

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 8 MARCH 2016

Title of Report	2015/16 QUARTER 3 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 3 (Q3) (Oct - Dec).
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 Deputy 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 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 3 PERFORMANCE REPORT (OCTOBER – DECEMBER 2015).

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 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 Q3 is included in Appendix 1

2.1 Leisure Centres

As at the end of December there were just under 3,000 fitness members as compared to just under 2,700 in 2014. The impact of this is that income levels from memberships have increased by just over 12% in Q3 2015/16 as compared to Q3 2014/15, from £217,826 to £244,101 and are currently over £26,000 ahead of budget.

Listening Week was delivered in early November at Hermitage and Hood Park Leisure Centres. Results are currently being collated and will be reported to the Corporate Leadership Team in Q4.

The Sports Awards were delivered on 26 November at Conkers Discovery Centre. Approximately 300 people attended to recognise the schools, athletes and volunteers who received community nominations and awards for their efforts and achievements in the last 12 months.

The development of the leisure centre Wellbeing Centre has been deferred pending the completion of the new NHS Health and Wellbeing Centre. Works on the NHS facility will commence early February with a 'go live' date planned for May 2016.

Q3 has seen 12 events delivered across Hermitage and Hood Park Leisure Centres, 4 of which were new ones - snooker exhibition, a dog show, Shocktober Fest and the University of Leicester Dancesport. Weekend events fill underutilised space predominantly in sports halls, each with their own commercial business case to increase revenue and secondary spend.

Swim Academy numbers continue to increase. Historically, Q3 sees a decrease in numbers but in 2015 for the first time in 7 years they increased by 42 to 2,075 and are now close to the highest number of participants ever on the scheme. With regards to promotion, this has been achieved through social media posts and the cross-selling of the scheme through children's parties and fitness members. In order to retain existing customers, additional pool space has been secured for the programme at Hood Park LC on Saturday mornings with no detriment to casual swimming usage.

2.2 Housing Services

Preferred partners to help deliver the Council's new homes strategy will be procured and identified once the council has decided on the appropriate procurement route for the agreed schemes.

14 affordable rented units at Pick and Shovel may be ready for letting by the end of February 2016. A meeting has been arranged with East Midlands Housing at the beginning of January to agree the marketing approach and advertising cycle with a view to arranging introductory meeting between new tenants ahead of occupation.

The Acquisitions Policy has been used in conjunction with Cabinet approval, to submit an offer (24 November 2015) to purchase a brownfield site in Coalville.

Survey forms about satisfaction with design and layout of new affordable homes were delivered at start of the quarter. The return rate was relatively low at 17% and the analysis has been completed. A report of the initial findings will be produced and a new group of properties will be surveyed in Q4.

The district lettings plan for 2015-16 was published and implemented in October 2015. CORE training has been arranged for relevant staff in January 2016 and analysis of our lettings data will be undertaken and a draft lettings plan for 2016-17 produced for consideration in February 2016.

The mobile working pilot has been completed and approval obtained, including from the unions, to roll out mobile working to other officers within the Housing Management Team commencing in January 2016.

Improvements in internal communication have enabled properties to be advertised ahead of works being completed which facilitates the allocation of properties in a timely way. Overall, in December, properties have been let within 17 days of the works being completed. During Quarter 3, 138 properties were let which is a significant increase compared with 65 properties let in Quarter 1 and 97 in Quarter 2. The number of properties being terminated has also increased from 78 in Quarter 1, 88 in Quarter 2 to 110 in Quarter 3. The top three reasons for tenancies being terminated in Quarter 3 are tenants transferring (32), tenant passing away (20) and tenant moving to residential care (15). Through the implementation of the Lettings Plan we anticipate the number of tenants transferring will reduce in Quarter 4.

The stand alone average re-let time for Quarter 3 was 60 days, YTD performance of 72 days (a reduction from 76 days YTD at the end of September due to some long term empty homes being allocated). It is now standard to advertise properties prior to the work being completed which should help reduce average re-let times in Q4.

Only one Council tenant has applied for Universal Credit since the go live date of September 2015 and following receipt of DWP funding, the Housing Service will be providing Personal Budgeting Support for claimants with financial difficulties. It is too early to identify any early learning or required amendments to the rent arrears procedure at this stage. Regular contact has been made with DWP to increase awareness of each others' service areas and improve communications.

The final report by the tenants scrutiny panel (TSP) on the inspection of the housing service has been completed and presented to Cabinet. An action plan has been developed by the housing service and approved by the TSP. The TSP has requested quarterly updates on progress of the action plan and these have been scheduled for February, May and August 2016.

The 2015 -20 Asset Management Strategy was approved by Cabinet on 20 October 2015. Actions contained within the Implementation Plan are on track.

The capital investment programme 2016-20 was finalised as part of Asset Management Strategy, although each year's programme will be subject to confirmation as part of the annual HRA budget approvals process.

2.3 Revenues & Benefits

The service is in a good position approaching annual billing and continues to monitor performance on a weekly basis. Processing times for Housing benefit 'changes to circumstances' will improve as a consequence of the number of pension adjustments (uprates)we perform for annual billing. There are currently no backlogs within the team and the roll out of Atlas training has been completed. Training for the treatment of RTI cases is scheduled for February 2016, which will provide added resilience in terms of processing and enhance processing times.

The council tax team continued to make good progress on reducing the volume of incoming work with December recording the lowest amount of items being carried forward, although the collection performance is still below the profiled target. In order to continue the positive trend, a new strategy for completing all council tax tasks was discussed and agreed ready to commence from the first week of January 2016. The new strategy will allow the majority of the team to focus on in year debt and old cases and continue to proactively move the accounts through the recovery stages.

In Q3 the Fraud Team achieved 42 sanctions, HB/CTB 22 sanctions and CTLS 20 sanctions, amount raised of fraudulent overpayment was £99K, with administrative penalties fine raised £10K. The duty of preventing and detecting fraud is a statutory duty of local authorities, the work of the fraud team make a positive impact to this duty to safeguard the public purse.

The Council Tax Discretionary Discount scheme annual allocation for 2015/16 is £33,084, the total amount awarded at Q3 was £26,939, 235 claims, 213 successful claims, case average amount £126.47.

2.4 Refuse & Recycling

A competitive tender process was undertaken in October 2015 and a contract was awarded for plastics. No contract was awarded for the sale of aluminum or steel which will now operate on a spot sell basis to attract the highest market rates available at the time.

Negotiations with staff for reducing staff resources during the winter periods when presentation of garden bins is light have taken place in conjunction with staff and Union representatives. In Q4 garden waste collection rounds will either reduce the staff complement by one loader per round or reduce from 4 rounds to 3 rounds during winter periods only.

South Street car park resurfacing works have been completed with the addition of 1 extra car parking space; improved disabled car park spacing, and more convenient positioning of the pay and display machines.

Following extensive testing, commercial waste collection customers can now pay by direct debit which will reduce the council's costs in collecting fees whilst offering customers greater choice.

Refuse and recycling crews have completed training on using in-cab iPad technology to assist with reporting issues in real time, tracking round progress to ensure resources are used appropriately, and minimising missed bin reports with up to the minute updates.

2.5 Development Control

Planning fee income received to the end of December was £1,228,616 against budget of £750,000.

Performance on processing 'other' applications in Quarter 3 was at 82.80%. Cumulatively, to the end of Period 9 (Q3), performance was at 87.62%. This is well above the national target of 80%.

All major development schemes approved in Q3 scored positively against Building for life good standard.

Planning permission was granted for a B8 unit of total gross internal floor space 118,889 square metres at Beveridge Lane, Coalville. Outline planning permission was granted for 130 dwellings at Jackson Street Coalville and reserved matters approval for 131 dwellings at Bardon Road, Coalville and 94 dwellings at Holywell Spring Farm, Ashby.

Agreement from Portfolio Holder to go out to consultation on the Design Guide. Further changes required to the draft to update and included Developer Guidelines. Further meetings to be held in early January with consultation now expected to be in Quarter 4.

2.6 Environmental Health

Targeted food establishments continue to receive support through frequent compliance visits. Standards at these businesses continue to improve with only 4 of the 22 targeted establishments remaining non compliant with the law. An evaluation of this enhanced support programme has commenced through face to face meetings with the business owners with all business owners visited stating that they place a high value on the service received.

The food safety team continues to make good progress in delivering the inspection programme and is on track to complete 100% of high and medium risk inspections.

A review of the Gambling Act Statement of Licensing Policy was completed with Council approving the new policy. The revised policy will commence on 31 January

A Texting facility is now being used in licensing to communicate with taxi drivers and operators. The owner of every taxi vehicle scheduled for an inspection was sent a safety message reminding them of the importance of getting the vehicle checked over by a mechanic before being examined by a council mechanic. This has had a positive impact with 68% of vehicles passing first time (compared with a monthly pass rate of 62%)

The environmental health services continued to provide a service highly valued by customers. 16 of 17 businesses surveyed described their relationship with environmental health as being 'good' and 100% of people surveyed felt confident that they could rely on the advice received from the regulatory officer.

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 Q3.

3.1 Business & Jobs Priority

An Inspiring Women in Business event, on 2 November 2015, arranged in partnership with the Federation of Small Businesses, aimed to encourage women to re-enter the workforce, gain new skills, start a business or grow their businesses. £10,000 of the Local Growth Plan fund has been allocated to support delivery of a programme of business support, targeting women, for the calendar year 2016/17.

The Enterprising North West Leicestershire business grant scheme has continued to attract Expressions of Interest and Full Applications. Eleven grants have been agreed, totalling £196,000, creating 26 new jobs, and accompanying private sector investment of £1.134m. A review of this scheme is underway as applications in the pipeline suggest the total of potential grants is nearing the available £500,000.

The Coalville shop front improvement scheme has awarded its first grant, to a shop close to the new Royal Oak Court on Coalville's High Street. It is expected that the new frontage will be fitted during February 2016. More than half of eligible businesses along High Street and Hotel Street are in discussion with officers about participation in the scheme.

3.2 Progress against remaining CDP priorities.

Phase 2 of the Improving the Customer Experience (ICE) programme is progressing and on track to complete 70% of the 17 projects by the end of the financial year. This will include improvements to the Council's website to support customer self service options as well as technology improvements which will enable staff to work more efficiently in serving customers.

The governance structure has been reviewed resulting in five work streams reducing to two workstreams with the lead for each of the two workstreams reporting directly to the ICE Board. Additionally, the ICE Board will now be chaired by the new interim Director of Resources. This review will ensure a more efficient structure and the focus required to deliver the projects within each work stream.

4. Financial management update

At the end of the third quarter of the financial year the General Fund and Special Expenses budgets are being managed effectively and there are projections of additional income.

The two key income sources for the Council are Business Rates Retention Income and Planning Fee Income which currently are forecasted to be £1.032m and £600k over budget respectively. The Business Rates Income will be finalised as part of the final Accounts closedown and will vary depending on volatility in growth, bad debts and provision for appeals.

An increasing risk of incurring costs from Planning Appeals has also 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 £181k 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

The sickness rate has shown an increase in Q3. If the number of days lost to Q3 continued for the final quarter, the end of year rate would be an average of 9.57 days lost per full time equivalent against a target of 7.4 days. . Analysis of the data shows that there has been a rise in the proportion of days lost to long-term absence (defined as being longer than 10 working days). The percentage share of long term sickness increased in Q3 to 68.78% from 64.92% in Q2. The HR Team have been supporting managers to bring the current long-term cases to a conclusion, and this resulted in four full-time employees on the long term sick list leaving the organisation through ill-health retirement, capability/conduct or other reasons during January.

Analysis of the reasons for absence has shown that Incidents of flu, common colds and viral infection have increased by over 25% during Q3. Days off for these types of illnesses amounted to approximately 23% of the total absence figure.

Two of the other highest reasons of absence are back pains (13% of all absence) and Muscular-Skeletal (14% of all absences). Incidents of Back and Muscular related absences are highest amongst Waste Services and Housing Repairs workers. Since December all Waste Services employees have received certified manual handling training to help reduce the likelihood of work-related injuries.

6. Corporate Risk Register




The updated Corporate Risk Register is attached at Appendix 2. The Council's Risk Management Scrutiny Group reviewed this and recommended only minor changes which the Corporate Management Team agreed at its meeting on 28 April 2015. The review included consideration of the Community Risk Register which the Leicestershire Local Resilience Forum oversees and the Council's own Service Risk Registers. Whilst no new risks were added to the Register an emerging risk relating to the storage of confidential data was identified. This risk is currently being evaluated and may be added when the register is updated for Q1 of 2015/16 and reported to Cabinet in July 2015.

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)

APPENDIX 1

2 PERFORMANCE DASHBOARD – LEISURE CENTRES

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

Budgeted Cost to provide service	£730,450	Total FTE's	82.56	Complaints received	9
Forecasted cost to provide service	£697,079	Total days lost to sickness	146.01 (252.18)*	Compliments received	1

*cumulative days lost

- Leisure Centre Membership income is over £25,000 up on target.
- Swim Academy income is almost £4,000 up on target for the month and £29,000 for the year to date.
- Leisure centres year end deficit is predicted to be approx £15,000, although mitigations are in place to reduce this to £0.
- Grounds Maintenance year end position is a predicted surplus of £13,500 as compared to budget, although this will reduce by £15,000 due to in year salary adjustments.
- Agreement reached with Hinckley and Bosworth BC and Newbridge High School to continue to share the posts of the Health Improvement Officer and Senior Community Leisure Manager in 2016/17. This will generate almost £33,500 income.
- LCC public health have stated there could be a generic 40% cut to Sport and Physical Activity commissioning funding for 2016/17. This will have a significant impact on service delivery and the Physical Activity Development Officer (PADO) resource and delivery options are currently being considered which will be reported to CLT.

Performance Indicators	Q3 Target	Q3 Actual	Status
Leisure Centre Membership income	£699,725	£725,029	
Leisure Facility Usage Levels (cumulative)	630,000	679,615	
Swim Academy Income	£290,200	£343,702	







2 PERFORMANCE DASHBOARD – HOUSING


Progress against milestones			Progress against Performance Indicators		
12  Green	3  Amber	0  Red	6  Green	0  Red	

Budgeted Cost to provide service	-£182,730	Total FTE's	98.41	Complaints received	59
Forecasted cost to provide service	-£ 1,810	Total days lost to sickness	383.96 (874.79)*	Compliments received	0

*cumulative days lost

- Two new properties provided on a development site in Ashby. Fewer properties delivered during this quarter than anticipated at the beginning of the year following substantially higher delivery than planned during the first two quarters. Cumulative delivery 108 affordable properties compared to target of 65.
- The amount of rent arrears in monetary terms is £303,668 which is 1.69% of the total amount of rent due, and is above target by 1.16% or £200,332. An improvement of £146,920 compared with last month. Through the rent arrears campaign we encouraged tenants in arrears to make payments during the two weeks no rent was due, the result is our best performance at this time of year for the past five years. Past performance profiles show that typically rent arrears will increase by approximately 0.5% during Quarter 4 which will be in line with the anticipated year end performance.
- 89% of new tenants who responded to the survey (24% response rate) were satisfied with the allocation and lettings process.

Performance Indicators	Q3 Target	Q3 Actual	Status
% rent arrears of current tenants	2.85	1.69	
% tenants satisfied with the allocation and lettings process	95%	89%	
Average re-let times (days)	45	71	
Percentage of customers satisfied with adaptations	90%	95%	
Percentage of customers satisfied with responsive repairs	95%	97.1%	
Percentage of customers satisfied with DHIP programme	98%	100%	

Performance Indicators	Q3 Target	Q3 Actual	Status
Number of affordable homes delivered (Quarterly – Cumulative target 110)	18	2	






2 PERFORMANCE DASHBOARD – REVENUES & BENEFITS

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

Budgeted Cost to provide service	£227,410	Total FTE's	23.51	Complaints received	2
Forecasted cost to provide service	£402,260	Total days lost to sickness	149.3 (282.35)*	Compliments received	0

*cumulative days lost

- On April 1 2015 Council Tax arrears opening position was £2.786m and the amount outstanding at the end of December 2015 is £2.089m. Reduction in arrears is £697K which equates to a reduction of 25%.
- HB overpayment outstanding projected at year end is 1.2m.

Performance Indicators	Q3 Target	Q3 Actual	Status
Benefits New Claims	19 days	20 days	
Benefits Change Events	9 days	10 days	
Council Tax in year collection rate	84.9%	84.6%	
Non-domestic rates in year collection rate	83.9%	84.5%	
HB overpayments recovered	23%	37%	



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	76.12	Complaints received	4
Forecasted cost to provide service	£1,798,282	Total days lost to sickness	295.99 (820.51)*	Compliments received	0

*cumulative days lost

- 268 tweets about waste services were recorded between Q1 and Q3 advising residents of performance, operational matters, and thanking them for their recycling efforts
- 30 tonnes more recyclable waste collected over the Christmas period compared with the same period last year

Performance Indicators	Q3 Target	Q3 Actual	Status
Income from sale of recyclables (cumulative)			
% of waste recycled (annual target)	46	46.7	
Kgs of waste sent to landfill (annual target)	520	519	





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	11.70	Complaints received	3
Forecasted cost to provide service	-£740,920	Total days lost to sickness	7.4 (22.54)*	Compliments received	0

*cumulative days lost

- 91.00% Customer feedback continues to be received and the satisfaction level remains consistently high.

Performance Indicators	Q3 Target	Q3 Actual	Status
Percentage of customers very satisfied or satisfied with the Planning Service	90%	31%	
Percentage of major planning applications processed within period agreed with applicant	85%	82%	
Percentage of planning applications determined within 8 weeks for minor applications	72%	86%	
Percentage of planning applications determined within 8 weeks for other applications	80%	83%	
Satisfaction with service based on agents and town and parish councils (Establish baseline)	N/A	N/A	NA

2 PERFORMANCE DASHBOARD - ENVIRONMENTAL HEALTH

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

Budgeted Cost to provide service	£351,360	Total FTE's	14.12	Complaints received	2
Forecasted cost to provide service	£305,080	Total days lost to sickness	16 (24.81)*	Compliments received	0

*cumulative days lost

- 16 of 17 respondents said their relationship with environmental health was good
- 16 of 17 respondents said the officer had a good understanding of the pressures faced running a business
- 17 of 17 businesses that said they felt confident that they could rely on the advice received from the regulatory officer

3 COUNCIL DELIVERY PLAN - BUSINESS & JOBS PRIORITY

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

No applicable performance indicators for Q3 (reported annually)

4 PROGRESS AGAINST REMAINING CDP PRIORITIES

Progress against milestones			Progress against Performance Indicators											
27		Green	1		Amber	0		Red	5		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
NET REVENUE EXPENDITURE	10,610	10,047	(563)
TOTAL FUNDING AVAILABLE	(10,610)	(11,643)	(1,033)
NET(SURPLUS)/DEFICIT	0	(1,596)	(1,596)

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	522	37

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)	(2)	181

Capital Expenditure	General Fund £ 000	Special Expenses £	HRA £ 000	Total
Approved Budget for the Year	2,130	0	8,367	10,497
C/F from 2014/15	570	169	738	1,477
Approved projects in year	362	4	0	366
Slippage Identified in Year	(989)	0	0	(989)
Total budget for 2015/16	2,073	173	9,105	11,351
Likely outturn for 2015/16 (provisional)	2,079	0	9,983	12,234

Comments on General Fund Variances

- Business Rates Income is forecast to be some £1.032m over budget. This is mainly due to new sites and organic growth.
- Planning Income is forecast to be £600k over budget mainly due to the receipt of few large applications
- Legal income is forecast to be £51k more than budget.
- Council Offices NNDR is forecast to be £141k less than budget due to refunds for 12/13, 13/14 and 14/15 and a revaluation for this year, this is offset by £4.5k professional fees associated with the reduction in RV.
- Capital cost of early retirement is forecast to be £46k more than budget.
- Sports & Physical Activity reduced salary cost of £46k due to vacant post.
- Rent Allowances are forecast to be £144k over budget (Net of Subsidy)

Comments on Special Expenses Variances

- Burial Fee Income is forecast to be £19k less than Budget.
- Forecast includes additional expenditure of £15k for items being funded from balances (Peace Garden, events, Owen Street tree works, Highways verge maintenance, Proms in the park, Christmas Tree and lights)

Comments on HRA Variances

- Housing Repairs and Investment is forecast to be £68k 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 £168k costs.
- Reduced cost on painting (Repairs and Investments) £70k

Comments on Capital Budget

No comments provided

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.

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

Quarter 3	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
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Sickness days lost	14 days long 2.39 days short	311.35 days long 187.78 days short	194.70 days long 29.10 days short	269.46 days long 114.50 days short	73.71 days long 41.01 days short	0 days long 17.01 days short	863.22 long 391.79 short
Total days lost in qtr	16.39 days	499.14 days	223.8 days	383.96 days	114.72 days	17.01 days	1255.02 days
Number of FTE's	17.4	190.41	53.97	98.41	58.98	30.61	449.78
Average Cumulative no of days lost per FTE	0.94 days	2.62 days	4.15 days	3.90 days	1.95 days	0.56 days	2.79 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. Financial planning processes have been documented and are reviewed regularly. Internal and External audit of systems and accounts. This risk may also need to be reviewed further once the outcome of the Governments spending review is known particularly in the light of the impact it could have on major projects being developed by the Council such as the Coalville project.	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. Given the progress that has been made to date the likelihood of this risk materialising could potentially be reduced although this needs to be balanced against future key staffing changes.	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). An Business Continuity exercise showed the Council had sound arrangement in place	3	1	3
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. Once email has been migrated to the cloud the impact could be reviewed.	3	2	6
Project & Programme Management	4	4	16	Progress is shared with regularly with CLT, experienced PRINCE 2 staff are used on projects. Use of external resources is also being used to support the Coalville project,	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	<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>
2 Medium	<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>
3 High	<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>
4 Very high	<p>An incident so severe in its effects that a service or project will be unavailable permanently Strategic priorities are not met</p>

	<p>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>
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