


Appendix A - Quarterly Richmond Corporate Plan performance indicator report

Notes

Red	Indicator result more than 5% off target
Amber	Indicator result more than 2% but up to 5% off target
Green	Indicator result within 2% off target
	Data only, Indicator not targeted. Generally a target has not been set either because the indicator is 'owned' by a partner organisation or where the Council is unable to directly influence the result.
Polarity of indicators	Unless otherwise stated, a higher number indicates good performance (i.e. aim to maximise).

RAGS BASED ON YEAR END RATINGS


THEME	Corporate Plan Sub-Theme	No. PI's	Green	Amber	Red	N/A*
People	Protecting the Most Vulnerable	26	17	1	3	5
	A Healthy Borough	11	9	0	0	2
	Best Schools in London	9	2	0	0	7
Place	A Green Borough	8	2	0	1	5
	Supporting Local Business and Arts	5	2	0	3	0
	A Safer Borough	3	0	1	1	1
Resources	A Lower Tax Borough	5	2	0	1	2
	An Accountable and open Council	2	1	0	1	0
	Community Leadership	2	1	0	1	0
	Involving our Community	1	1	0	0	0
TOTALS		72	37	2	11	22


*Not targeted or data not available

**Not reported in this quarter


PEOPLE



1.1A PROTECTING THE MOST VULNERABLE: ADULTS

PI Code	PI Short Name	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18		2017/18	Lead AD
		Value	Value	Value	Value	Value	Target	Value		
CEGR 003	Number of agencies/organisations signed up to the Dementia Action Alliance (cumulative)	90	96	96	99	99	110	99	The department is recruiting maternity cover for the DAA Coordinator role and a push to improve performance will be undertaken. It should be noted that the Richmond DAA currently has the most external members in London	Derek Oliver
DASSR 008	% of Carers who received an assessment during the year	N/A NEW	N/A	46% (Target 40.2%)	Data not yet available	Data not yet available	80%	Data not yet available	Latest data available is at Q2. New business processes went live in early October 2017; officers unable to start rebuilding reports until the processes were live and new data was available. The new process has uncovered a number of complex recording issues that are in the process of being resolved.	Kerry Stevens
DASSR 009	% of clients (receiving long-term community services) on a Direct payment	44.3%	43.9%	45.4%	44.3%	44.6%	42%	44.6%		Kerry Stevens
DASSR 010	Adults with learning disability 18-64 in settled accommodation or living with family	67.7%	69.2%	68.4%	69.7%	70.9%	68%	70.9%		Kerry Stevens
DASSR 011	% of service users where their top 3 outcomes have been met to maintain independence	89.4%	89.2%	90.4%	92.8%	92.4%	85%	93.7%		Kerry Stevens
DASSR 012	Overall satisfaction of people who use service with their care and support	N/A NEW	Measured Annually					61.0%	Results are taken from the annual national service user survey. National benchmarking will not be available until October 2018.	Kerry Stevens
DASSR 013	% of people who felt the personal outcomes of an adult safeguarding intervention were met	92.2%	96.8%	100%	93.6%	89.2%	90%	95.4%		Derek Oliver/Kerry Stevens
HRR 001	No. family households with dependent children in B&B accommodation for more than six weeks	0	0	0	0	0	0	0		Dave Worth
HRR 002	Number of households in Temporary Accommodation	267	273	309	269	305	275	282	Numbers in temporary accommodation	Dave

PI Code	PI Short Name	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18		2017/18	Lead AD
		Value	Value	Value	Value	Value	Target	Value	Note	
	(Minimise)									Worth
HRR 003	Number of properties where major disability adaptations have been completed	116	4	39	44	84	110	84	have ranged throughout the year between 263 and 309 placements. The end of year out turn of 282 is just seven placements over the target of 275.	Dave Worth
HRR 004	Number of homeless cases prevented	N/A NEW	5	39	55	77		77		Dave Worth

1.1B PROTECTING THE MOST VULNERABLE: CHILDREN

PI Code	PI Short Name	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18		2017/18	Lead AD
		Value	Value	Value	Value	Value	Target	Value	Note	
CEGR 004 (A037C)	% children looked after who have gone missing that are offered a return home interview within 72 hours of returning (measured one Q in arrears)	N/A NEW	17%	37%	62% 		N/A		Q3 is the latest available result. Of 95 missing instances, 59 were offered an RHI within 72 hours. Every attempt is made to offer an RHI within the first 72 hours after a CYP being found, and performance is steadily improving, however this is often challenging particularly with a high number of recidivist missing young people. After 72 hrs efforts continue to try and engage CYP in the RHI process -90 of all missing from care incidences (Q3) were offered an RHI at any time.	Rob Henderson

PI Code	PI Short Name	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18		2017/18	Lead AD
		Value	Value	Value	Value	Value	Target	Value		
CEGR 005 (A160)	% children looked after who have been offered a return home interview that receive one (measured one Q in arrears)	N/A NEW	82%	51%	16% 		N/A		Q3 is the latest available result. Of 95 instances of missing from care, 15 RHI were received. Young people may refuse to receive an RHI once offered. The decline in performance is attributed to a small cohort size (10); one young person may account for >20 instances and refuse all RHI.	Rob Henderson
CEGR 006 (A041)	% eligible children looked after permanently excluded from school	0%	0%	0%	0%	0%	0%	0%		Rob Henderson
CEGR 007 (A164)	% of care leavers AFC are in contact with, who are living in suitable accommodation (19,20 and 21 year olds)	98%	94%	97%	94%	87%	90%	87%		Rob Henderson
CEGR 008 (A027)	% of Looked After Children placed 20+ miles from home	24%	23%	22%	20%	18%	20%	18%		Rob Henderson
CEGR 009 (A028)	% of Looked After Children visited within statutory timescale	97%	95%	95%	94%	95%	100%	95%		Rob Henderson
CEGR 010 (A025)	% of Looked After Children with 3+ placements (within 12 months) (minimise)	9%	1%	1%	5%	7%	10%	7%		Rob Henderson
CEGR 011 (A020)	% of children subject to Child Protection Plan for 6 weeks or more, who have been visited within last 20 working days	98%	98%	97%	97%	96%	100%	96%		Rob Henderson
CEGR 012 (A018)	% of Initial Child Protection Conferences held within 15 days	93%	93%	89%	87%	89%	80%	89%		Rob Henderson
CEGR 013 (A009)	% of referral decisions made within 24 hours	99%	97%	97%	97%	97%	100%	97%		Rob Henderson
CEGR 014 (A050)	% of single assessments completed within 45 days	95%	96%	95%	95%	95%	95%	96%		Rob Henderson
CEGR 015 (A065)	% of statutory Education, Health and Care Plans assessments completed within 20 weeks (including exceptions)	93%	84%	94.6%	97.2%	76%	85%	90%	16 of 21 EHCP assessments took place within 20 weeks.	Rob Henderson
CEGR 016 (A159)	% of young people who were reported missing from home who are offered a return home interview within 72 hours of their return (measured one quarter in arrears)	N/A NEW	27%	48%	58% 		N/A		This indicator is reported a quarter in arrears. Q3 is the latest available result.	Rob Henderson


PI Code	PI Short Name	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18		2017/18	Lead AD
		Value	Value	Value	Value	Value	Target	Value		
CEGR 017 (ALBA1)	Average time between a child entering care and moving in with its adoptive family (days)	342	342	256	274	274	426	274	Provisional result. Represents 3 year average as reported national adoption scorecard.	Rob Henderson
CEGR 018 (A122B)	No. families identified 'within the Strengthening Families initiative who are deemed to be 'turned around' during Phase 2 of the programme	96	Measured Annually				195	143	143 as at 31 March 2018. The DfE reporting year for payments by results overlaps into 2018-9 reporting year and it is anticipated that the target will be reached by that point.	Rob Henderson

1.2 PEOPLE: A HEALTHY BOROUGH

PI Code	PI Short Name	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18		2017/18	Lead AD
		Value	Value	Value	Value	Value	Target	Value		
CEGR 001	Proportion of primary school age children who are overweight (including obese) – Reception (minimise)	15.98%	Measured Annually				16.5%	16.5%		Houda Al-Sharifi
CEGR 002	Proportion of primary school age children who are overweight (including obese) – Year 6 (minimise)	22.94%	Measured Annually				23.5%	25.3%	For context, Richmond's rate remains the lowest of any London borough and well below the London average of 38.5%. All children found to be underweight or overweight are offered an appointment with the school nurse, who can assess the child's growth and diet and provide individual dietary and behavioural advice. The Family Start Programme is offered, with monthly appointments offered for 3 months either in school or at home. Referrals are accepted from schools, GPs or from families or children themselves for individual support with diet and growth/weight.	Houda Al-Sharifi
DASSR 001	% completing RRRT (Richmond Response & Rehab) survey that are dis-satisfied with the service	0%	0%	0%	1.3%	2%	5%	1.2%	Only three people have been dissatisfied with the service during the financial year which is very good performance. We have	Kerry Stevens

PI Code	PI Short Name	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18		2017/18	Lead AD
		Value	Value	Value	Value	Value	Target	Value	Note	
									asked Hounslow and Richmond Community Healthcare Trust to provide learning from the feedback.	
DASSR 002	% of older people receiving Reablement services following discharge from hospital only	N/A NEW	4.6%	4.2%	4.5%	5.7%	4.4%	5.7%	Latest result is for rolling three months of data, December - February 18.	Kerry Stevens
DASSR 003a	Number of days' delay attributable to Social Services or both per 100,000, monthly average	N/A NEW	295.6	599.7	675.3	991.4	1039.2	991.4	The agreed 2017/18 target was to remain in quartile C; the target figure represents the mid quartile C position.	Derek Oliver/Kerry Stevens
DASSR 004	% Adults with learning disability 18- 64 in employment	10.7%	9.5%	9.3%	13.8%	14.3%	13%	14.3%		Kerry Stevens
DASSR 005	% of people receiving rehabilitative support who have a reduced level of service or no service required at the end of their rehabilitative support	83.5%	87.3%	87.6%	87.1%	86.5%	80%	86.5%		Kerry Stevens
DASSR 006	Admissions into residential and nursing care 65 plus per 100,000 pop	93	93.6	142.1	250.3	341.6	363.9	341.6		Kerry Stevens
ECSR 001	Increase participation in RISE programme	2,259	Measured Annually				2,282	4,196		Ishbel Murray
ECSR 002	Overall attendance at sports and fitness centres	1,112,785	Measured Annually				1,123,912	1,146,169		Ishbel Murray

1.3 PEOPLE: THE BEST SCHOOLS IN LONDON




PI Code	PI Short Name	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18		2017/18	Lead AD
		Value	Value	Value	Value	Value	Target	Value	Note	
CEGR 019 (A094)	% of 16-17 year olds who ARE NOT engaged in Education, Employment or Training (minimise)	2%	Measured Annually					1.8%	This is the annual (3 month average) figure that we receive once a year, at the end of March.	Rob Henderson
CEGR 020 (A081B)	% of care leavers AfC are in contact with who ARE engaged in Education, Employment or Training (19, 20 and 21 year olds)	98%	56%	51%	48%	55%	60%	55%		Rob Henderson
CEGR 021	% of children for whom there is a school place at start of	100%	Measured Annually				100%	100%	Relates to Autumn Term commencing	Rob

PI Code	PI Short Name	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18		2017/18	Lead AD
		Value	Value	Value	Value	Value	Target	Value	Note	
(A063)	the autumn term								September 2017 (academic year 17/18).	Henderson
CEGR 022	% of resident families who were able to send their children to their first choice primary school	83.1%	Measured Annually				84.1%		Relates to Autumn Term commencing September 2017 (academic year 17/18).	Rob Henderson
CEGR 023	% of resident families who were able to send their children to their first choice secondary school	67.7%	Measured Annually				68.2%		Relates to Autumn Term commencing September 2017 (academic year 17/18).	Rob Henderson
CEGR 024	KS2 - Percentage of Pupil Premium Grant eligible pupils achieving the expected standard in Reading, Writing & Maths at KS2	38%	Measured Annually				51%		Latest available result relates to 2016/17 academic year.	Rob Henderson
CEGR 025	KS2 - Percentage of pupils achieving the expected standard in Reading, Writing & Maths at KS2	67%	Measured Annually				76%		Latest available result relates to 2016/17 academic year.	Rob Henderson
CEGR 026	KS4 - Average Attainment 8 score of pupils eligible for Pupil Premium Grant	42.9	Measured Annually				39.9		Latest available result relates to 2016/17 academic year.	Rob Henderson
CEGR 027	KS4 – Average Attainment 8 score (all pupils)	54.6	Measured Annually				52.7		Latest available result relates to 2016/17 academic year.	Rob Henderson

PLACE

2.1 PLACE: A GREEN BOROUGH

PI Code	PI Short Name	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18		2017/18	Lead AD
		Value	Value	Value	Value	Value	Target	Value	Note	
ECSR 003	% of household waste sent for reuse, recycling and composting (measured one quarter in arrears)	42.4%	41%	41.9%	42.8% Target 43%		N/A			Ishbel Murray
ECSR 004	% of public streets that have an acceptable level of litter	99%	100%	100%	100%	97%	98%	97%		Ishbel Murray
ECSR 007	Improved cycle routes (km) in the borough	N/A NEW	Measured Annually				2km		Relates to capital and revenue budgets spent on road resurfacing to provide improved facilities for cyclists; specific cycle lanes/routes were not targeted. Ham	Nick O'Donnell

PI Code	PI Short Name	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18		2017/18	Lead AD
		Value	Value	Value	Value	Value	Target	Value	Note	
									towpath has been improved with the Ham Cycling Quietway approved for implementation in 2018/19.	
ECSR 008	Net additional homes provided	460	Measured Annually			315	TBC		This indicator is reported six months in arrears. Final data for 2017/18 will be available after July 2018 and will be included in the quarter two performance report.	Tim Cronin
ECSR 009	Number of cycle parking facilities added through cycle parking programme	N/A NEW	Measured Annually				125		Estimate based on budget spent, excludes cycle parking delivered by third parties and development.	Nick O'Donnell
ECSR 010	Number of Electric Vehicle charging points (EVCP) approved in the borough	N/A NEW	Measured Annually				35			Tim Cronin
ECSR 011	Total cycle casualties on roads in the borough (minimise) (measured 18 months in arrears)	127 (2015 calendar yr)	Measured Annually				131		Latest full calendar year stats relate to 2016. 2017 stats should be available c. September 2018.	Tim Cronin
HRR 005	Number of affordable housing completions	N/A NEW	Measured Annually			109	58		Due to the construction process 3 schemes delivering 51 affordable homes projected to complete by the 31st March 2018 have been delayed. These new homes have not been lost to the programme and will be completed in 2018/19 making total forecast for 2018/19, 68.	Chris Jones

2.2 PLACE: SUPPORTING LOCAL BUSINESS AND THE ARTS

PI Code	PI Short Name	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18		2017/18	Lead AD
		Value	Value	Value	Value	Value	Target	Value	Note	
CEGR 033	Number of individual businesses with an active offer in the period - Business Offers Scheme	145	153	161	165	142	150	161		Mandy Skinner
CEGR 036	Number of Start-Ups as defined by new bank accounts	N/A NEW	778	1,552	2,140	2,180	2,361	2,180	2017/18 result covers 12 month period up to up to Feb 2018. A fall in business start-	Mandy Skinner

PI Code	PI Short Name	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18		2017/18	Lead AD	
		Value	Value	Value	Value	Value	Target	Value	Note		
										ups, measured by new business bank accounts, is reported nationally for year to date. Richmond's fall is considerably lower than that reported nationally and less than for London but is still below the target set at the beginning of the year.	
ECSR 012	Number of attendees to arts events	36,560	392	11,654	15,213	26,417	31,500	26,417		Year end performance is off target due to a delay in completion of the works on Orleans Gallery. There was a 2 month delay in re-opening. Orleans is the largest and most popular gallery and as result of closure has affected the overall arts events figure.	Ishbel Murray
ECSR 013	Number of physical visits to library sites per 1,000	7,548.9	1,857.6	3,841	5,696	7,375	7,518	7,375			Ishbel Murray
ECSR 014	Number of visitors to Orleans Gallery, Riverside Gallery and Stables Gallery	37,864	13,385	18,575	25,290	34,437	45,000	34,437		Year end performance is off target due to a delay in completion of the works on Orleans Gallery. There was a 2 month delay in re-opening. Orleans is the largest and most popular gallery of the 3 and as result of closure has affected the overall figure.	Ishbel Murray

2.3 PLACE: A SAFE BOROUGH

PI Code	PI Short Name	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18		2017/18	Lead AD	
		Value	Value	Value	Value	Value	Target	Value	Note		
CEGR 030	Overall Crime rate per 1,000 residents (measured one quarter in arrears)	14.05	17.61	17.12	16.75 TARGET 14.25				N/A	Data received a quarter in arrears. A year-to-date increase in crime of 15.9%, heavily influenced by increases in total burglary and theft from vehicle. The Sept-Dec period (Q3) is often the most challenging for burglary due to increased hours of darkness during autumn and winter. Provisional Q4 data shows an improved position. Despite the increase in	Houda Al-Sharifi

PI Code	PI Short Name	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18		2017/18	Lead AD
		Value	Value	Value	Value	Value	Target	Value	Note	
									crime, Richmond returned to the 4th lowest crime rate in London for Q3, having risen to 8th for both Q1 and Q2.	
CEGR 031	Percentage of the IOM cohort who reoffend	19%	12%	13%	9%	Not available	66%	Not available	It has not been possible to obtain this data for Q4 due to unforeseen staffing changes outside of the Council. Performance in previous quarters has consistently been on target and efforts are underway to avoid the lack of data occurring in future.	Houda Al-Sharifi
CEGR 032	Reduction in the level of domestic abuse risk experienced by those accessing the IDVA service	N/A NEW	36%	40%	41%	40%	41%	39.4%	Performance was slow at the beginning of the year, improving in Q3 but dropped slightly in Q4 to only 1% below target. The measure is being reviewed due to reliability issues about identification of risk and measurement of reduction.	Houda Al-Sharifi

RESOURCES

3.1 RESOURCES: A LOWER TAX BOROUGH

PI Code	PI Short Name	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18		2017/18	Lead AD
		Value	Value	Value	Value	Value	Target	Value	Note	
RESR 001	Achievement of efficiency reductions in spend	£5,323,000	Measured Annually				£12,747,000	N/A	This result will not now be available until July 2018 and therefore will be reported with Q1 18/19 performance.	Fenella Merry
RESR 002	Overall cost per head (per resident) of all Council run &/or commissioned services	£567	Measured Annually				£591	N/A	This result will not now be available until July 2018 and therefore will be reported with Q1 18/19 performance.	Fenella Merry
RESR 003	Council Tax Collection Rate	98.56%	35.04%	61.79%	89.2%	98.5%	98.5%	98.5%		Graham Russell
RESR 004	Non-Domestic Rates (Business Rates) Collection Rate	98.13%	30.15%	56.1%	82%	98.3%	97.5%	98.3%		Graham Russell

PI Code	PI Short Name	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18		2017/18	Lead AD
		Value	Value	Value	Value	Value	Target	Value	Note	
RESR 005	Percentage of invoices paid on time	86.25%	70.40%	65.70%	71.00%	66.80%	90.00%	68.47%	The accounts payable function was outsourced to Capita from 1 April 2017 and a new Purchase to Pay online system was introduced to replace a previously paper based process. Some initial technical problems with the new system led to delays in the prompt payment of invoices. A recovery plan and joint taskforce was set up with Capita to deal with invoice blockages and overall performance has continued to improve. The successful clearing of overdue invoices has a negative effect on performance against this indicator.	Fenella Merry

3.2 RESOURCES: AN ACCOUNTABLE AND OPEN COUNCIL

PI Code	PI Short Name	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18		2017/18	Lead AD
		Value	Value	Value	Value	Value	Target	Value	Note	
CEGR 040	% of Stage 2 Corporate Complaints responded to within 25 working days	41.18%	54.55%	27.78%	87.5%	41.67%	50%	46.94%	Every effort is made before the 25 working day deadline to try and ensure responses go out on time, and staff always keep the complainant informed if there are any delays. However, the success rate is unpredictable and depends on the complexity of the case. This target will continue to be a challenge but every effort is being made to meet this moving forwards.	Mandy Skinner
CEGR 041	Percentage of FOI requests completed within 20 day limit	96%	91%	92%	93%	87%	90%	91%		Mandy Skinner

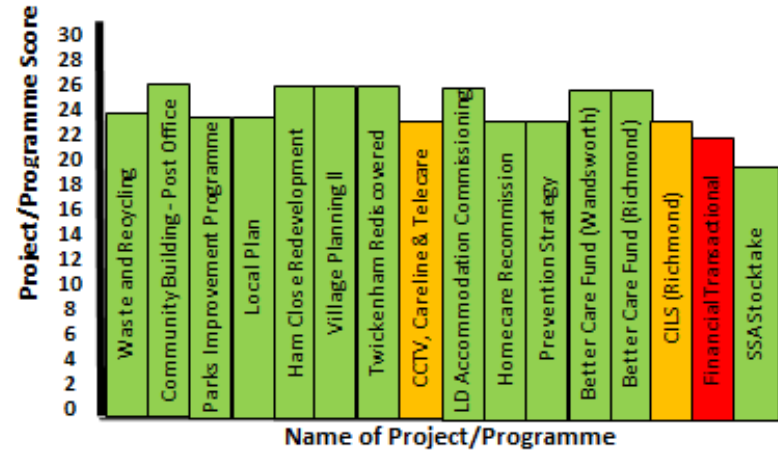
3.3 RESOURCES: COMMUNITY LEADERSHIP

PI Code	PI Short Name	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18		2017/18	Lead AD
		Value	Value	Value	Value	Value	Target	Value	Note	
CEGR 043	% of satisfaction among small voluntary organisations	86%	Measured Annually				86%	93.5%		Mandy Skinner
CEGR 044	Number of Civic Pride projects that have been completed and met objectives	N/A NEW	Measured Annually				26	24	There were 27 awards in 2017/18 but 3 have not yet been completed. One applicant is awaiting planning permission before the grant can be claimed. For the other applicant we are awaiting confirmation that they have secured all funding for a large capital appeal before the grant will be released. For the final project we are awaiting confirmation of the final budget. Officers have no concerns about these projects and expect to release funds once these conditions have been met.	Mandy Skinner

3.4 RESOURCES: INVOLVING OUR COMMUNITY

PI Code	PI Short Name	2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18		2017/18	Lead AD
		Value	Value	Value	Value	Value	Target	Value	Note	
CEGR 045	Number of local community led projects delivered	22	Measured Annually				25	35		Mandy Skinner

Project/Programme Management Update



Project / Programme Status	No	%
Green	13	81.25%
Amber	2	12.5%
Red	1	6.25%
TOTAL	16	100%

Key Projects and Programmes with Amber or Red Status					
Name	Cost	Time	Delivery	Commentary	Sponsor
CCTV, Careline, Telecare & Out of Hours	Green	Amber	Green	<p>Behind programme due to delays in procurement timetable. However, there is still potential for delays to be mitigated later in the programme and there is no threat to overall delivery.</p> <p>Currently in the tendering phase with open days held for tenderers and site visits conducted. The Invitation To Tender has been issued and four tender submissions have been received.</p>	Brian Reilly
Community Independent Living Service (CILS)	Amber	Amber	Amber	<p>Significant slippage against December 2017 procurement completion target - agreed in April 2017. Timeline for project has been extended and completion not now expected before March 2019, but overall objectives remain on track.</p> <p>Detailed procurement plans to be presented for agreement by Directors' Board and then to Cabinet in June.</p>	Derek Oliver
Financial Transactional Services	Amber	Red	Amber	<p>The movement of invoices through the system is improving and means that there are fewer delays in making payment. Where payment is delayed weekly statistics allow for prompt targeting. There is still some embedding of processes across modules which should stabilise over the coming months. The stability of the system is good and downtime has been minimal.</p> <p>The aim is to reach business as useful over the coming months as there still remains issues with some processes that need to be reviewed and others that need consolidating.</p>	Mark Maidment