

CHIEF EXECUTIVE – PERFORMANCE Q2

- Significant ‘in year’ pressures and increased demand for some services, for example homelessness and human resources , creating issues with capacity, resilience and ability to meet our required service standards.
- Greater financial uncertainty about future years funding making planning to deliver sustainable services more difficult, pay awards and inflationary costs well in excess of budgeted amounts.

Commitments 2022-23	RAG – current progress against commitment					All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators	
	Total	Blue	Red	Amber	Green	Performance vs Target	Trend vs Q2 2021-22	Performance vs Target	Trend vs Q2 2021-22 (Excluding finance)
Q2 2022-23 Directorate Commitments to delivering Wellbeing Objectives									
Wellbeing Objective One – Supporting a successful sustainable economy	1				1				
Wellbeing Objective Two – Helping people and communities to be more healthy and resilient	2			1	1				
Wellbeing Objective Three – Smarter use of resources	4				4				

Finance

Revenue Budget

- The net revenue budget for the Directorate for 2022-23 is £22.515m.
- The current year-end projected outturn is **£21.857m** with a projected under spend of **£658,000**.

Capital Budget

- At Q2 the capital budget for the Directorate for 2021-22 is **£5.049m**, with total expenditure of £934,000 and no foreseen under or overspend to planned budget.

Efficiency Savings

Savings (£000)	2022-23	% 2022-23
Savings Target	£48	100%
Likely to be achieved	£48	100%
Variance	£0	0%

Additional financial information is provided in the Budget Monitoring 2022-23 – Quarter 2 Revenue Forecast report presented to Cabinet on 18 October 2022.

Risks

Oversight of corporate risks are collectively undertaken and managed by the Corporate Management Board (CMB). The Corporate risk register can be found as Appendix E and should be viewed in the overall context of the performance of this dashboard to understand the risks. Some are Council wide whilst others focus on specific directorates.

Workforce - The labour market remains very challenging in many disciplines, including social care. Some measures have been implemented to seek to mitigate and treat the risks including use of the new market supplement policy, an enhanced grow your own programme for both apprentices and graduates and more innovative practise around things like international recruitment. However, out of necessity, while clearly undesirable, the use of agency staff remains high in some areas and vacancies impact on the capacity of the organisation to deliver all of its objectives and can lead to an impact on wellbeing and increased pressure on the depleted number of staff in work.

Suppliers - The Council has a procurement strategy and procurement processes in place to try to mitigate supplier failure. When tendering for services the Council requires contingency arrangements to be in place to allow for the eventuality of supplier failure (for example in the case of refuse and recycling collection contracts). The Council also seeks to shape the market where possible to avoid over reliance on single suppliers (for example in social care). Where appropriate contract conditions are included to ensure the contractor has the appropriate level of security required for the service they provide. This will differ depending on the nature of the service and the legal requirements applicable. Services are also doing more to work with suppliers to ensure early dialogue when suppliers are under financial pressure. However, currently most procurement exercises are coming in higher than the budget/estimates, often requiring re-tendering and therefore additional work, and causing pressures on allocated budgets for services and capital development.

Budget – the budget for the current year remains under significant pressure due to the impact of inflation across the services, in particular energy and commodity costs, the pay rise agreed for this year and the cost of living situation. The budget is being closely monitored and reported to Cabinet and the Corporate Overview and Scrutiny Committee (COSC). This pressure is also being evidenced in the capital programme in a number of ways including a reduction in the number of tenders being received for schemes, the cost of tenders being higher than anticipated and delays due to issues within the supply chain.

Budget planning – the financial pressures being experienced in the current year are predicted to continue into the 2023/2024 financial year and therefore are being brought into the budget planning process. At the current time, the late announcement of the draft financial settlement for the coming year is impacting on the budget planning process. The draft settlement is due to be announced on 13th December 2022.

Homelessness – the number of individuals and families presenting as homeless continues to be above the pre pandemic levels as a result of a change in Welsh Government guidance in this area. There is a shortage of suitable accommodation in the county borough. The service continues to work with the social and private landlords to address this matter, but this will take time to achieve. In the short term, the Council is working with V2C to bring some long-term void properties back into use and these properties are planned to be back in use by the end of this financial year.

Consultation, Engagement & Involvement

- Air quality consultation carried out by the Shared Regulatory Service (SRS) in relation to Park Street Bridgend County Borough Council.
- A survey on the budget for 2023/2024 is being planned and will be launched at the end of Q3. The findings will inform the final budget proposals for the coming financial year.
- A staff survey has been developed and will be circulated in the next quarter. This will engage staff and their responses will feed into the ongoing development of the strategic workforce plan.

Implications of Financial Reductions on Service Performance and other Key Issues/challenges

- The Chief Executives Directorate (CEXs) has a saving target of £48,000 in the current financial year and is on target to meet this requirement. The impact of the savings is anticipated to be minimal.
- The service is showing underspends in a number of service as a result of staffing vacancies, which remain vacant despite having been advertised. Whilst this supports the overall financial position, it is putting teams that are already working at capacity, under additional pressure and will impact on the ability of teams to complete work in a timely manner.
- The overall increased demand on services and the workforce challenges which mean that we are often operating with reduced capacity as many posts cannot be filled are creating some service performance issues. Forecasted financial reductions moving forward will be difficult to identify without further compromising service quality, which in turn has direct impact on other front-line services where the corporate support lies in the CEXs Directorate.
- Specifically the current performance challenges include:
- Homelessness indicators are 'red' or trending downwards.
- Percentage of households threatened with homelessness successfully prevented from becoming homeless, quarter 2 position 12.4%, end of year target 30%, so achievement at risk. Duty on local authorities brought in during the pandemic has brought unprecedented demand on social housing stock, and Welsh Government (WG) sets a high bar for acceptable solutions.
- 168 Ukrainian refugees in Bridgend requiring long term housing has increased demand for homes.
- Impact of the Renting Homes (Wales) Act 2016 and a buoyant private sector market, has reduced the number of homes available to rent as landlords choose to pursue other options.
- Directorate sickness has increased marginally, as measured by the number of working days or shifts per FTE lost due to sickness, quarter 2 performance is 3.5 days, year-end target is 7 days, but at the same time last year it was 3.2 days.
- The overall Council position at quarter 2 is 5.9 days.
- The majority of sickness in CEXs is long term at 74%.
- Over 50% of all sickness relates to stress, anxiety and depression.
- Significant recruitment and retention problems mean that vacancy levels are high in many services causing capacity issues but leading to increased pressure on those staff working and a fatigued and depleted workforce.
- Increased demand for many services means that the design and resourcing of some services cannot easily cope.
- Increased uncertainty in terms of service sustainability and ongoing changes to work practices and environment.

Regulatory Tracker





Report Issued	Name of Audit/Regulator	Recommendation/Proposal for Improvement	Action in Q1&Q2 2022-23	RAG (at end Q2)	Open/Closed
Oct 2022	Audit Wales, Springing Forward - Strategic Workforce Management	R1 The Council needs to urgently develop its strategic workforce approach, embedding the sustainable development principle at its core, to enable it to address the significant workforce issues it faces.	The development of a strategic workforce plan has not progressed as quickly as hoped. The Human Resources (HR) management structure is extremely lean and key strategic managers have been heavily involved in operational issues to support corporate priorities, particularly Childrens Services. Many of the RED activities are operationally linked to workforce planning. It is anticipated this work will develop further during the early part of 2023.	RED	Open
		R2 The Council should develop a suite of strategic quantitative and qualitative measures to enhance its ability to understand the impacts and affordability of its workforce plans and actions.	Workforce plans will need to be developed, which are aimed at getting the right people in the right place at the right time to deliver corporate priorities (wellbeing objectives). These will need to be aligned to financial planning. The current budgetary pressures will impact on the ability to fully implement an effective workforce plan on a corporate wide basis.	AMBER	Open
		R3 The Council should also explore opportunities to benchmark its own performance over time and its arrangements with other bodies to provide a different dimension to its performance management data. Whilst also offering an insight to how other bodies are performing and discovering notable practice elsewhere.	This work is ongoing with the Welsh Local Government Association (WLGA).	AMBER	Open
Aug 2021	Audit Wales, Financial Sustainability Assessment	P1 Accurate forecasting of expenditure. Officers should provide full Council with its annual outturn to budget report to improve transparency and provide members with opportunities to compare and challenge budget to outturn.	The final out turn report for 2021/22 was presented to both Council and the Governance and Audit Committee in June this year.	BLUE	Closed
June 2021	Audit Wales, Review of Arrangements to Become a 'Digital Council'	P1 The Council could improve its Digital Strategy.	A light touch review of the Digital Strategy was completed in 2022. A full review will be undertaken in 2023 when the digital priorities for the Council have been reaffirmed.	AMBER	Open
		P2 The Council should strengthen some governance arrangements to deliver the strategy.	A Digital Transformation Board is now in place, consisting of representation from across all service areas. Updates from each Board meeting is fed back to Directorate Management Team (DMT) meetings and to the Corporate Management Board (CMB) on a quarterly basis.	GREEN	Open
		P3 - The Council should consider improving communication with staff / members to evoke the culture necessary to change.	When the new Digital Strategy is agreed, it is proposed to launch the new strategy and then a regular update will be included in the staff newsletter. Work is also being done to develop an Extranet/Intranet to aid communication with employees that don't have corporate ICT so that they can access via their own ICT equipment.	AMBER	Open

KEY:

Overall performance judgement	
Status	Descriptor
EXCELLENT	Very strong, sustained performance and practice
GOOD	Strong features, although minor aspects may require improvement
ADEQUATE and needs improvement	Strengths outweigh weaknesses, but important aspects require improvement
UNSATISFACTORY and needs urgent improvement	Important weaknesses outweigh strengths

Commitments		
Status	Meaning	Descriptor
BLUE	Complete	Project (or task within a project/plan) is completed and is no longer a priority.
GREEN	Progressing as planned and according to designated time, budget and desired outcomes.	Actions completed within timescales, on budget and evidence of achieving desired outcomes
AMBER	Issues that could delay progress	Task/action looks liable to go over budget Task/action agreed deadlines show slippage Task/action within 2 weeks of deadline - not started Risk or issue score increases (review required)
RED	Significant issues	Task/action over budget Task/action agreed deadline breached Risk or issue score increases to critical or catastrophic

Performance indicators	
Status	Definition
GREEN	On target or better AND Performance has improved compared to last year (or performance is at maximum and cannot be improved on)
YELLOW	On target
AMBER	Target is within 10%
RED	Target is missed by 10% or more

Performance Indicators (Trend)		Performance Indicator types	
	Performance has improved compared to last year.	CP	Corporate Plan indicator
	Performance has maintained (this includes those at maximum)		
	Performance has declined BUT within 10% of the last year		
	Performance has declined by 10% or more compared to previous year		

WBO1: Supporting a successful sustainable economy

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.2.4 Cross cutting commitment	Providing the right infrastructure and support for business to overcome the impact of the COVID-19 situation by: <ul style="list-style-type: none"> Deliver and implement the Corporate Procurement Strategy to boost the foundational economy (CED). 	Green	Work is continuing with procurement strategies factoring in social value. The majority of tenders are weighted heavily on quality as opposed to price. Work is ongoing and strategies are starting to include premarket engagement events to work with the market on Covid recovery, Brexit and any potential barriers the tendering process brings to bidders. Lotting strategies are being considered to allow more small and medium sized enterprises (SME's) to bid for work. Work is ongoing with our e procurement project and purchasing card holders are encouraged via Amazon Business to select local sellers.	

WBO2: Helping people and communities to be more healthy and resilient

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.2.3	Work with households and partners to prevent people from becoming homeless, and support vulnerable people including rough sleepers, by providing a range of accommodation options reacting to the changing guidance from Welsh Government as part of the COVID-19 response. Aiming to support households to transition into long term solutions to prevent homelessness and escalation into statutory services. (CED)	Green	The housing service continues to work to Welsh Government policy requirement of an all-in approach and responds to daily homelessness presentations. Working with partners the service provides a range of accommodation options to meets housing needs and works with the 3 rd sector to provide housing related support to those in need. Partnership working with the Registered Social Landlords (RSL's) is taking place to secure additional capital funding from Welsh Government under the Transitional Accommodation Capital Programme to increase the supply of temporary accommodation.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
DOPS39 CP WBO2	The percentage of people presenting as homeless or potentially homeless, for whom the Authority has a final legal duty to secure suitable accommodation. <i>Lower Preferred</i>	19.2%	30%	30%	4%	2.9%	↓	Quarterly Indicator Target Setting: WG has confirmed that the new guidance will remain in place and an 'all in approach' is expected of local authorities to ensure no-one is homeless. This continues to influence demand and response Performance: Homeless presentations continue to increase, there is a lack of permanent accommodation enabling earlier intervention and prevention in both the private and social rented sector. The private rented sector is quite often out of reach of our clients as the local housing allowance rate is considerably lower than market rents. More private tenants are leaving the sector and service notice on their tenants as a result.
PAM/012 (DOPS15) CP WBO2	Percentage of households threatened with homelessness successfully prevented from becoming homeless <i>Higher Preferred</i>	30.5%	30%	30%	12.4%	8.4%	↑	Quarterly Indicator Target Setting: WG has confirmed that the new guidance will remain in place and an 'all in approach' is expected of local authorities to ensure no-one is homeless. This continues to influence demand and response Performance: Welsh Government continued the covid emergency measure of the all-in approach meaning we have a duty to provide accommodation to all that present to the Authority. This has resulted in unprecedented demand on social housing the stock of which has always been lower than demand, but this is particularly more so now. Since Covid-19, the private rented sector has become buoyant resulting in landlord selling properties or, increasing rents considerably above the amount most household we support can afford to pay, this is no longer a tenure considered suitable. The Renting Homes (Wales) Act 2016 implemented on 1st December 2022 has already resulted in landlords in the private rented sector selling their properties or, changing their use to holiday lets such as Air BnB.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.2.4	Work with landlords to return empty properties back into use helping to increase the availability of housing for sale or rent in line with the empty property strategy. (CED)	Amber	Work on providing loans and grants to empty properties landlords continues but the new Renting Homes (Wales) Act 2016, which places increased responsibility on the landlord and increased security for tenants is expected to have an impact going forward in relation to rental arrangements. Welsh Government is proposing a new Empty Properties Scheme (similar to previous Western Valleys Scheme), but Ministerial approval has not yet been given and further details are expected in the near future.	27/10/2022: Quarter 2: To be identified when further details available from Welsh Government

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
PAM/045 CP WBO2	Number of additional dwellings created as a result of bringing empty properties back into use <i>Higher Preferred</i>	3	7	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Target Retained Performance: No Performance Comments
PSR004 (PAM/013) CP WBO2	Percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority <i>Higher Preferred</i>	4.89%	6%	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Target Retained Performance: No Performance Comments

Other indicators linked to achieving WBO2

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
PAM/015 (PSR002) Local WBO2	Average number of calendar days taken to deliver a Disabled Facilities Grant <i>Lower Preferred</i>	282.12 days	322 days	322 days	Awaiting data	307.31 days	N/A	Quarterly Indicator Target Setting: Target set to reflect internal and external factors currently in place Performance: No Performance Comments
PSR009a Local WBO2	The average number of calendar days taken to deliver a Disabled Facilities Grant for: a) Children and young people <i>Lower Preferred</i>	421 days	472 days	472 days	Awaiting data	482 days	N/A	Quarterly Indicator Target Setting: Target set to reflect internal and external factors currently in place Performance: No Performance Comments
PSR009b Local WBO2	The average number of calendar days taken to deliver a Disabled Facilities Grant for: b) Adults <i>Lower Preferred</i>	286.27 days	250 days	250 days	Awaiting data	328.48 days	N/A	Quarterly Indicator Target Setting: Target set to reflect internal and external factors currently in place Performance: No Performance Comments

WBO3: Smarter use of resources

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.1	Work with the regional delivery group to identify and agree regional procurement frameworks fit for purpose to deliver economies of scale on common and repetitive spend. (CED)	Green	Work is still ongoing with the regional delivery group and the priority for this year is the re-tender of the food frameworks led by Caerphilly. For common and repetitive spend, where economies of scale is appropriate, national frameworks will continue to be utilised. There have been 6 Regional frameworks set up so far. The Authority will also continue to utilise the South East Wales Technical and Professionals Services Framework (SEWSTAPS) for specialist projects.	

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.2	Provide support to facilitate organisational and cultural change. This will include workforce engagement; the development of new and existing employees; and enhancing skills capacity through investment in the corporate apprenticeship programme. (CED)	Green	The promotion of employee wellbeing is a priority and this integral to the management and development of the workforce. This can be evidenced in new policies and communications and will be part of the forthcoming staff survey. Opportunities exist for employees to develop skills in a range of areas as well as access qualifications. The Authority's grow your own schemes are progressing well with further graduate opportunities being used to fill roles in key areas.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
CED28 Local WBO3	Percentage of staff participating in the staff survey <i>Higher Preferred</i>	33.04%	44.5%	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Target Retained Performance: No Performance Comments
DOPS36 CP WBO3	The number of apprentices employed across the organisation <i>Higher Preferred</i>	40	36	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: To increase the number of apprentices employed across the organisation Performance: No Performance Comments
PAM/044 Local WBO3	Number of apprentices, excluding teachers, on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees <i>Higher Preferred</i>	14.06	N/A	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: To increase the number of apprentices employed across the organisation Performance: No Performance Comments

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.3 Cross cutting commitment	Implement the planned budget reductions identified in the Medium-Term Financial Strategy (MTFS), in particular for the 2022-23 financial year, set annual balanced budgets and establish long term financially sustainable solutions. (CED)	Green	The Chief Executive's Directorate is currently projecting no shortfalls against any of the MTFS proposals for 2022-23. The net budget for the Directorate for 2022-23 is £22.515 million. Projections at Quarter 2 anticipate an under spend against this budget of £658,000. Future MTFS proposals and budget pressures are presented and considered at the Chief Executive's DMT meetings on a regular basis.	

Performance Indicators

PI Ref No	PI Description	Annual indicator target 22-23 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
CED21 CP feeder Local WBO3	The value of proposed MTFS budget savings in the Chief Executive's Directorate Higher preferred	£48	£0	0%	£0	0%	£48	100%	See WBO3.2.3

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.4 Cross cutting commitment	Adapt our ways of working to make better use of our assets and build on the technological progress accelerated by COVID-19. (CED)	Green	Work to adapt the Council's way of working to make better use of assets and build on the technological progress accelerated by COVID-19 continues to make good progress, with a number of commitments now complete. Work is directed through the Future Service Delivery and Digitalisation boards and is aligned to ensure that the Council is able to realise the maximum impact of all developments. A new Flexitime Working Scheme has been implemented and a new Hybrid Working Policy is set to take effect from 31 October 2022. Both will be reviewed following an interim period.	

Other indicators linked to achieving WBO3

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
PAM/023 (PPN009) Local WBO3	Percentage of food establishments that meet food hygiene standards Higher Preferred	97.38%	94%	94%	98.21%	97.29%	↑	Quarterly Indicator Target Setting: Target Retained Performance: No Performance Comments

Other

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
CED22 Local Other priority	The number of working days/shifts per full time equivalent (FTE) Local Authority employee lost due to sickness in the Chief Executive's Directorate Lower Preferred	7.08 days	No target	N/A	3.55 days	3.27 days	↓	Quarterly Indicator Target Setting: To improve performance Performance: The Directorate's absence rate has seen a slight increase when compared with the previous year for 1 April to 30 September. Overall monitoring of absence levels is undertaken at the Directorate Management Team meetings, where there is a focus on compliance with policy and procedures. All longer-term absences are being managed in accordance with the absence

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
								management policy and there continues to be a focus on supporting employees to manage their wellbeing.
CHR002 (PAM/001) Local Other priority	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (BCBC) <i>Lower Preferred</i>	12.36 days	No target	N/A	5.89 days	5.18 days	↓	Quarterly Indicator Target Setting: To improve performance Performance: <i>No Performance Comments</i>
CORPB1 Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (BCBC Overall) <i>Higher Preferred</i>	76.65%	100%	100%	data unavailable	N/A	N/A	Quarterly Indicator Target Setting: Mandatory training for all staff, therefore, target set at 100% Performance: <i>No Performance Comments</i>
CORPB1c Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (Chief Executives Directorate) <i>Higher Preferred</i>	98.40%	100%	100%	data unavailable	N/A	N/A	Quarterly Indicator Target Setting: Mandatory training for all staff, therefore, target set at 100% Performance: <i>No Performance Comments</i>

Sickness broken down by Service Area

Unit	FTE 30.09.2022	QTR2 2021-22			QTR2 2022-23			Cumulative Days per FTE 2021-22	Cumulative Days per FTE 2022-23
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE		
Business Support	33.20	27.00	4	0.79	52.18	5	1.57	3.98	2.64
Finance, Performance & Change	269.49	445.37	46	1.79	604.44	52	2.24	3.34	3.76
Legal, HR & Regulatory Services	100.62	96.20	16	0.96	137.00	19	1.36	2.90	3.30
Chief Executive Directorate Total	404.31	568.57	66	1.48	793.62	76	1.96	3.27	3.55

Sickness Absence by Reason

Absence Reason	Chief Executive Directorate			
	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	0	0	0.00	0.00%
Chest & Respiratory	24.97	12.98	37.95	2.65%
Coronavirus COVID - 19	7.00	15.54	22.54	1.57%
Eye/Ear/Throat/Nose/Mouth/Dental	33.70	28.00	61.70	4.30%
Genitourinary / Gynaecological	1.00	4.28	5.28	0.37%
Heart / Blood Pressure / Circulation	61.00	16.00	77.00	5.37%
Infections	10.00	21.00	31.00	2.16%
MSD including Back & Neck	11.50	26.04	37.54	2.62%
Neurological	45.65	10.03	55.68	3.88%
Other / Medical Certificate	48.51	8.00	56.51	3.94%
Pregnancy related	24.00	7.00	31.00	2.16%
Stomach / Liver / Kidney / Digestion	47.82	52.61	100.43	7.00%
Bereavement Related	75.92	15.00	90.92	6.34%
Other Mental illness	0	56.00	56.00	3.90%
Stress/Anxiety/Depression not work related	169.41	419.13	588.54	41.04%
Stress/Anxiety/Depression work related	80.00	102.00	182.00	12.69%
Tests / Treatment / Operation	0	0	0.00	0.00%
TOTALS	640.48	793.62	1434.10	

