Road, Packington were approved in September.

The Design Guide will be sent out for consultation pending further changes required to the draft and it is expected that consultation will now be in November 2015.

All major development schemes approved in Q2 scored positively against Building for Life good standard.

2.6 Environmental Health

22 food establishments considered to be non compliant with food hygiene law are receiving an enhanced level of support. Each of the businesses selected has received a visit by the lead officer for business regulation (Business Champion) to explain the purpose of the support package and to ensure that the business owner is committed to making the required improvements. All business visited to date have made a commitment to improve. A programme of visits by an Environmental Health Officer have also commenced. Of the 22 food establishments in receipt of support, 10 have reached a standard which is broadly compliant with food hygiene law. The remaining businesses will continue to receive an enhanced level of support.

The process for obtaining customer feedback from business owners is being revised. A question set has been revised and loaded into the citizenspace software. The revised questionnaire will be used for the first time in October 2015. The feedback will be used to further improve service design and delivery.

A plan to further improve business engagement activity has been devised and reviewed. A positive testimonial has been obtained from a company called Global Freight Management (GFM) that imports fish through East Midlands airport on a daily basis. The introduction of new legislation to prevent illegal fishing has led to the need for catch certificates to be presented to customs before it is permitted to enter the European Community. This function is carried out by the Environmental Health team. GFM contacted the Environmental Health team expressing concerns that the new checks would mean delaying the time within which the fresh fish consignments could leave the airport, resulting in additional storage and transport costs and possible deterioration and spoilage of the fish. Through working with the Marine Management Organisation and the Association of Port Health Authorities an appropriate and proportionate procedure was agreed for verifying Icelandic catch certificates that minimise the impact on the business. A fair system of charging to reflect these interventions was also devised. As a result of this work the impact on the business

has been minimal. There has been no delay or disruption to how these consignments are handled at East Midlands Airport. The company has been so impressed with the service they received from the team, that it has transferred its operation from another UK based airport to East Midlands Airport.

Martin Bland, Director GFM said that ***“North West Leicestershire District Council has made the process as painless as possible. Their ability to process certificates with a short turn around really helps in keeping the Icelandic fish product at East Midlands Airport and increasing the volumes of fish on the flights.”***

Icelandair could easily route the French fish through freighters into Liege but the efficiency of NWLDC helps to keep the fish in the UK. We often don't receive the certificates until 4pm due to time difference at origin and short flight times, but we have the clearance letter returned by the time the staff leave for home, which is on occasion after their normal finishing time.

In addition we usually have flights on a public holiday; the department has never failed to have a member of staff available on those days, to do so just once could result in many tonnes of fish not being suitable for the market and a possible loss of substantial revenue to East Midlands Airport on a permanent basis. Their professional, flexible, common sense approach to the IUU legislation makes the process far less onerous.”

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 Q2.

3.1 Business & Jobs Priority

The footfall count for Coalville Market taken across the three weekly trading days at the end of each month shows an increase of 24% (627 to 775) compared to 2014. The increase can in part be attributed to an increase in promotion through social media, joint trader placed adverts, internal improvements (new LED lighting) and external improvements (cafe patio). Weekly rental income has been relatively stable around £2,400 per week, an increase of approximately 10% compared to 2014.

3.2 Progress against remaining CDP priorities.

Council agreed the draft Local Plan for consultation at its meeting on 15 September 2015.

4 Financial management update

At the end of the second 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.

A key income source is Planning Fee Income with an additional £270k 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 to 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 forecasting an overspend of £258k compared to the original budget, consisting of reduced rental income, cessation of the Supporting People grant and associated costs, and additional staffing costs of Housing Management and Repairs.

There is currently a small variance projected on the General Fund Capital Programme. The Housing Capital Programme now includes the New Build / Affordable Housing Programme and the associated funding. There is also additional spend relating to the final account of the previous year's Decent Homes Backlog programme funded by additional slippage from 2014/15.

5 Sickness absence management update

There has been an increase in the sickness rate during Quarter 2, which was identified in the monthly monitoring reports to Corporate Leadership Team. The HR Manager presented a report to CLT in September to outline the existing measures in place to manage attendance and to consider other options to improve interventions in long-term sickness cases. The options are being explored in more detail, such as the existing Occupational Health Service, and a further report will go back to CLT during Q3 to propose further measures.

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		
1  Green	2  Amber	0  Red	0  Green	0  Red	

Budgeted Cost to provide service	£769,250	Total FTE's (average)	82.76	Complaints received	13
Forecasted cost to provide service	£732,487	Total days lost to sickness	53.35 (106.17)	Compliments received	14

*cumulative number of FTE days lost

- The Membership income target for Q2 has been exceeded due to an effective Shape up for Summer promotion which resulted in 723 passes being sold in 2015/16 as compared to 556 in 2014/15. In addition, 244 were converted to members as compared to 186 in 2014/15. Consequently, as at the end of September there were 3,059 members at the leisure centres as compared to 2,823 at the same time in 2014/15.

Performance Indicators	Q2 Target	Q2 Actual	Status
Leisure Centre Membership income	472,123	480,928	
Leisure Facility Usage Levels (cumulative)	440,000	459,507	






2 PERFORMANCE DASHBOARD – HOUSING

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


Budgeted Cost to provide service	£-182,730	Total FTE's	101.38	Complaints received	78
Forecasted cost to provide service	£ 75,330	Total days lost to sickness	279 (488.83)*	Compliments received	14

*cumulative number of FTE days lost

- Repairs Operatives now collect customer satisfaction with the repairs service through their tablet devices as soon as jobs are completed. Of the 680 responses collected in September, 657 tenants were satisfied or very satisfied with their completed repairs.
- The amount of rent arrears in monetary terms was £428,193 at the end of Q2 which represents 2.45% of the total amount of rent due. This is positive performance as we have exceeded our Q2 target collection rate by 0.55% or £98,000.
- A further 30 affordable homes were delivered across two sites in Thringstone and Ashby during Q2. This gives a total of 70 new affordable housing units as cumulative performance over Q1 and Q2.
- Average re-let times continues to be a source of concern, with average void periods still above target at 76 days for Q2, which is a slight increase from 74 days in Q1. More work is being completed in void properties (particularly plastering and decorating) to improve letability and we have relet 97 properties in Q2 compared to 57 in Q1 and we have also brought a number of long term empty properties back into use in Q2. An action plan has been developed for implementation in Q3, which we are confident will improve performance for the remainder of the year, although achieving the year end target will be challenging.







Performance Indicators	Q2 Target	Q2 Actual	Status
% rent arrears of current tenants	3%	2.45%	
% tenants satisfied with the allocation and lettings process	90%	96%	
Average re-let times (days)	50	76	
Percentage of customers satisfied with adaptations	90%	95%	
Percentage of customers satisfied with responsive repairs	95%	96%	
Percentage of Homeguide users who find the service easy to use			NA

2 PERFORMANCE DASHBOARD – REVENUES & BENEFITS

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

Budgeted Cost to provide service	£227,410	Total FTE's (average)	23.04	Complaints received	2
Forecasted cost to provide service	£408,630	Total days lost to sickness	95.5 (133.05)*	Compliments received	1

*cumulative number of FTE days lost

Performance Indicators	Q2 Target	Q2 Actual	Status
Benefits Right Time Performance Indicator	11	11.9	
Benefits New Claims	22	21	
Benefits Change Events	11	10	
Council Tax in year collection rate	57%	57%	
Non-domestic rates in year collection rate	58%	57%	
HB overpayments recovered	20%	21%	



2 PERFORMANCE DASHBOARD – REFUSE & RECYCLING

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

Budgeted Cost to provide service	£1,836,210	Total FTE's (average)	74.43	Complaints received	13
Forecasted cost to provide service	£1,797,529	Total days lost to sickness	256.5(524.52)*	Compliments received	5

*cumulative number of FTE days lost

- Recycling income is expected to be £15k less from budget of £896k due to slump in global commodity prices particularly plastics and metals.
- Trade income is anticipated to exceed the budget forecast by £14k





Performance Indicators	Q2 Target	Q2 Actual	Status
% of waste recycled	46%	46.3%	
Kgs of waste sent to landfill	519	515	

2 PERFORMANCE DASHBOARD - DEVELOPMENT CONTROL

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

Budgeted Cost to provide service	£- 93,170	Total FTE's (average)	13.12	Complaints received	5
Forecasted cost to provide service	£-398,690	Total days lost to sickness	7.84(15.14)*	Compliments received	0

*cumulative number of FTE days lost

Performance Indicators	Q2 Target	Q2 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%	91%	
Percentage of planning applications determined within 8 weeks for minor applications (see appendix 2)	68%	85%	
Percentage of planning applications determined within 8 weeks for other applications	80%	88%	
Percentage of major development schemes performing positively against Building for Life 'good' standard	80%		N/A

2 PERFORMANCE DASHBOARD - ENVIRONMENTAL HEALTH


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

Budgeted Cost to provide service	£351,360	Total FTE's (average)	14.49	Complaints received	1
Forecasted cost to provide service	£317,690	Total days lost to sickness	5.56(8.81)*	Compliments received	2

*cumulative number of FTE days lost

- Of the 22 food businesses in receipt of an enhanced level of support 10 have reached a standard which is broadly compliant with the law.
- A contract is in place to provide a pest control treatment service on behalf of Oadby & Wigston BC

3 COUNCIL DELIVERY PLAN - BUSINESS & JOBS PRIORITY

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

No applicable performance indicators for Q2 (reported annually)

4 PROGRESS AGAINST REMAINING CDP PRIORITIES

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

No Performance Indicators Applicable for this priority.

5 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	10,386	(224)

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	506	21

HRA SUMMARY	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
Net cost of service (Total rent income less total expenditure)	(183)	75	258

Capital Expenditure	General Fund £ 000	Special Exp £ 000	HRA £ 000	Total
Approved Budget for the Year	2,130	0	8,367	10,497
C/F from 2014/15	572	169	738	1,479
Approved projects in year	362	3	0	365
Slippage Identified in Year	-12			-12
Total budget for 2015/16	3,052	172	9,105	12,329
Likely outturn for 2015/16 (provisional)	3,049	173	11,637	14,859

Comments on General Fund Variances

- Planning Income is forecast to be £270k over budget mainly due to the receipt of three large applications in the first few weeks of the financial year, £36k of this is to fund the new Head of Economic Development post.
- Business Rates on the Council offices are forecast to be £141k less than budget. This is due to refunds in relation to successful appeal in reduction of the Council Offices Rateable value, offset by £4.5k professional fees associated with the appeal.
- Rent Allowances net of subsidy are forecast to be £144k more than budget.

Comments on Special Expenses Variances

- Burial Fee Income is forecast to be £6k less than Budget.
- Forecast includes additional expenditure of £12k for items being funded from balances (Peace Garden, events, Owen Street tree works, Highways verge maintenance).

Comments on HRA Variances

- Rent and service charge income forecast shortfall £62k mainly due to higher void loss % compared to budget
- Housing Repairs and Investment is forecast to be £49k overspent, largely due to agency staffing cost exceeding savings from vacant posts.
- Housing management is forecast to be £35k overspent mainly as a result of additional costs in relation to maternity cover for posts.
- The cessation of the Supporting People grant from the end of September, and associated one off employee costs in the Older Persons Service, partly offset by a new income stream of Control Centre charges, and other employee cost savings has resulted in a forecast overspend of £86k costs.

Comments on Capital Budget

General Fund

General Fund capital forecast out-turn is in line with the revised budget.

Housing Revenue Account

Final account of the Decent Homes backlog works programme of £800k has been paid in 2015/16 from previous year slippage identified since the preparation of the original budget..

The New Build / Affordable Housing programme is now shown in the forecast spend along with the associated funding.

6 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

Quarter 2	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	13 days long 4 days short	332.99 days long 160.1 days short	73.36 days long 44.03 days short	168 days long 111 days short	63.76 days long 32.08 days short	5.74 days long 3.70 days short	656.85 days long 354.91 days short
Total days lost in qtr	17 days	493.08 days	117.39 days	279 days	95.84 days	9.44 days	1011.76 days
Number of FTE's	14.01	192.31	52.17	101.38	59.50	30.48	449.85
Average Cumulative no of days lost per FTE	1.56 days	5.09 days	3.2 days	4.82 days	3.9 days	0.54 days	4.23 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	4	2	8

				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 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:

<p>1 Low</p>	<p>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</p>
<p>2 Medium</p>	<p>Loss of a service for up to one week Service objectives of a service unit are not met Injury to an employee or member of the public requiring medical treatment Financial loss over £10,000 Adverse regional or local media attention – televised or news paper report High potential for a complaint litigation possible Breaches of regulations/standards</p>
<p>3 High</p>	<p>Loss of a service for one week or more Service objectives of the directorate are not met Non- statutory duties are not achieved Permanent injury to an employee or member of the public Financial loss over £100,000 Adverse national or regional media attention – national news paper report Litigation to be expected Breaches of law punishable by fine</p>
<p>4 Very high</p>	<p>An incident so severe in its effects that a service or project will be unavailable permanently Strategic priorities are not met Statutory duties are not achieved Death of an employee or member of the public Financial loss over £1m. Adverse national media attention – national televised news report Litigation almost certain and difficult to defend Breaches of law punishable by imprisonment</p>