

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: **Environment and Leisure Scrutiny Panel, 30th January 2025**

From: **Risk Management and Performance Officer**

Subject: **INTEGRATED PERFORMANCE REPORT - SECOND QUARTER 2024/25**

1. Purpose of Report

1.1 This integrated report seeks to provide appropriate performance information and risk data for service areas within the scope of this Panel.

1.2 The report has been adapted to reduce the volume of data (as previously reported under the former scrutiny panel arrangements) whilst still providing the Panel with sufficient information to monitor results to address issues arising.

1.3 Important Note for Panel Members - Additional information

Should panel members require additional information relating to performance **not fully explained by the comments supplied**, the following process is essential for the effectiveness of the meeting (to ensure that all issues can be addressed at the meeting):

- Having reviewed the report, the panel member should ask for the relevant officer(s) to attend the meeting by contacting the Chair at their earliest opportunity
- The Chair will then advise the Committee clerks to make the necessary arrangements

2. Financial Data

2.1 The Overview and Scrutiny Panel (OSP) should note from Q1 of the 2024/2025 financial year, the Integrated Performance Report will not have any financial data that would otherwise be included in reports sent to Cabinet. This will help mitigate any possible confusion amongst officers and elected members, with regards to duplicated financial information. It will also reduce officer time spent producing multiple reports with the same/similar financial data. Previously, financial reports have been reported to both Cabinet and OSP's, and in the case of OSP's, only the financial data relevant to that OSP was presented. This resulted in financial data being compiled and manually separated between OSP's by officers.

2.2 The remit of the OSP panel includes scrutinising and reviewing decisions made by the executive and can "call in" a report (if stated within the report itself). Members of each OSP panel are reminded they receive links to Cabinet agendas, reports and meeting minutes which should be being reviewed. Members of the OSP may also discuss and agree whether an item should be added to the OSP work programme for scrutiny purposes, allowing a specific report or update to be provided by the Executive, Cabinet Member and/or Officer(s). Details of the "call-in" process is included in the OSP Procedure Rules contained within the Constitution.

2.3 Each OSP should review the Forward Plan and where a decision has been made, members of the OSP should consider calling in an item if they have concerns which need discussing at a future OSP meeting. As per the December 2024 forward plan, the following financial reports are due to be considered by Cabinet in 2025

- General Fund Budget Monitoring Q3 (March Cabinet)
- HRA Budget Monitoring Q3 (March Cabinet)
- Capital Monitoring Q3 (March Cabinet)
- General Fund Revenue Outturn (July Cabinet)
- HRA Revenue Outturn (July Cabinet)
- Capital Outturn (July Cabinet)

3. **Report Format**

The report consists of three parts:

3.1 **Appendix A** shows the results available as at the end of the latest quarter:

- The first page provides a summary of performance and Strategic Risk Register data within the remit of the panel, a summary of Freedom of Information and complaints and a summary of Member Enquiry Forms.
- Subsequent pages provide more detailed information on performance in areas within the remit of the panel. Charts are shown for each measure and “smiley / sad / neutral faces”, as appropriate, to indicate the performance trend. Comments are provided to ensure that Elected Members are made aware of issues relating to performance.

3.2 The Strategic Risk Register summary then follows (**Appendix B**). This shows the latest quarter status summary of the full register followed by the summary and current details of those risks **within the remit** of the panel.

3.3 Next is the latest Strategic Performance Report Executive Summary (**Appendix C**).

The Strategic Performance report has been developed to provide an overview of the Council’s position using the following categories:

- Collection Measures (Council Tax, Business Rates and Rent)
- People and Service Delivery
- Processes
- Improvement

The report is reviewed monthly by Management Team.

It provides concise information on positive performance, areas of improvement and where performance is on or around target - comparing to best practice, and/or target and/or previous year, as appropriate.

4. Regulation of Investigatory Powers Act (RIPA) 2000 (covert surveillance)

4.1 An inspection report by the Office of Surveillance Commissioners highlighted the following recommendation:

“The importance of keeping the elected Councillors aware of any activity [or non-activity] under RIPA was appreciated and it was accepted that a minimal observation would be incorporated at regular intervals into officer’s reports”

Consequently, Elected Members should be aware that, as at the end of this quarter, there have been no surveillance operations.

4.2 Members should note that an Individual Cabinet Member Decision was made on 6th August 2024, approving an update to the Council's Regulation and Investigatory Powers Act Guidance and Procedure, due to changes in officers, as well as a new policy related to the monitoring and surveillance in the Workplace.

The latter, provides guidance for managers and employees in relation to various processes and tools in use that may capture data and information in the workplace. In an ever increasing digital world, the policy provides information about these processes and tools and how the information may be used to monitor the workplace, in the main to ensure efficient services and safety and welfare of employees.

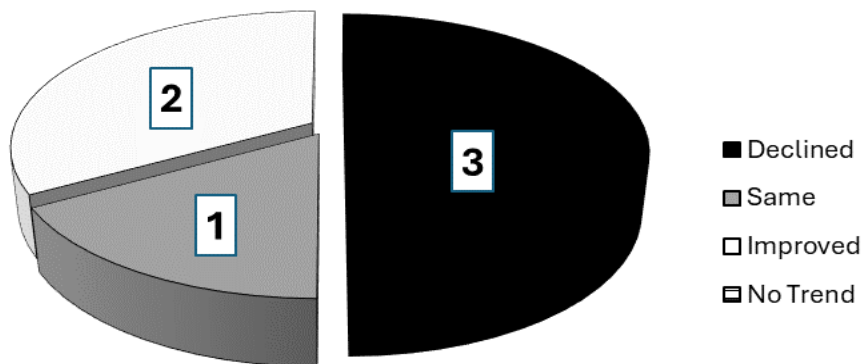
5. Recommendation

The panel is asked to scrutinise the performance information contained in this report and make any recommendations to the relevant Cabinet portfolio holder and/or Cabinet.

The panel may decide to establish an OSP Review Working Party, proposed, voted and agreed at an OSP itself, to review a specific item/activity. This would be made up of members from the OSP and the OSP would be required to set a clear scope and remit for the review.

STEVE GORE

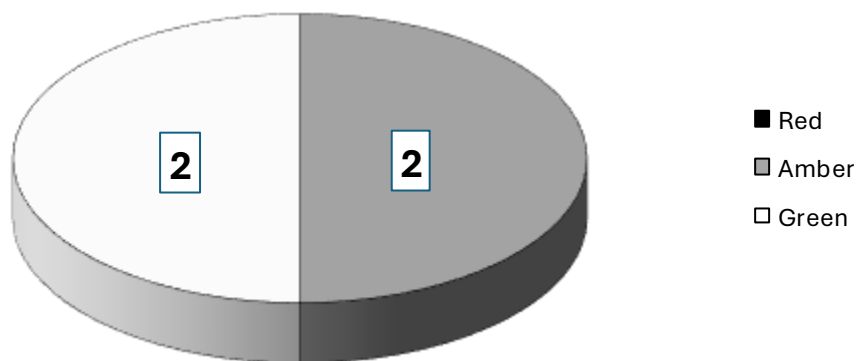
Performance Measures Summary



Freedom of Information (FOI) / Environmental Information Regulations (EIR) Requests and Complaints Summaries – End of Second Quarter

	Number Received 2024/25 (2023/24)	Completed 2024/25 (2023/24)	Late 2024/25 (2023/24)	Outstanding 2024/25 (2023/24)
FOI / EIR Requests - 20-day target	391 (396)	389 (396)	67 (82)	2 (0)
Complaints -10-day target	786 (847)	784 (841)	81 (98)	2 (6)

Strategic Risk Register Summary



**Member Enquiry Forms (MEFs) Summary
Second Quarter**

Number Received	
2023/24	2024/25
275	394

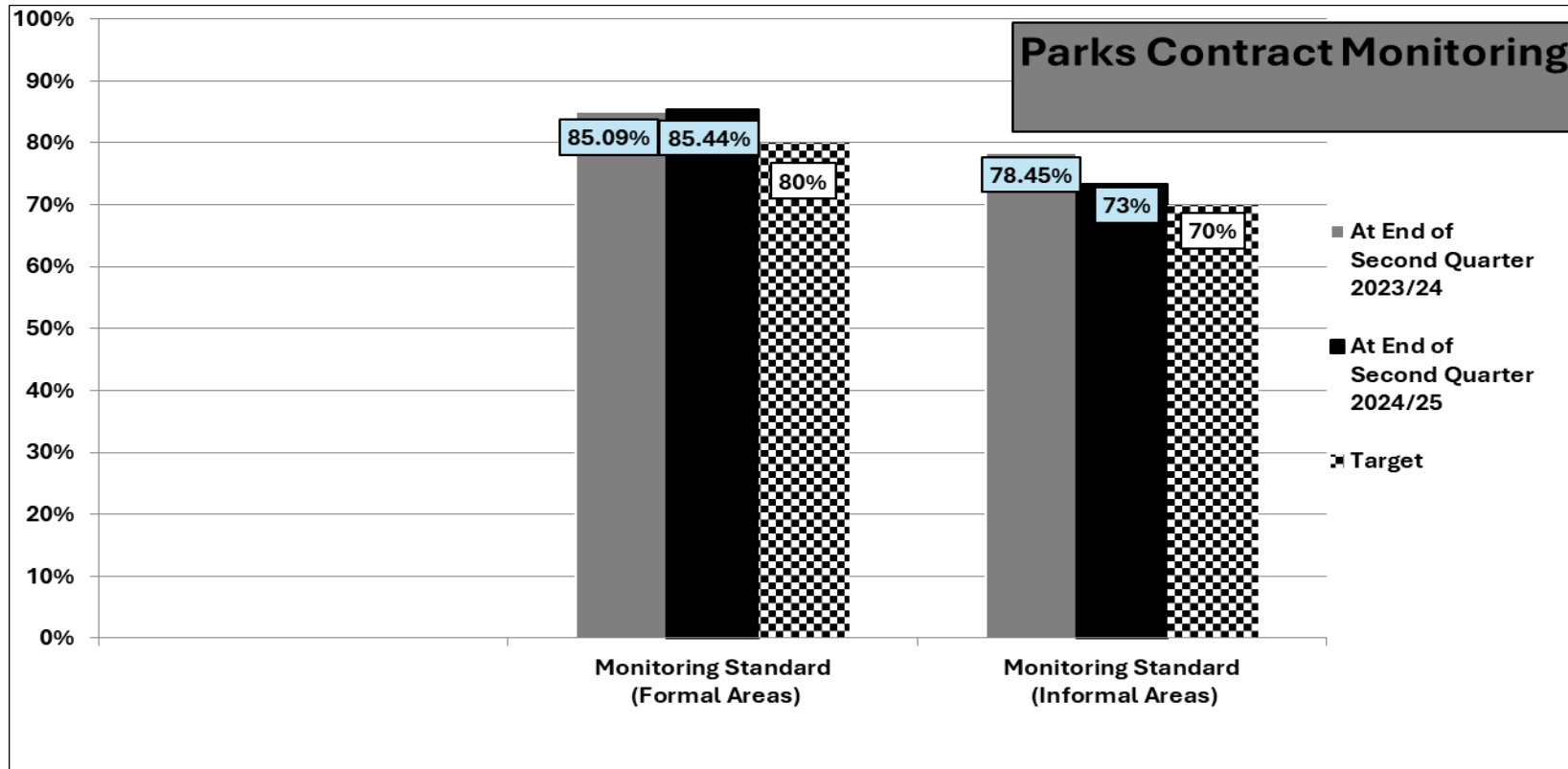
Subject trends identified in current quarter:

FOI / EIR – No trend(s) identified.

Complaints - No trend(s) identified.

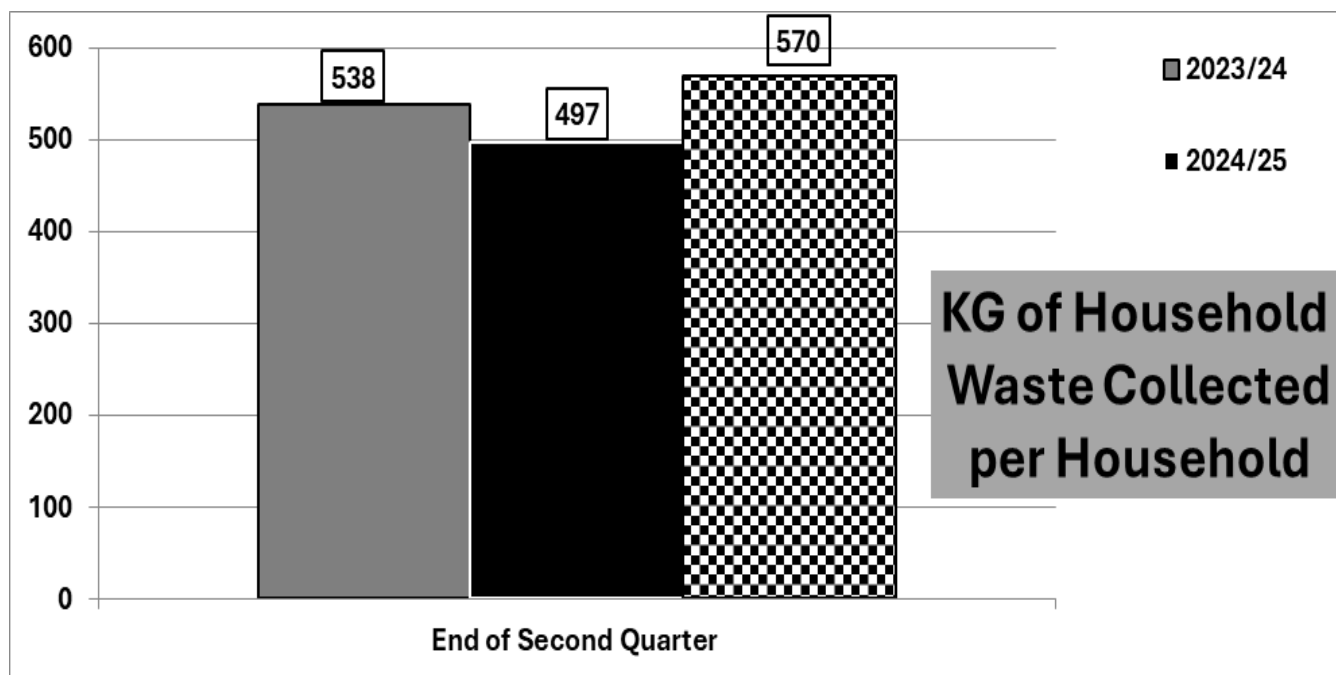
MEFs – 59 for Housing and 86 for Leisure and Culture (37%).

Measure of performance: **Parks**



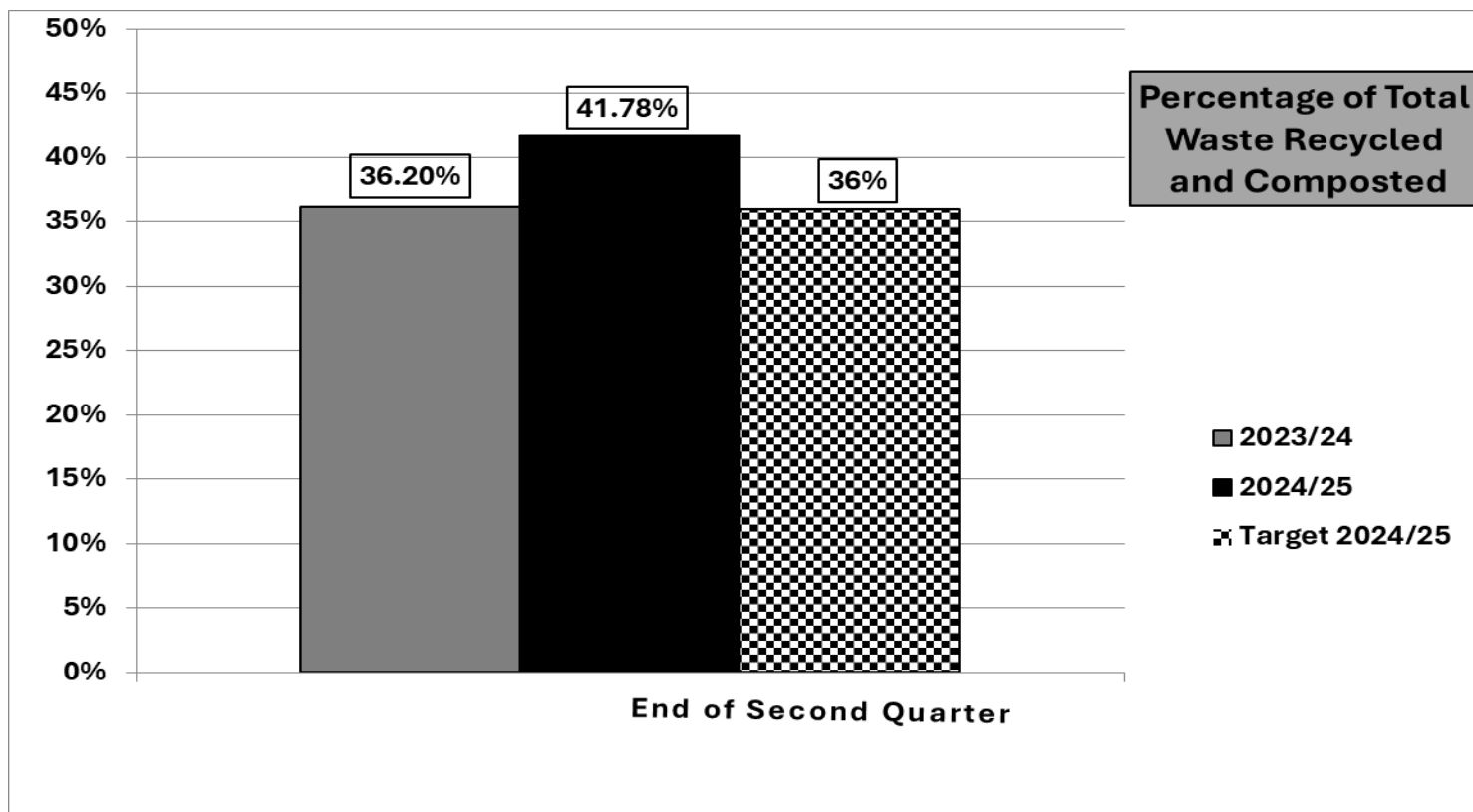
Measure details	End of Second Quarter Performance 2023/24	End of Second Quarter Performance 2024/25	Comments	Trend indicator
Formal areas	85.09%	85.44%	Target is 80%. Both years above target.	☹️
Informal areas	78.45%	73.33%	Target is 70%. Both years above target.	☹️

Measure of performance: ***Kg of Household Waste Collected per Household***



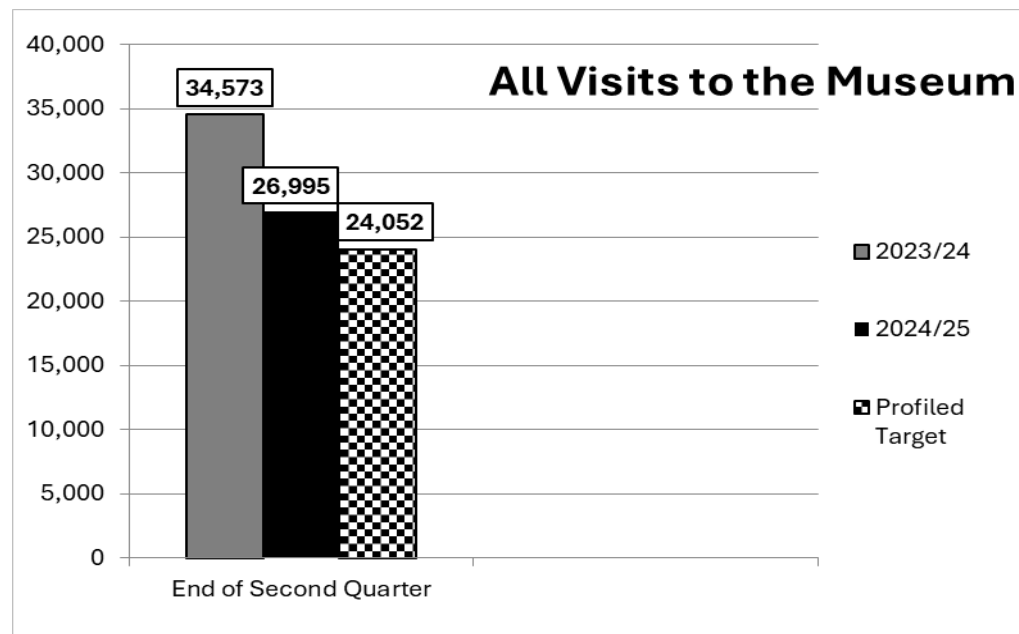
Measure details	End of Second Quarter Performance	Comments	Trend
2023/24	538Kg	Low is good performance. The target range for 2024/25 is 530 - 570Kg.	😊
2024/25	497Kg		

Measure of performance: **Percentage of Total Waste Recycled and Composted**



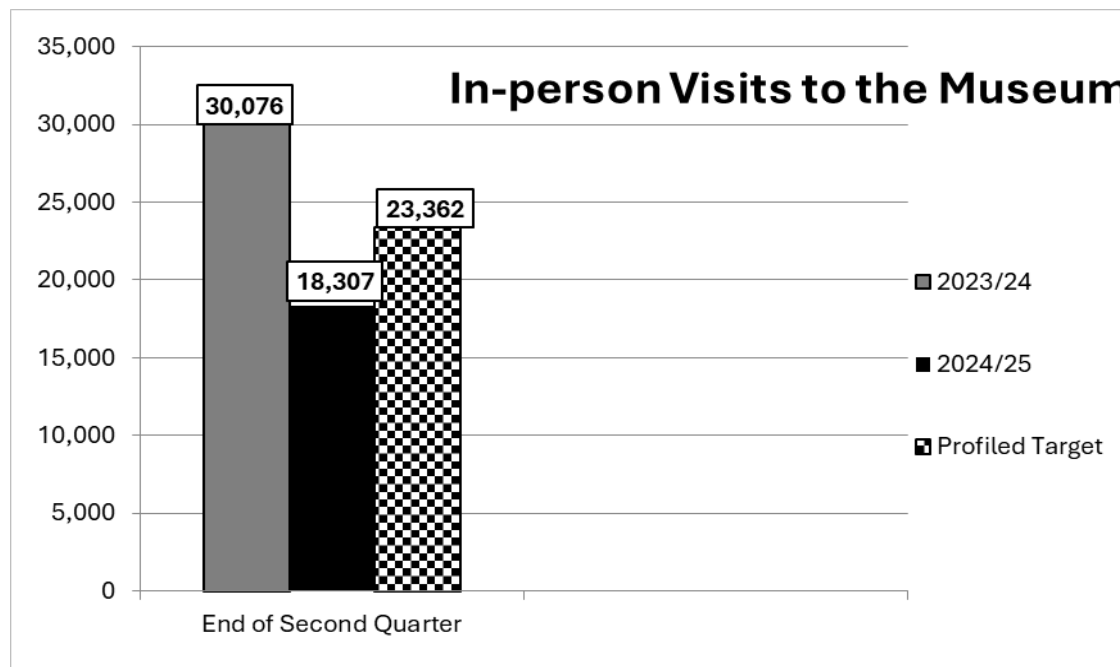
Measure details	End of Second Quarter Performance	Comments	Trend
2023/24	36.20%	The target for the end of the second quarter is 36 – 41%. * = It should be noted that the 2024/25 data excludes the applied contamination rate which is subject to a verification process.	😊
2024/25	41.78%*		

Measure of performance: **All visits to the Museum**



Measure details	End of Second Quarter Performance 2024/25 (2023/24)	Comments	Trend
All visits to the Museum	26,995 (34,573)	<p>This data includes non-trivial phone enquiries, audiences for talks and sessions outside the museum, users of loans boxes, outreach groups, those who read our WordPress blogs about the collections, Instagram posts which are about the collection or informative (not just marketing) and users of museum pages on the website.</p> <p>The profiled target for the end of the second quarter 2024/25 is 24,052. The target for the end of year is 34,063. Performance is above the profiled target for 2024/25</p> <p>That this has remained on target is largely down to the performance of the museum’s blog where posts, mainly by the Museum Access Assistants, continue to bring in users. The users figure was also boosted by the museum’s attendance at the Street Art Festival as the team spoke with 200 visitors to their display.</p>	☹️

Measure of performance: *In-person visits to the Museum*



Measure details	End of Second Quarter Performance 2024/25 (2023/24)	Comments	Trend
In-person visits to the Museum	18,307 (30,076)	<p>The profiled target for the end of the second quarter 2024/25 is 23,362. The target for the end of year is 32,615. Performance is above the profiled target for 2024/25.</p> <p>The disparity is caused by the reduction in opening hours at the museum. Last year, the museum was open Tuesday to Sunday, this year the museum is only open Wednesday to Saturday. This has particularly impacted July/August where this resulted in fewer days of free activities for children taking place.</p> <p>Vacant Museum Assistant posts have led to closures of 2 days during this period. It has also meant that officers have needed to do front line cover to avoid other closures. In addition, the exhibition programme has been reduced, due to lack of an Exhibition Officer alongside a reduction in marketing further impacting on footfall.</p>	☹️

Summary:

The performance indicator trend data shows that 2 of the 6 key indicators have improved, 3 have declined and 1 has stayed the same.

NBBC Strategic Risk Register Summary

Second Quarter 2024/25

Full Register Summary

The total number of 'live' risks is 23.

At the end of September 2024, the breakdown according to net risk is:

- "Net red" 2 (9%)
- "Net amber" 7 (30%)
- "Net green" 14 (61%)

Therefore, 21 (91%) risks are deemed "satisfactorily managed".

Hence, the 'traffic light' reporting position is "Green".

The "net red" risks are:

- R1 - Potential failure to provide adequate accommodation to meet the needs of the borough with consequent impact on the lives of residents
- R4 - Failure to maintain the economic vibrancy of the borough / town centres

Environment and Leisure OSP Risks Summary

There are four strategic risks within the remit of the panel. Two are "net amber" and two are "net green". Details of these risks are shown below.



NBBC Strategic Risk Register

Current Version: 15th October 2024

Environment and Leisure OSP Risks

Risk Level Indicator Matrix and Descriptors

Key

Green	1-4 (acceptable)
Amber	6-9 (tolerable)
Red	12-16 (unacceptable)

Likelihood	4	4	8	12	16
	3	3	6	9	12
	2	2	4	6	8
	1	1	2	3	4
		1	2	3	4

Impact

Likelihood

- 4: **Very High** – occurrence is most likely or has already happened and will do so again if control measures are not introduced
- 3: **High** – occurrence is anticipated within the next 12 months
- 2: **Significant** – occurrence is probable in the next 3 years
- 1: **Low** – foreseeable, but not probable in the next 3 years

	Level of Impact	Service Delivery	Financial / Legal	Reputation / Community
4	Major	<ul style="list-style-type: none"> • A service delivery failure causes significant hardship to people for a period of 3 to 4 weeks or more or 1 week for anyone that is vulnerable, or failure to meet a nationally mandated deadline • Loss of major stakeholder/partner. • Adverse outcome of a serious regulatory enquiry 	<ul style="list-style-type: none"> • Financial loss over £400,000 • Serious risk of legal challenge 	<ul style="list-style-type: none"> • Sustained adverse TV/radio coverage • Borough wide loss of public confidence • Major damage to local environment, health and economy • Multiple loss of life
3	Serious	<ul style="list-style-type: none"> • A service delivery failure causes significant hardship for a period of 2 to 3 weeks or 3 to 7 calendar days for vulnerable people • Formal regulatory inquiry • Loss of a key partner or other partners 	<ul style="list-style-type: none"> • Financial loss between £200K and £399K • High risk of successful legal challenge 	<ul style="list-style-type: none"> • Significant adverse coverage in national press or equivalent low national TV coverage • Serious damage to local environment, health and economy • Extensive or multiple injuries &/or a fatality
2	Moderate	<ul style="list-style-type: none"> • A service delivery failure causes significant hardship for 1 to 2 weeks or 1 -2 calendar days for vulnerable people • Loss of a significant non-key partner • Legal concerns raised • Loss of employees has moderate effect on service provision 	<ul style="list-style-type: none"> • Financial loss between £50K and £199K • Informal regulatory enquiry 	<ul style="list-style-type: none"> • Significant adverse coverage in local press or regional TV • Large number of customer complaints • Moderate damage to local environment, health and economy • Moderate injuries to an individual
1	Low	<ul style="list-style-type: none"> • Disruption to services for up to 1 week • Minor legal implications • Loss of employees not significantly affecting service provision 	<ul style="list-style-type: none"> • Financial loss up to £49K 	<ul style="list-style-type: none"> • Minor adverse media coverage • Minor environmental, health and economy damage • Minor increase in number of customer complaints • One or more minor injuries to an individual

NET AMBER RISKS

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R22	Operation of sub-regional recycling facility in partnership with other authorities and operational costs / realisation of income	Low / Very High (GREEN)	1. "Arm's length" company (Sherbourne Resources Ltd.) in place with Strategic Director (PS) on the board.	1: Strategic Director (PS)	Significant / Major (AMBER)	1.Memoranda and articles (Company House).	Strategic Director (PS) / PH – E&PS / E&L OSP
			2. Business Plan in place and under review.	2: Strategic Director (PS) / Strategic Director (CR)		2.Business Case in place / Council reports.	
			3.Elected Member Shareholder panel established to oversee project plan.	3: Cabinet member for Public Services		3.Panel reports and minutes.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			4. Finance and Operational bi-monthly meetings with partners and project team.	4: Strategic Directors (PS) and (CR) / Assistant Director (Environment and Enforcement)		4. Regular meetings and reports to specific working groups with Sherbourne Resources Ltd.	
			5. Sherbourne Resources Ltd. running the facility.	5: Strategic Director (PS)		5. Regular reports to Sherbourne Resources Ltd. Board.	
			6. Bi-monthly meeting of Sherbourne Resources Ltd. Board.	6; Strategic Director (PS)		6. Minutes of meetings and regularly updated project risk register.	
			7. Annual audit of accounts independently arranged by partners.	7: Strategic Directors (PS) and (CR)		7. Audit report.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			8. Monitoring of supply and market issues.	8: Strategic Directors (PS) and (CR)		8. Accounts records / Finance meeting minutes. Updates to OSP.	
			9. On-going site visits by officers to monitor operation.	9: Assistant Director (Environment and Enforcement)		9. OSP reports.	
			10. Finance / loan repayment in place and approved by Cabinet.	10: Strategic Directors (PS) and (CR)		10: Cabinet meeting minutes.	
			11. Assessment of recycling material from NBBC residents monitoring by Sherbourne Resources Ltd. (ongoing)	11. Assistant Director (Environment and Enforcement) and Head of Waste and Transport		11. Monthly reports from Sherbourne Resources Ltd).	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			Planned:				
			1.Sherbourne Resources Ltd. to commence loan repayments to NBBC (to be agreed).	1: Strategic Directors (PS) and (CR)		1.Loan repayment budget monitoring.	
			2. Annual reviews of the recycling facility to OSP. 3.Review of Business Plan and financial modelling by external auditor and board members (November 2024).	2: Assistant Director (Environment and Enforcement) 3: Strategic Directors (PS) and (CR)		2. OSP /Cabinet report / minutes. 3.Minutes of meetings and Business plan signed-off by shareholder panel.	
			4.Review of board membership and designated roles / non-executive Directors.	4: Strategic Director (PS)		4. Signed-off by board and shareholder panel.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R25	<p>Noncompliance with regulations relating to :</p> <ul style="list-style-type: none"> Freedom of Information Environmental Information General Data Protection <p>resulting in penalties applied by the Information Commissioner's Office</p>	Very high / major (RED)	<u>Freedom of Information / Environmental Information</u>		Significant / major (AMBER)		Management Team / PH – Cabinet / H&CR, H&COM, E&L & BRP OSPs
			1.Monthly FOI reports to designated service areas.	1: Customer Experience Officer		1.Reports.	
			2.Dash Customer Service Workflow application used to manage outstanding cases.	2: Strategic Director (CR)		2.Dash application.	
			3.Email alerts on receipt of new requests.	3: Strategic Director (CR)		3.Emails.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			4.Nominated officers in some service areas to monitor outstanding requests.	4: Chief Executive / Strategic Directors		4.Nominated Officers.	
			5.Workflow process regularly reviewed and updated if necessary	5: Information Management Group (IMG)		5.Request reports.	
			6. Regular targeted training on meeting FOI request deadlines.	6: Information Management Group (IMG)		6.Training records.	
			7. Nominated employees to monitor and manage FOI / EIR requests.	7: Strategic Director (CR)		7. Officer in place.	
			8. Qualified DPO co-ordinating information in line with the Freedom of Information Act 2000	8: Strategic Director (CR)		8. Officer in place.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			<u>Planned:</u>				
			1.Refresher training for Senior Managers (February 2025).	1: Assistant Director (Central Operations)		1.Senior Management Team minutes / training records.	
			<u>General Data Protection Regulations (GDPR)</u>				
			1. Corporate Information Governance Group (CIGG) / Information Management Group.	1: Assistant Director (Democracy and Governance)		1.Meeting minutes.	
			2. Use of an accredited contractor to dispose of electrical equipment (including IT equipment). The contractor guarantees data destruction & provides certification accordingly.	2: Strategic Director (CR)		2. Contractor agreement and meetings minutes	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			3. Compliance with Public Services Network Code of Connection (PSN Co-Co).	3: Strategic Director (CR)		3. Annual PSN Compliance Certification / "Cyber Essentials Scheme" certification.	
			4. Senior Information Risk Owner (SIRO) and Deputy appointed.	4: Strategic Director (CR)		4. SIRO's Job Description	
			5. Information Governance Framework/ ICT Code of Conduct for Employees/Member Protocol for the Use of IT Resources.	5: Assistant Director (Central Operations)		5. Individual Cabinet Member Decision	
			6. Data Protection Officer (DPO) in line with Data Protection regulations.	6: Assistant Director (Central Operations)		6. DPO in place.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			7. Data audit and publication of privacy notices.	7: Assistant Director (Democracy and Governance) .		7. Audit records (records of processing activity)/notices on council website.	
			8. External Audit undertaken (Option via Central Midlands Audit Partnership).	8: Assistant Director (Democracy and Governance)		8. Report in place.	
			9. Data Protection training available on Delta.	9: DPO and Training Officer		9. Delta training records	
			10. Refresh of Corporate Governance Group (CGG) / Information Management Group (October 2023) – including monitoring of data breach reports.	10: Assistant Director (Democracy and Governance) / DPO		10.Meetings minutes	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			Planned:				
			1. Data Protection policy to be updated (September 2024).	1: DPO		1. Policy approved.	
			2. Data Protection information to be made available to employees via the new Intranet when available (September 2024).	2: DPO		2. Intranet.	
			3. Information Asset Register to be established (timescale to be agreed with Information Management Group).	3: DPO / Information asset owners		3. Register in place.	
			4. Data protection and Freedom of Information Act training for Senior Managers (on-going).	4: DPO		4. Senior Management meeting records.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			5. Data Protection training to be reviewed to ensure that it is up to date and appropriate (on-going).	5: DPO and Training Officer		5. Delta training records.	

NET GREEN RISKS

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R27	Arson or accidental fire in NBBC corporate buildings	Significant / Major (AMBER)	1. Fire Management Group (FMG).	1: Strategic Directors (PS) / (P&E)	Low / Major (GREEN)	1. FMG meeting minutes. HASCOG reports.	Management Team / PH – B&R, R&CS & LC&H, / BRP, E&L & H&CR OSP
			2. Regularly serviced fire detection & alarm systems / fire extinguishers and appropriate Fire Risk Assessments (FRA) regularly reviewed.	2: Strategic Director (P&E) / Assistant Director (Economy)		2. Service records, Fire extinguisher service records & records of FRA outcomes. External report (review of arrangements).	
			3. Quarterly Health & Safety inspections give attention to fire risks.	3: Respective Strategic / Assistant Directors.		3. Quarterly Health & Safety inspection records.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			4. Annual Capital Fire Safety Work Programme.	4: Strategic Director (P&E) / Assistant Director (Economy)		4. Cabinet reports and Capital Projects Meeting Minutes.	
			5. Existing insurance policy documents.	5: Assistant Director (Finance)		5. Policy documents in place.	
			6. Internal audit of fire risk arrangements (completed February 2022).	6: Audit and Governance Manager (CMAP)		6. Internal Audit report.	
			7. Certified fire doors.	7: Strategic Director (P&E) / Assistant Director (Economy)		7. Doors / Certification in place.	
			8. Corporate review of Health and Safety arrangements (2024/25).	8: Strategic Director (P&S)		8. MT Report / minutes.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			9. Town Hall fire prevention arrangements (including upgrade of door entry system).	9: Strategic Director (P&E) / Assistant Director (Economy) / Head of Safety and Environment Health		9.Monitored action plan in place / Updates to Fire Services	
			10.External consultancy support to identify and manage fire safety issues.	10: Strategic / Assistant Directors		10. Consultant reports and monitored action plan.	
			11. External risk audit report by insurers (Gallagher Bassett) February 2023.	11: Strategic Director (PS)		11.Action plan and MT minutes.	
			12. On-going review of corporate assets.	12: Management Team		12.Review findings / update register.	
			13. Implement periodic Internal Audit report recommendations.	13: Head of Safety and Environmental Health		13.Audit action plan.	

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			14. Act on appropriate recommendations arising from public enquiries / legislation changes (on-going).	14: Strategic Director (P&E) / Assistant Director (Economy) / Head of Safety and Environment Health		14.Reports / action plans.	
			<u>Planned:</u>				
			1. Review and refresh Business Continuity Plans (March 2025).	1:Strategic / Assistant Directors			
			2. Leasehold commercial properties – review and establish landlord checks for structure / electrical / gas / fire safety and security of empty purchased properties pending redevelopment (March 2025).	2: Assistant Director (Economy)			

Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
R30	Ombudsman Complaints (Local Government Ombudsman / Housing Ombudsman) – failure to meet customer expectation after completion of our complaints process	High / Low (GREEN)	1. Formal complaints policy and process.	1: Customer Experience Officer	High / Low (GREEN)	1. Policy and procedure in place.	Strategic Director (CR) / PH Cabinet / H&CR, H&COM, E&L & BRP OSPs
			2. Designated Customer Experience Officer.	2: Customer Experience Officer		2. Designated Customer Experience Office. in place	
			3. Review / Final check of service area escalated responses.	3: Customer Experience Officer		3. Review records retained.	
			4. Ombudsman monitoring by Management Team (Strategic Performance Report).	4: Management Team		4. Strategic Performance Report.	

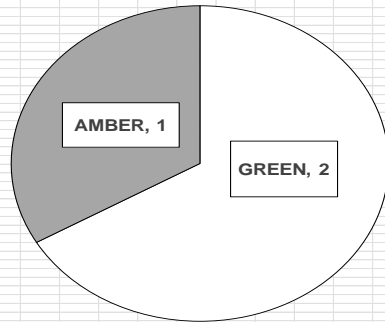
Risk Ref	Risk Description	Gross Risk	Mitigation Control Existing / Ongoing	Mitigation Owner	Net Risk / Status	Sources of Assurance	Risk Owner / Portfolio (PH) / OSP
			5. Annual Ombudsman report to Scrutiny panel.	5: Customer Experience Officer		5. FPS meeting minutes.	
			<u>Planned:</u>				
			1. Refresh of complaints policy following regulatory change (April 2025)	1: Assistant Director (Central Operations)		1. Updated policy in place.	

Strategic Performance Report – Executive Summary October 2024

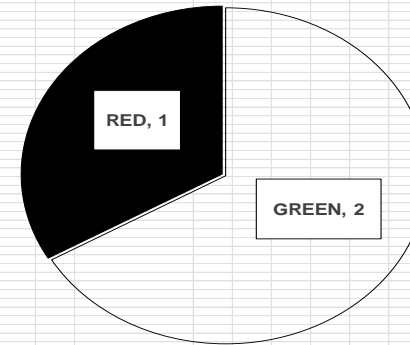
(Data as at the end of September 2024)

Charts Summary

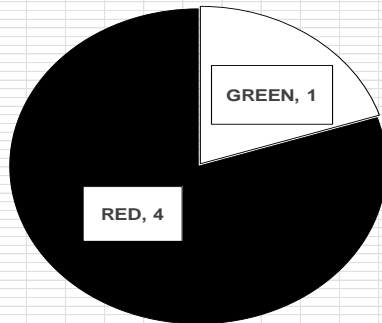
1. FINANCE COLLECTION



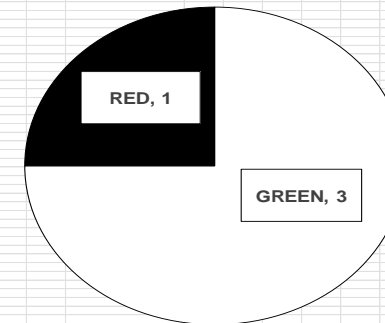
2. PEOPLE AND SERVICE DELIVERY (P&SD)



3. PROCESSES



4. IMPROVEMENT



RED AND AMBER MEASURES BY CATEGORY *

CATEGORY	RED	AMBER
FINANCE	0	1
P & S D	1	0
PROCESSES	4	0
IMPROVEMENT	1	0

* = see Executive Summary narrative (areas for improvement).

Strategic Performance Report – Executive Summary

October 2024

(Data as at the end of September 2024)

Positive aspects

- **Rent collection** is 89.46% against the 80% target at the end of September (89.14% last month) – no comparable data for 2023/24
- **Percentage of waste recycled and composted** is 41.78% at the end of September. It should be noted that no contamination rate has been applied for 2024/25 pending a verification process
- **Strategic Risk Register monitoring** is 91% against the 80% target at the end of the second quarter 2024 (91% last quarter)

Areas for Improvement

- **Business rates collection** is 55.75% against the profiled target of 58% at the end of September
- **Processing of new benefits claims** is 37 days against the 22 days good performance benchmark (compared to 20.86 days in September 2023). It is anticipated that performance will return to normal levels in October or November
- **Working days lost to short term sickness absence** is 2.33 days per full time equivalent (FTE) against the profiled target of 1.74 days/FTE at the end of September (2.22 days/FTE at the end of September 2023)
- **Working days lost to long term sickness absence** is 3.28 days per full time equivalent (FTE) against the profiled target of 2.63 days/FTE at the end of September (2.79 days/FTE at the end of September 2023)
- **Short term return to work interview compliance** rolling average is 36.67% within 3 days (59.05% last month). The average time to complete all interviews is 1.74 days (1.60 days last month)

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Areas for Improvement

Breakdown of Short Term Return to Work Interview Compliance

DIRECTORATE	COMPLIANCE WITHIN 3 DAYS (ROLLING MONTHS)	DAYS TO COMPLETE ALL INTERVIEWS (ROLLING MONTHS)
Chief Executive	100%	0
Corporate Resources	71.43%	0.96
Place and Economy	0%	1.50
Housing and Communities	35.70%	1.72
Public Services	0%	7.33

Note: Some interviews not completed this month.

- **Agency staff spend** £564,854 as at the end of September compared to £386,075 at the end of September 2023:

General Fund	£	315,358	56%
HRA	£	249,496	44%
Total	£	564,854	100%

This is netted against an estimated (£979K) salary underspend, creating a NET underspend of (£414k) across the general fund and HRA budgets. This year a 5% pay award provision has been included in the budget. As such, any actual salary/agency spend figures have been increased by 5% to give a more realistic view of the underspend. Although the pay award has been agreed, this will not be reflected in the actual pay until November, therefore, the report will still use the 5% estimate until then.

	Underspend	Net Underspend
General Fund	- 594,192	- 278,834
HRA	- 385,544	- 136,048
Total	- 979,736	- 414,882

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October 2024

(Data as at the end of September 2024)

Areas for Improvement (Chart reference shown in brackets)

The top three cost areas are:

DOMESTIC REFUSE	£106,836
REPAIRS & MAINTENANCE - VOIDS	£80,334
REACTIVE REPAIRS	£69,011
TOTAL	£256,181 (45% of total agency spend)

- **Building a Better Borough (BaBB) monitoring** is 70% against the 80% target at the end of the second quarter (68% last quarter)

ADDITIONAL NOTE

There are 15 performance indicators within the Strategic Performance Report, reported by exception with performance being on or around target / good performance benchmark unless otherwise stated in this summary.