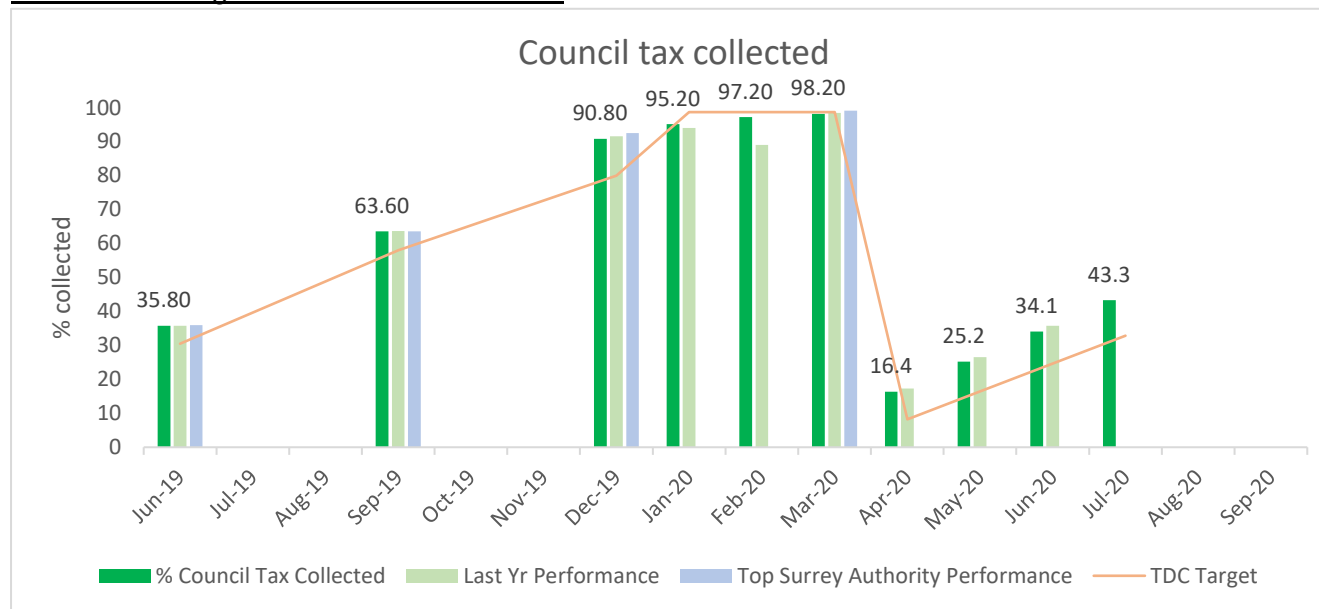


APPENDIX A – Strategy & Resources Performance Charts

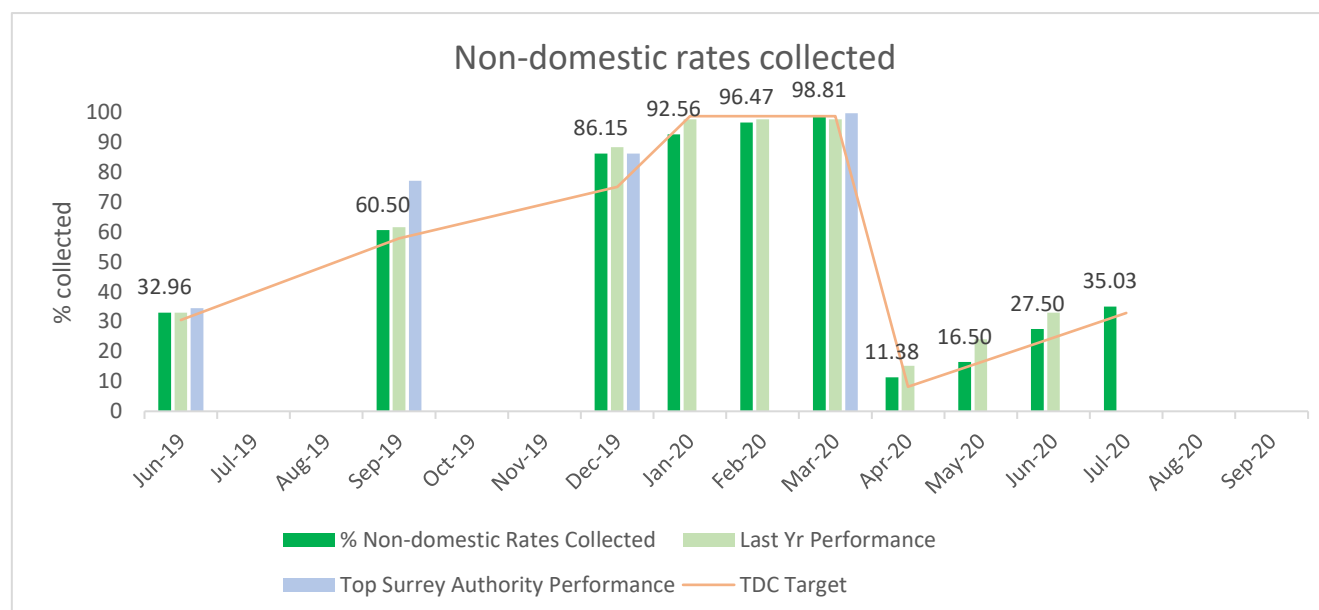
SR1 - Percentage of Council Tax collected



Performance Summary

- Collection performance is 10.42% above the increasing monthly target which at the end of July stood at 32.88%. Performance remains down by 1.7% compared to the same period in 2019/20 with a collection rate at that stage of 45.00%.
- The collection rate this year is impressive given the additional work the team have taken on in relation to the Councils COVID-19 response. The team continues to proactively monitor accounts and work with customers who may be suffering financial hardship due to COVID-19.

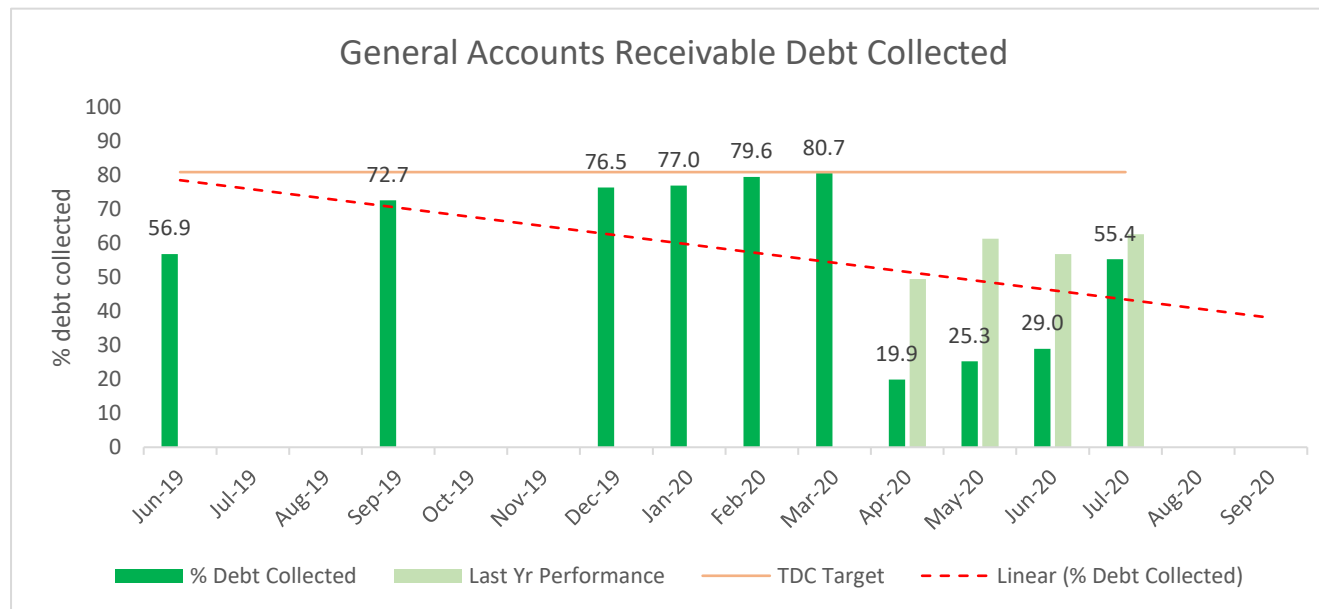
SR2 - The percentage of non-domestic rates due for the financial year which were received by the Council



Performance Summary

- Collection performance is 2.19% above the increasing monthly target which at the end of July stood at 32.84%. Performance is down by 6.22% compared to the same period in 2019/20 with a collection rate at that stage of 41.25%
- Performance is still above target despite the team having the additional work of administering grants.
- Various types of Business support grants have been allocated to local business following COVID-19, these schemes stop on 28 August 2020.

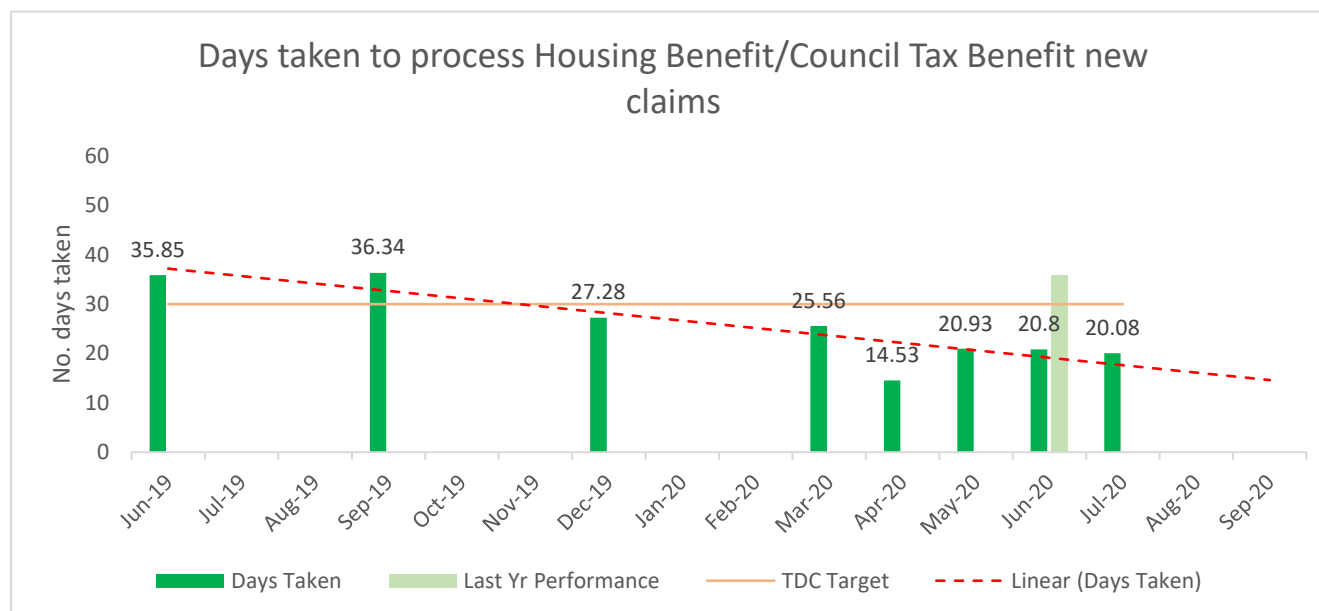
APPENDIX A – Strategy & Resources Performance Charts
SR2b - General Accounts Receivable Debt Collected



Performance Summary

- Due to Covid-19 all recovery and enforcement (Bailiff) action ceased at the start of lockdown as per government guidelines and continued to do so until now, authorities up and down the country had withheld issuing reminders /recovery notices too, due to the current pandemic.
- Since the restriction, 650+ reminders were mailed before the end of July 20. These are now beginning to bring in significant capital over the last few weeks.

SR3a - Days taken to process Housing Benefit/Council Tax Benefit new claims

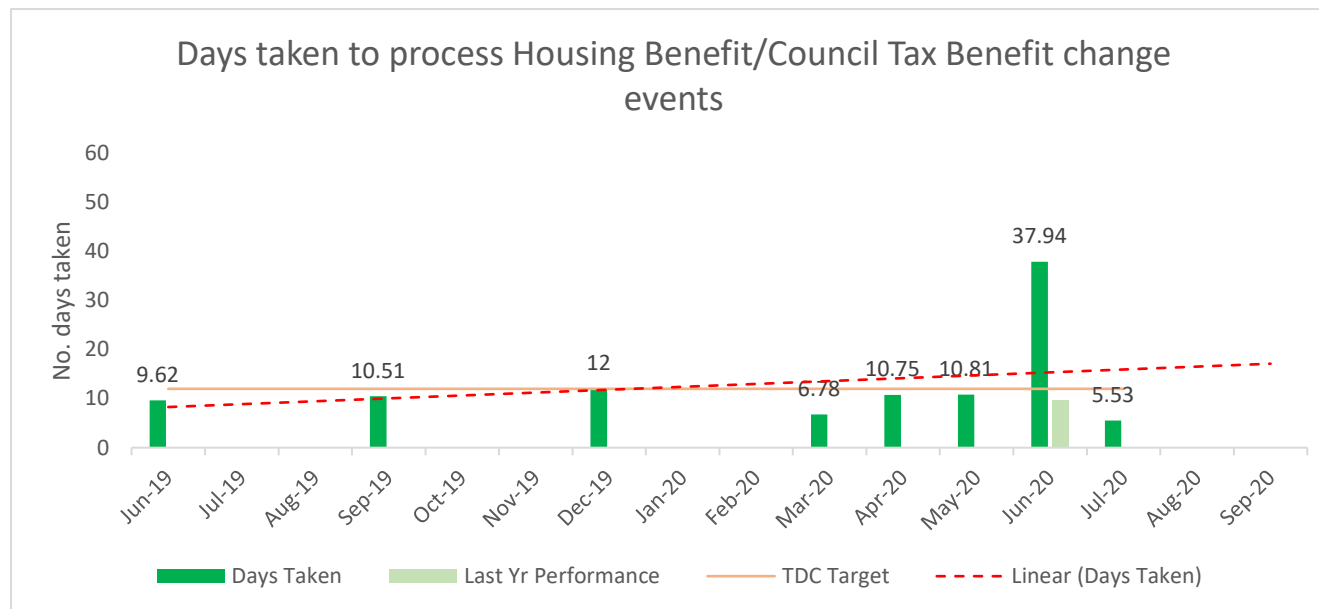


Performance Summary

- Target has been achieved for the last six periods, being approximately 5 days improved on target for July 2020.

APPENDIX A – Strategy & Resources Performance Charts

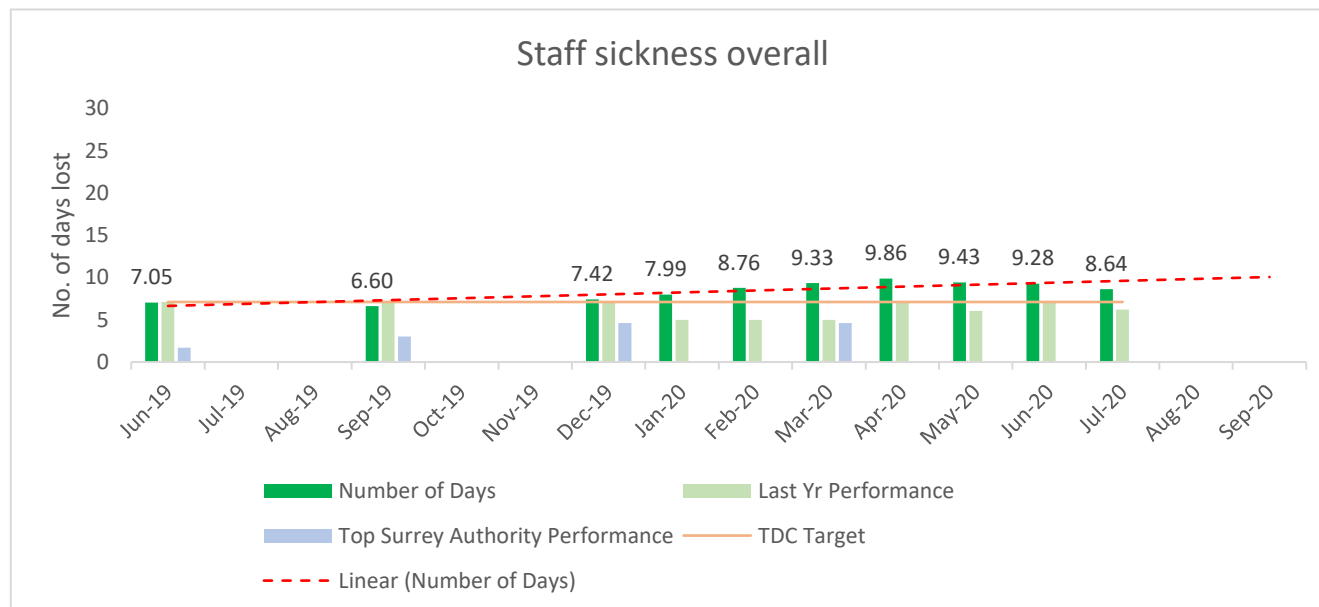
SR3b - Days taken to process Housing Benefit/Council Tax change events



Performance Summary

- Performance has consistently achieved target from June 2019 – July 2020, with an anomalous result in June 2020 due to Covid-19.

SR4 – The number of working days/shifts lost due to sickness absence (long and short-term)

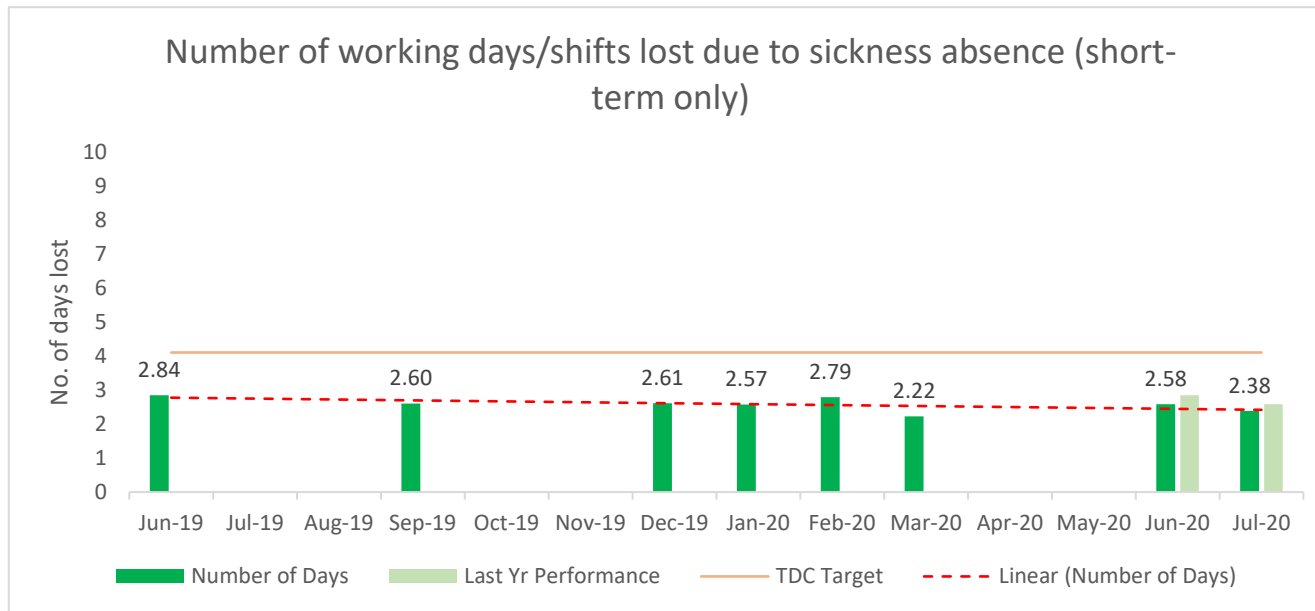


Performance Summary

- Despite being off-target for July 2020, the rolling annual sickness absence figure continues to reduce from last month.
- Like-on-like, 2020 is higher by 2.45 days per employee, but the trend continues to reduce. This difference is primarily due to an increase of the days lost to long term sickness. Musculoskeletal being the most frequently cited reason for long term sickness absence.
- A significant number of sickness days are included in July 2020, due to either Covid-19 self-isolation/Shielding or unable to work from home.

APPENDIX A – Strategy & Resources Performance Charts

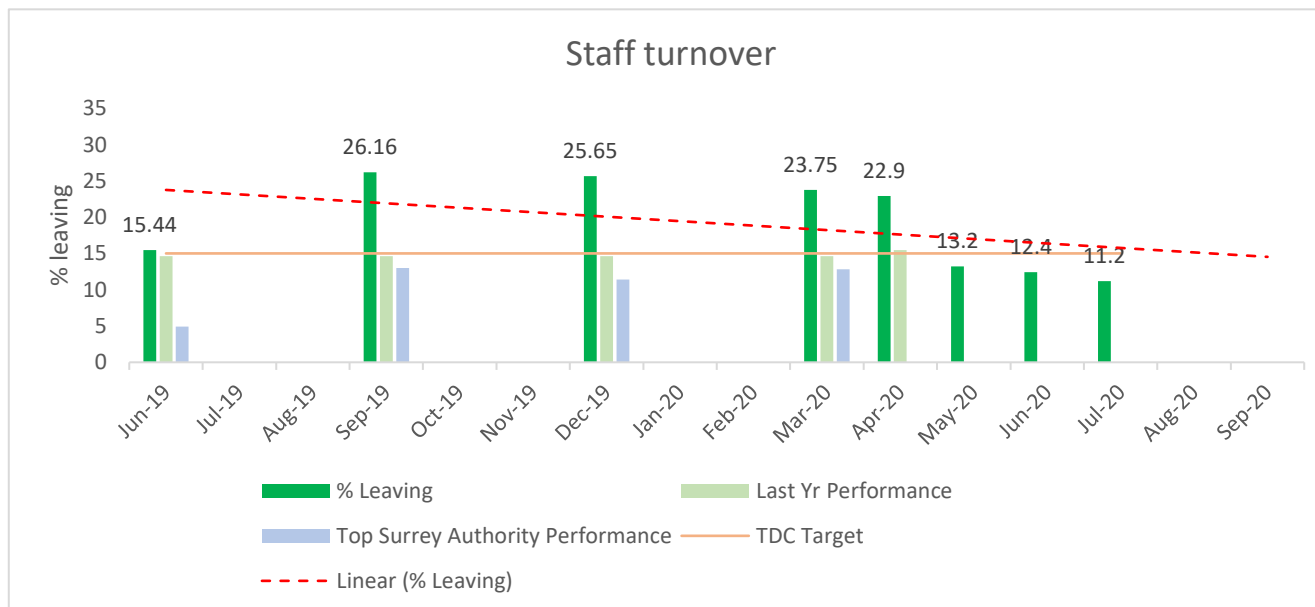
SR5 – The number of working days/shifts lost due to sickness absence (short-term only – 20 days or less)



Performance Summary

- We continue to perform on target for July 2020, with a comparable like-on-like performance with the same period last year.

SR6 – Staff turnover

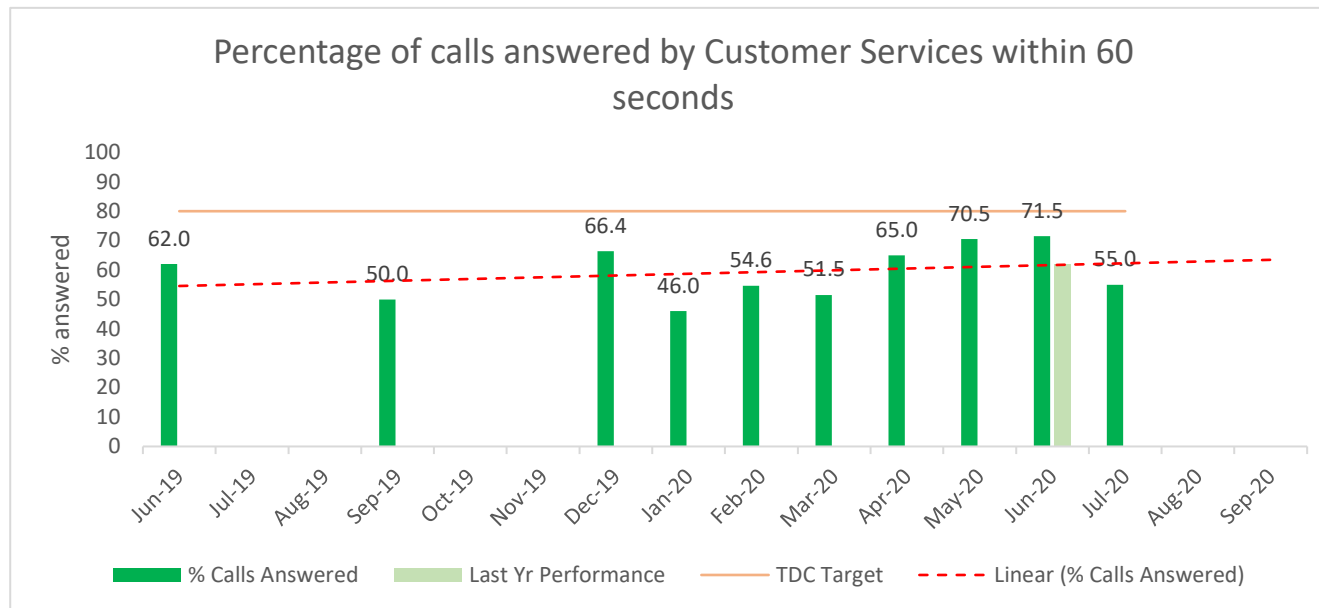


Performance Summary

- The overall figure has improved by approximately 2% since the beginning of Quarter 1 2020/21.
- There was only 1 voluntary leaver in July 2020, and none in the previous 3 months.
- When looking at turnover from a performance perspective the important figure to monitor is the voluntary leavers, as these can provide useful feedback on staff morale, engagement and motivation. Effective from end-April 2020, turnover figures are reported monthly and only voluntary figures reported in the performance graph.

APPENDIX A – Strategy & Resources Performance Charts

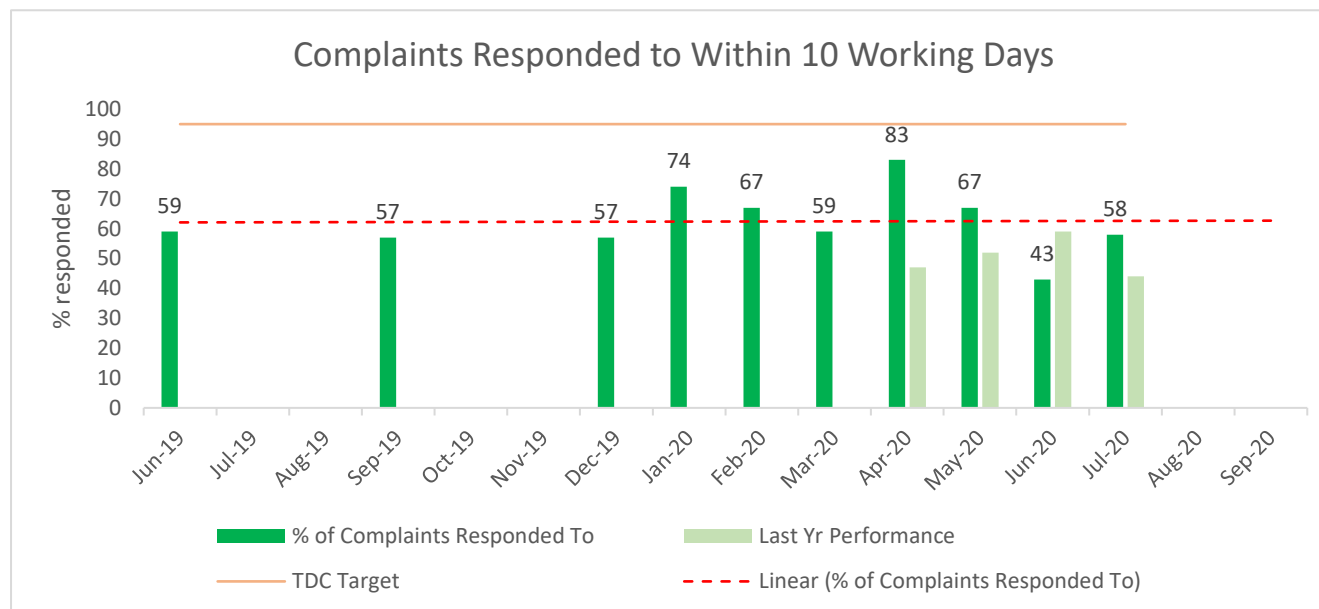
SR7 - The percentage of calls answered within 60 seconds by Customer Services



Performance Summary

- Although this KPI was off-target for July 2020, the average speed of answer was 1 minute 45 seconds, which we are pleased with considering there were 3 vacancies that could not be recruited during lockdown. Additionally, customer services have received increased call volumes due to Covid-19 and the requirement for residents to contact the Council by phone / digitally, rather than in person.
- Despite the challenges in Quarter 1 of this year, June 2020 performance was an improvement compared to the same period last year.

SR8 - Complaints Responded to Within 10 Working Days

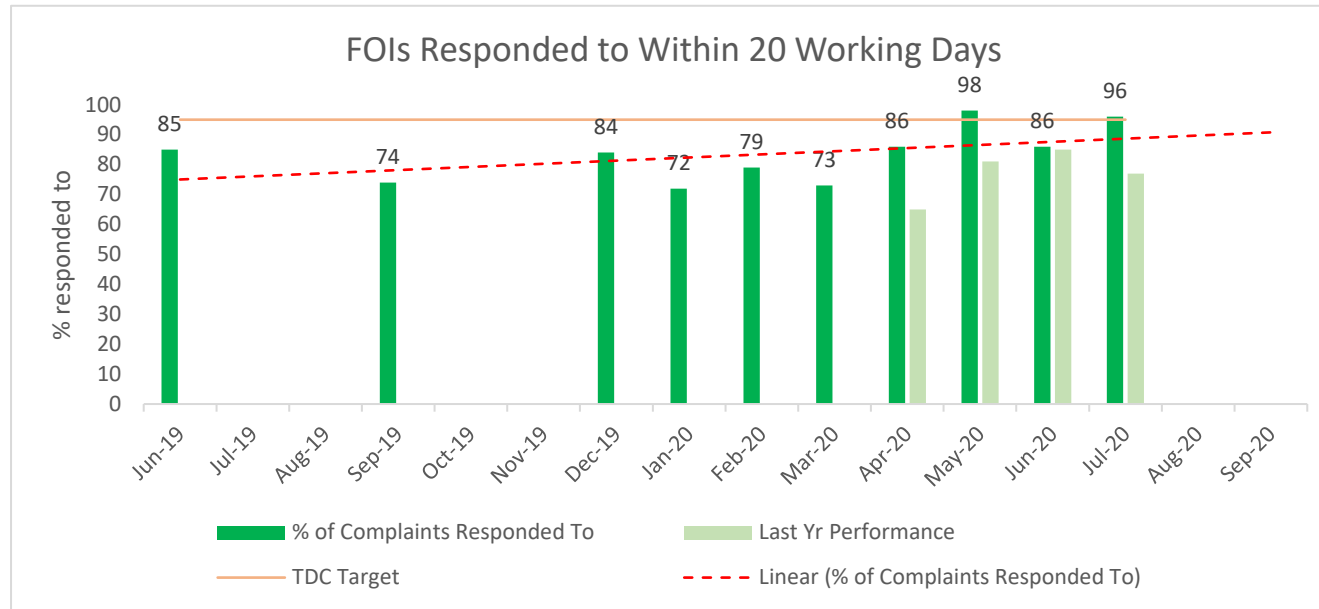


Performance Summary

- The number of complaints received remains low, however they are complex and detailed.
- Complaints will now be a standing item on the Senior Leadership Team's agenda.

APPENDIX A – Strategy & Resources Performance Charts

SR9 - FOIs Responded to Within 20 Working Days



Performance Summary

- Target was achieved for July 2020.

APPENDIX A - Corporate Risk Register

Ref:	Risk cause and event	Risk consequences	Risk Owner	Likelihood	Impact	RAG	Mitigating actions and responsibility
2	Lack of suitable low risk investment properties	<ul style="list-style-type: none"> * Reduced cash flow. * Negative impact on budget. * Loss of reputation to the Council. 	Executive Head of Communities	5	5	25	<ul style="list-style-type: none"> * Continue to keep close attention on market conditions. * Managing ongoing relationships with Investment Agents.
56	No five year housing land supply, including gypsy and traveller land	<ul style="list-style-type: none"> * Inability to meet government's standard methodology figure. * Potential to lose control of where development takes place with risk to amount of affordable housing and minimum infrastructure. * Travellers could be granted permission within the greenbelt. 	Head of Strategy	5	4	20	<ul style="list-style-type: none"> * Council assess planning applications against the development plan. * Ongoing discussion with the Inspector via the Programme Officer.
54	Inability of Council to make savings as identified in the MTFs and to balance the Council Budget in 2021/22 and 2022/23	<ul style="list-style-type: none"> * Failure to make the savings required will result in the Council exhausting reserves to balance the budget. This could ultimately lead to an untenable budget position and the issuing of a Section 114 notice by the Chief Financial Officer. * All non-essential expenditure would need to cease. * Discretionary services would need to stop and remaining services would be provided at a minimum level. * There would be wide national media attention. 	Section 151 Officer	4	5	20	<ul style="list-style-type: none"> * Reserves can be used to buy more time to achieve savings but the lower reserves become the greater the risk of financial failure and the less resilience the council has. * Recruitment and overtime freeze can be put in place but will place pressure on already stretched teams. * Arbitrary cuts to budgets can be enforced but this is a blunt instrument and better done in a targeted way.
8	Lack of ability of commercial tenants to pay rent	<ul style="list-style-type: none"> * Reduced cash flow. * Negative impact on budgets. * Reputational risk to the Council. 	Executive Head of Communities	4	4	16	<ul style="list-style-type: none"> * Continue to keep close contact with tenants and understand their cashflow issues. * Consider offering short-term rent free periods and deferred payment schemes for previously strong tenants. * Consider the cost benefit of empty rate/refurbishment costs alongside rent considerations if tenants were to vacate.
63	No ICT disaster recovery solution in place	<ul style="list-style-type: none"> * Inability to recover IT services if a potential disaster occurred. * IT services not recovered promptly. * Recovery of IT systems not effective. 	Business Improvement and Service Delivery Manager	2	5	10	<ul style="list-style-type: none"> * Fireproof cabinets in the server room. * Air conditioning unit in the server room. * Fire alarms in building tested weekly. * Some functions backed up in cloud currently.
55	Local plan is found unsound by the Inspector	<ul style="list-style-type: none"> * Inability to meet statutory requirement. * Withdraw current Plan and prepare a new one. * Reputational implications. * More challenge to provide affordable housing and infrastructure in the District. 	Head of Strategy	2	4	8	<ul style="list-style-type: none"> * Ongoing discussion with the Inspector via the Programme Officer. * Committee updates.

APPENDIX A - Risk Matrix

Likelihood	Almost Certain	5	5	10	15	20	25
	Likely	4	4	8	12	16	20
	Probable	3	3	6	9	12	15
	Possible	2	2	4	6	8	10
	Remote	1	1	2	3	4	5
			1	2	3	4	5
			Negligible	Minor	Moderate	Significant	Severe
Impact							

Likelihood criteria

Risk Level		Controls
1	Remote	Sufficient controls in place
2	Possible	Conditions exist for occurrence
3	Probable	Controls not fully effective
4	Likely	No effective measures
5	Almost Certain	No effective measures at all

Impact criteria

Risk Level		Impact
1	Negligible	No or negligible impact or disruption to finances, reputation & strategic priorities
2	Minor	Minor impact or disruption to finances, reputation & strategic priorities
3	Moderate	Moderate impact or disruption to finances, reputation & strategic priorities
4	Significant	Major & medium term impact or disruption to finances, reputation & strategic priorities
5	Severe	Severe & medium to long term impact or disruption to finances, reputation & strategic priorities