

# Executive report



**7<sup>th</sup> August 2009**

Report of **Head of Corporate Strategy**

Report No. 31/09

Author: **Robert Woodside**

Telephone: **01235 547614**

Wards Affected  
All

E-mail: **robert.woodside@whitehorsedc.gov.uk**

Executive Portfolio Holder: **Councillor Tony de Vere**

Telephone: **01235 540391**

E-mail: **tony.devere@whitehorsedc.gov.uk**

## **Corporate Governance Report: Fourth Quarter 2008/09**

### ***Recommendations***

*(a) that the Management Team's corporate governance report be considered and to agree any further action which needs to be taken to improve performance*

### **1. Purpose of Report**

- 1.1 This is a standard quarterly corporate governance report to inform the Executive of performance against targets in the fourth quarter of 2008/09. The Executive are asked to consider the report and agree any further action which needs to be taken to improve performance. This report was originally scheduled to be considered at the meeting of the Executive on 12<sup>th</sup> June 2009. However, this meeting was cancelled which is why it has been included on this agenda. The Executive did consider this report at the Executive Briefing held on 22<sup>nd</sup> May 2009.

### **2. Relationship with Corporate Plan**

- 2.1 The corporate governance report will assist the Council in achieving its strategic objectives and corporate priorities, in particular the objective of managing our business effectively.

### **3. Background**

- 3.1 The corporate governance report looks at the key areas of:

- Corporate Priorities

- National Indicators
- Progress against Service Prioritisation Plans
- Key staffing data (sickness levels and turnover)
- Progress with Business Process Improvement Reviews
- A Financial commentary

At its meeting on 5<sup>th</sup> May 2009 the Management Team considered a fourth quarter corporate governance exception report. The Management Team agreed the exceptions, comments and actions to be included in this report where performance / actions were not on target.

#### **4. Options**

4.1 There are no specific options to be considered.

#### **5. Financial, legal and any other implications**

##### **5.1 Exception Reports**

##### **5.2 Corporate Priorities Report.**

Management team have agreed that 1 action relating to the 'facilitating the provision of affordable housing' priority (1.1) and 2 local performance indicators (H1, above target / H2, below target) should be included in this report. For the 'improving and modernising access to our services' priority, 2 local performance indicators have been included because they are below target (CS2 and CS11). Full details and comments are included in Appendix **A**.

##### **5.3 National Indicator Report.**

The current set of National Indicators is relatively new, having been introduced from 1 April 2008. All of the indicators which are relevant to this Council have been included in Appendix **B**. There are a number of indicators where the actual results are still not known.

There are **3** National Indicators where progress has been highlighted as an exception:

**NI 195**, improved street and environmental cleanliness (levels of graffiti, litter, detritus\* and fly posting). This indicator is one of 35 included in the Oxfordshire Local Area Agreement 2008-11 (LAA2). The indicator is calculated over three sampling periods during the year. At the end of the first sampling period cumulative performance was 7% (good performance is a low %). By the end of the second sampling period, performance had declined to 21%. The final end of year result has improved slightly to 20%. A comprehensive comment is provided against this indicator in Appendix C.

(\* detritus is defined as dust, mud, soil, grit, gravel, stones, rotted leaf and vegetable residues, and fragments of twigs, glass, plastic and other finely divided materials)

**NI 154**, net additional homes provided. This indicator measures the net increase in dwelling stock over the year. The actual number of completions was 324 against a target of 485 completions. This is also an indicator which is included in LAA2.

**NI 8**, The new set of national indicators were introduced from 1<sup>st</sup> April 2008 and in most cases it is not yet possible to compare performance with that of other authorities. However, NI 8 measures adult participation in sport through the annual 'Active People Survey' and

national results are now available. The Vale's performance was excellent, it was the best in the south east region and the 5<sup>th</sup> best nationally.

#### 5.4 **Service Prioritisation Plan (SPP) Progress Report**

Progress against 1 SPP has been included in Appendix C. This is SPP 9: Introduction of catering concession in halls. The proposed saving included in the 2008/9 budget was £10k. The actual saving achieved was £2k. This reflects the fact that there was not a full year impact of the saving, the contract having been implemented from 1 December 2008. there are no further SPPs to be reported from 2010/10 onwards, however Management Team will continue to monitor any actions still required to achieve budgeted savings.

#### 5.5 **Summary of Sickness and Turnover Report**

**Sickness** was lower this quarter compared to both the previous quarter and compared to the same quarter last year. The highest level of sickness was within Organisational Development & Support. Measurement for 2008/09 was based on the old organisational structure). This was mainly due to a couple of long term sickness issues which are being managed by the Manager and HR. These long term sickness issues should be resolved in quarter 1 2009/10. We continue to use the Bradford Factor to monitor staff sickness absences and return to work interviews are being carried out by Managers / Heads of Service. The annual sickness levels for Legal Services, Housing and Community Safety, Democratic Services and Strategic Directors Office are exceptionally low.

The overall sickness level for 2008/09 compared to 2007/08 is lower. Throughout 2008/09 the Welfare Officer, HR and Managers have continued to work hard to reduce the levels of long term sickness through pro-actively managing each individual case in order to aid a smoother and quicker return to work. A new absence policy was also introduced in the latter part of 2007/08 which included the Bradford Factor (BF).

**Turnover** is very slightly higher in the final quarter compared to the previous quarter, however the same number of people left in both quarters. Turnover is slightly lower in this quarter compared to quarter four last year. The overall turnover figure for 2008/09 is lower than 2007/08.

The detailed tables for sickness and turnover are included in Appendix D

#### 5.6 **Progress with Business Process Improvement (BPI) Reviews Corporate Administration Review**

The Council's business improvement programme included a major review of our corporate administration, post room and reprographics functions through 2008. In February 2009, the Personnel Committee approved a restructure to create a new Business Support Unit (BSU) from 1st April 2009. The proposal will lead to a reduction in unnecessary administration tasks, streamlining processes and sourcing the majority of print and stationery orders through a partnership with Oxford City Council. The Unit is reporting to Organisational Change for a transitional period, until new structures and processes are stable enough for it to be transferred to its permanent service location in Economy, Leisure and Property (expected sometime in 2009). The overall effect of the changes is to reduce the annual gross cost of corporate administration from £382k to £159k (£223k). This includes the deletion of a number of vacant posts, redeployment of one member of staff, voluntary redundancy for three members of staff and redundancy of two members of staff. Potential redundancy costs of £56k have been identified. Revenue

savings will be lower in 2009/10 due to continuation of some personnel in post through the transitional phase. Though still in the early stages of transition, the BSU is currently on target with its development plan.

#### **5.7 Financial Commentary: 1 April 2008 to 31 March 2008**

This section of the report is superseded by the more detailed report elsewhere on this Executive agenda, 'Revenue Budget Outturn 2008/09'.

### **6. Conclusion**

- 6.1 This is the final report on progress with the Corporate Plan 2008-12. Future reports will report progress against our Corporate Plan 2009-12, which includes the objectives and priorities agreed by Council in February 2009.

#### **Background Papers:**

The full versions of the individual reports are available on the Council's website. They can be accessed through the 'about your Council / performance' section of the website.

## Appendix A - Corporate Priorities Report

### 1. Facilitating the provision of affordable housing

	Action for Improvement	Milestones	Timescale	Officer	Comments / Progress
1.1	Provide 75 units of affordable rented housing	This is an ongoing programme throughout the year to deliver affordable rented housing primarily as part of new build housing developments throughout the district in accordance with the Council's Local Plan and Local Development Framework (LDF) policies on affordable housing	31.3.2009 (measured quarterly)	Paul Staines	Below Target  64 units of affordable rented housing provided up to the end of Quarter 4 and the financial year. This is 85% of the projected target.  The economic slowdown is having a severe impact upon affordable housing completions and the annual performance has been affected by this.

### Local Performance Indicators 2008-9

Indicator	Target 2008/09	Q1	Q2	Q3	Q4	Comments
LPI H1 Number of additional units of affordable housing provided through the Local Area Agreement (LAA)	12	0	0	5	14	<b>19</b> additional units of affordable housing provided through the Local Area Agreement (LAA).
LPI H2 Number of units of affordable housing completed / provided	100	33	0	9	50	<b>92</b> units of affordable housing were provided during 2008 -2009.

### 3. Improving and modernising access to our services Local Performance Indicators 2008-9

Indicator CS2 Number of enquiries at the Local Services Point Abingdon:	Target 2008/09	Q1	Q2	Q3	Q4	Comments
Overall target for 2008/9	63,300					The statistics reflect that Abingdon Local Service Point is managing to migrate customers to the more cost effective channels of contact as per the customer contact strategy; this is shown by a decrease in Face to Face numbers whilst there is a significant increase in contact centre enquiries. The new cashiering software installed mid February has enabled an increase in electronic payments which is inline with the Payment Strategy
Face to Face annual target <b>35,000</b> (individual quarters)		8,876	8,089	7,865	7,909	
Face to Face - (cumulative)		8,876	16,965	24,830	32,739	
Contact centre - annual target <b>17,000</b>		4,975	10,701	14,247	19,192	
Visitor - annual target <b>4,600</b> (cumulative)		1,200	2,490	3,615	4,740	
Web / self serve - annual target <b>2,200</b> payments made on the web		1	1	1	1	
Electronic Payments - annual target <b>4,500</b> taken by Contact Centre (cumulative)		1,187	2,147	2,699	3,757	
CS11 % of calls to be answered within 20 seconds (cumulative)	90%	89%	89%	83%	85%	Since November 2008 each month's actual result has been over 90% (Well above target). Unfortunately poor performance earlier in the year (as a result of software not functioning properly) has meant that it has not been possible to achieve the target

## Appendix B – National Indicator Report (by Corporate Priority – Corporate Plan 2008-12))

The full table has been included below. Indicators shaded in grey are included in the Oxfordshire Local Area Agreement (LAA) 2008-11. Explanatory notes / key have been included at the bottom of the table. Each indicator has been identified as either as Target (T) where there is a reasonable degree of control over the result or as an indicator (I) where there is a limited degree of influence over the result. NYA – Not yet available

### Facilitating the provision of affordable housing

NI	T / I	Description	Target 2008/9	Q1	Q2	Q3	Q4	Comments
154	T	Net additional homes provided. This indicator measures the net increase in dwelling stock over one year and is reported as the actual number.	LAA2 3043  VALE 485	93	64	101	66	LAA2 indicator. Annual reporting across the county so there is no county wide picture of achievement available. However the Vale's annual total of <b>324</b> is below its projected completion number of 485. The achievement of 67% projected completions should be taken in context of the current housing and financial climate.
155	T	Number of affordable homes delivered. This includes the increase due to new builds and acquisitions.	LAA2 735  VALE 86	33	0	9	50	LAA2 indicator. Q4 figure of 50 homes gives an annual total of <b>92</b> which exceeds the target of 86 homes originally projected by 6 units or an increase in provision of affordable housing by 7%.
156	T	Number of households living in temporary accommodation (TA)(provided under the homelessness legislation)	LAA2 698  VALE 71	89	81	66	58	LAA2 indicator. Data collected quarterly – performance is judged on 4 <sup>th</sup> Quarter performance. The Q4 figure for number of households in TA is <b>58</b> . This is well within the target of 71 exceeding it by 13 or a decrease in number of households by 18%.

<b>NI</b>	<b>T / I</b>	<b>Description</b>	<b>Target 2008/09</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Comments</b>
<b>157</b>	T	Processing of planning applications "major" applications (within 13 weeks)	<b>VWHDC 65%</b>	<b>37.50 %</b>	<b>47.06 %</b>	<b>56%</b>	<b>56.25%</b>	The cumulative figure remains below the annual target. Members need to be aware that the number of major applications dealt with each quarter are small (7 in the 4th quarter) so performance can be subject to significant swings caused by the processing time of just one or two applications.
		"minor" applications (within 8 weeks)	<b>VWHDC 70%</b>	<b>75.61 %</b>	<b>74.06 %</b>	<b>74.69%</b>	<b>75%</b>	Above target
		"other" applications (within 8 weeks)	<b>VWHDC 85%</b>	<b>86.13 %</b>	<b>87.81 %</b>	<b>87.85%</b>	<b>86.67%</b>	Above target
<b>159</b>	T	Supply of ready to develop housing sites. The degree to which authorities are maintaining a 5 year supply of deliverable sites (%)	-	-	<b>107.2 %</b>	<b>108.7%</b>	<b>105.7%</b>	Local Planning Authority - annual monitoring report. Above target. This is the figure used in the Annual Monitoring Report 2008
<b>170</b>	I	Previously developed land that has been vacant or derelict for more than 5 years (%)	-	-	<b>1.50%</b>	-	<b>1.50%</b>	Half year reporting. Data is provided by English Partnerships.



<b>NI</b>	<b>T / I</b>	<b>Description</b>	<b>Target 2008/09</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Comments</b>
<b>180</b>	T	Changes in Housing Benefit (HB)/ Council Tax Benefit (CTB) entitlements within the year. Number of changes of circumstances which affect customers' HB/CTB entitlement during the year.	<b>5473</b>	<b>NYA</b>	<b>NYA</b>	<b>NYA</b>	<b>NYA</b>	Performance for this indicator is calculated by the Department for Work and Pensions (DWP) and published on its website. The latest data that has been published is for February 2009 which is 7694 changes. This should be regarded as good performance as the guidance states that a high number represents good performance.
<b>181</b>	T	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events. Reported as the average number of days	<b>-</b>	<b>NYA</b>	<b>16.27</b>	<b>17.05</b>	<b>15.09</b>	Capita and the client team were unable to set a target due to the poorly worded indicator definition. This has been a national issue. Top quartile performance will be used as a target when data is finally provided by the DWP. The 4 <sup>th</sup> quarter performance was 12.73 days and the annual performance was 15.09 days

### Creating a cleaner, greener, safer and healthier community and environment

NI	T / I	Description	Target 2008/09	Q1	Q2	Q3	Q4	Comments
195	T	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting). This is measured as a %, with a value for all categories.  Combined cumulative %	<b>LAA2</b> <b>Litter: 5%</b> <b>Detritus: 9%</b>	-	Litter <b>0%</b> Detritus <b>13%</b> Fly post <b>0%</b>  <b>7%</b>	Litter <b>5%</b> Detritus <b>37%</b> Fly post <b>0%</b>  <b>21%</b>	Litter <b>7%</b> Detritus <b>33%</b> Fly post <b>0%</b>  <b>20%</b>	LAA2 indicator. There have been apparent inconsistencies across Oxfordshire in respect of the NI195 gradings. To address this, a training day for monitoring officers is to be held on 2 <sup>nd</sup> July. This is a major issue for the OWP to resolve in 2009/10 to establish consistent and proper reporting. Cross-district surveys are being arranged to further improve consistency. Contractor performance has been poor, particularly in respect of detritus which is being addressed via an agreed improvement plan. Vale officers concentrated on historical litter problems to the detriment of tackling detritus.
196	T	Improved street and environmental cleanliness (fly tipping). This is calculated by calculating the year on year change in total incidents of fly tipping dealt with, compared with its year on year change in enforcement actions taken against fly-tipping.		<b>139</b>	<b>140</b>	<b>122</b>	<b>182</b>	LAA2 indicator. 583, down from 604 in 2007/08. The environment Agency will publish the final result based on these results.

<b>NI</b>	<b>T / I</b>	<b>Description</b>	<b>Target 2008/09</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Comments</b>
<b>15</b>	I	Serious violent crime rate. Reported as the number per 1000 population.	-	<b>0.14</b>	<b>0.26</b>	<b>0.38</b>	<b>NYA</b>	<i>Q1 = 16 actual crimes - 0.14 per 1000 population Q2 = 30 actual crimes – 0.26 per 1000 population Q3 = 45 actual crimes 0.38 per 1000 population Q 4 - Awaiting data from TVP</i>
<b>16</b>	I	Serious acquisitive crime rate. Reported as the number per 1000 population.	-	<b>1.43</b>	<b>2.95</b>	<b>4.41</b>	<b>5.68</b>	<i>Q1 = 167 actual crimes - 1.43 per 1000 population Q2 = 345 actual crimes – 2.95 per 1000 population Q3 = 516 actual crimes - 4.41 per 1000 population Q4 = 665 actual crimes 5.68 per 1000 population</i>
<b>20</b>	I	Assault with less serious injury rate. Reported as the number per 1000 population.	<b>LAA2 5.23% (-5%)</b>	<b>1.21</b>	<b>2.43</b>	<b>3.33</b>	<b>2.99</b>	<i>Q1 = 141 actual crime – 1.21 per 1000 population Q2 = 285 – 2.43 per 1000 population Q3 = 390 3.33 per 1000 population Q4 = 350 crimes 2.99 per 1000 population</i>
<b>8</b>	I	Adult participation in sport. (data collected through ‘Active People Survey’). Requires 12 days of at least 30 minutes every 4 weeks.					<b>29.6%</b>	Annual indicator. Results supplied by Sport England. The Vale had the best performance in the south east region, and the 5th best nationally.

### Improving and modernising access to our services

NI	T / I	Description	Target 2008/09	Q1	Q2	Q3	Q4	Comments
14	I	The average number of customer contacts per resolved request	Not set – no baseline data	-	-	-	35.4%	First sample period December 2008, second sample period March 2009
179	T	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the financial year. Reported as £' 000	LAA2 3.1%	NYR	£458	NYR	£458	This is a 'forward look' submission relating to the whole of the financial year. A backward look submission is due in June 2009: this will report the actual figure achieved.

### Rising to the challenge of climate change

NI	T / I	Description	Target 2008/09	Q1	Q2	Q3	Q4	Comments
185	T	CO <sub>2</sub> reduction from local authority operations.		-	-	-	NYA	Annual reporting – awaiting 4 <sup>th</sup> quarter consumption data to complete NI
188	I	Adapting to climate change. The Council will assess how well it delivers against the 4 levels of performance detailed in the guidance.	LAA2 Level 1	0	0	0	1	LAA2 indicator. Local Climate Impact Assessment and initial risk analysis of climate impacts undertaken.
186	I	Per Capita reduction in CO <sub>2</sub> emissions in the LA area. (tonnes per person)		-	-	-	9.92 tonnes	Annual reporting via aggregated data available on DEFRA websites. The reported figure of 9.92 uses the 2006 dataset (the latest available). The 2005 figure is 9.84 tonnes.

NI	T / I	Description	Target 2008/09	Q1	Q2	Q3	Q4	Comments
191	T	Residual household waste per household. This is reported as Kg per household.	LAA2 730 kg	135 kg	133kg	132kg	136kg	LAA2 indicator. Vale weights continue to be low, reducing and well ahead of County targets. Down from a low figure of 574 kg in 2007/08. Annual cumulative result for 2008/9 536 kg
192	T	Percentage of household waste sent for reuse, recycling and composting	LAA2 40%  VWHDC 34%	37.59%	37.64%	35.28%	31.84%	LAA2 indicator. Vale continues to be limited by its existing contract from collecting the full range of recyclables. Nevertheless % continues to grow due to garden waste at the same time as NI191 reduces. Annual cumulative rate 35.66% compared to 32.68% in 2007/08

#### Not linked to a specific priority

NI	T / I	Description	Target 2008/09	Q1	Q2	Q3	Q4	Comments
171	I	New business registration rate.	Not set – no baseline data	-	-	-	NYA	Baseline and targets to be set as part of 2009/10 service planning process. Results will be supplied by Office for National Statistics
172	I	Percentage of small businesses in an area showing employment growth.	Not set – no baseline data	-	-	-	NYA	Baseline and targets to be set as part of 2009/10 service planning process. Results will be supplied by Office for National Statistics
173	I	Flows on to incapacity benefits from employment.	Not set – no baseline data	-	-	-	NYA	Baseline and targets to be set as part of 2009/10 service planning process. Result will be supplied by Department for Works and Pensions (DWP)

<b>NI</b>	<b>T / I</b>	<b>Description</b>	<b>Target 2008/09</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Comments</b>
<b>182</b>	I	Satisfaction of business with local authority regulation services (environmental health and licensing).	Not set – no baseline data	-	-	-	<b>83%</b>	This is calculated by using the results of a monthly survey of businesses
<b>184</b>	I	Food establishments in the area which are broadly compliant with food hygiene law.	Not set – no baseline data	-	-	-	<b>86.54%</b>	Countywide results to be discussed at the next meeting of the Oxfordshire Food Liaison Group
<b>187</b>	T	Tackling fuel poverty – People receiving income based benefits living in homes with a low energy efficiency rating.		-	-	-	<b>a) 7.9%</b> <b>b) 29.45%</b>	a) Low energy efficiency rating b) High energy efficiency rating  Figure based on research undertaken by United Sustainable Energy Agency.
<b>189</b>	I	Flood and coastal erosion risk management	Not set – no baseline data	-	-	-	<b>100%</b>	This is based on progress against a specified set of actions identified by the Environment Agency
<b>194</b>	T	Level of air quality – Reduction in NO <sub>x</sub> and primary PM <sub>10</sub> emissions through local authority's estate and operations.	Not set – no baseline data	-	-	-	<b>NYA</b>	Baseline to be established alongside submission of NI185 data

### Appendix C – Service Prioritisation Plan Report

No.	Service prioritisation options	Lead officer	2008/09 £'000 (savings)/ costs	2009/10 £'000 (savings)/ costs	2010/11 £'000 (savings)/ costs	2011/12 £'000 (savings)/ costs	
9	Introduction of Catering Concession in Halls	MM	(10.0)	(10.0)	(10.0)	(10.0)	The contract was implemented on 1 December 2008. The actual saving achieved was £2k which was from 1 December 2008 to 31 March 2009

## Appendix D – Summary of Sickness and Turnover Report

Sickness Report  Service Area	Q1		Q2		Q3		Q4		Annual Totals	
	No. average days sickness/mth	Av.days lost per FTE/mth	No. average days sickness/mth	Av.days lost per FTE/mth	No. average days sickness/mth	Av.days lost per FTE/mth	No. average days sickness/mth	Av.days lost per FTE/mth	Total no. sick days 2008-09	Cumulative no of wkg days lost per FTE
Commercial Services	16.33	0.54	17.33	0.54	28.17	0.89	10.5	0.32	217	6.52
Contract & Procurement	73.83	1.96	47.33	1.29	27.17	0.73	8.5	0.26	470.5	14.39
Democratic Services	0.50	0.06	1.83	0.24	1.17	0.15	2.5	0.38	18	2.73
Environmental Health	8.50	0.36	9.50	0.39	12	0.51	6.83	0.3	110.5	4.93
Finance	12.83	0.82	9.83	0.61	7.33	0.49	1.33	0.08	94	5.88
Housing & Community Safety	4.67	0.17	2.5	0.09	7.17	0.26	5.5	0.2	59.5	2.2
Legal Services	0.67	0.12	0	0	1.67	0.24	0.67	0.1	9	1.29
Organisational Development and Support	17.50	0.32	50	0.95	55.33	1.03	52.17	0.97	525	9.79
Planning and Community Strategy	30.17	0.65	13.17	0.28	33.5	0.73	17.17	0.39	282	6.38
Strategic Directors Offices	0.00	0.00	0	0	1	0.23	0.33	0.08	4	0.91
<b>Totals</b>	<b>165.00</b>	<b>0.65</b>	<b>151.49</b>	<b>0.59</b>	<b>174.51</b>	<b>0.69</b>	<b>105.5</b>	<b>0.43</b>	<b>1789.5</b>	<b>7.24</b>
<b>Comparison figure for 2007-08</b>	<b>172.17</b>	<b>0.68</b>	<b>132.34</b>	<b>0.52</b>	<b>177.67</b>	<b>0.70</b>	<b>224.17</b>	<b>0.87</b>	<b>2119</b>	<b>8.25</b>



Turnover Report	Q1		Q2		Q3		Q4		Total No Leavers	Cumulative Turnover
	Av. No. employees left/mth	Av. Turnover/ mth (%)	Av. No. employees left/mth	Av. Turnover/ mth (%)	Av. No. employees left/mth	Av. Turnover / mth (%)	Av. No. employees left/mth	Av. Turnover/ mth (%)		
Commercial Services Contract & Procurement	0.33	1.03	0	0.00	0	0.00	0	0.00	1	2.78
Democratic Services	0.67	1.37	0.67	1.43	0.33	0.70	0	0.00	5	12.50
Environmental Health	0.00	0.00	0.33	4.13	0	0.00	0	0.00	1	14.29
Finance	0.00	0.00	0	0.00	0.33	1.38	0.33	1.43	2	8.70
Housing & Community Safety	0.33	1.94	0	0.00	0.33	2.06	0	0.00	2	11.76
Legal Services	0.00	0.00	0	0.00	0	0.00	0.33	1.10	1	3.33
Organisational Development and Support	0.00	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Planning and Community Strategy	0.33	0.52	0.33	0.53	0.33	0.52	0.33	0.52	4	6.35
Strategic Directors Offices	0.67	1.29	0.33	0.61	0	0.00	0.33	0.67	4	8.16
	0.33	4.71	0	0.00	0	0.00	0	0.00	1	20.00
<b>Totals</b>	<b>2.66</b>	<b>0.92</b>	<b>1.66</b>	<b>0.57</b>	<b>1.32</b>	<b>0.46</b>	<b>1.32</b>	<b>0.48</b>	<b>21</b>	<b>7.58</b>
<b>Comparison figure for 2007-08</b>	<b>3.66</b>	<b>1.27</b>	<b>2</b>	<b>0.69</b>	<b>1.66</b>	<b>0.65</b>	<b>1.32</b>	<b>0.51</b>	<b>26</b>	<b>8.90</b>