

## FINANCE & PERFORMANCE SCRUTINY - 20 JUNE 2016

### PERFORMANCE & RISK MANAGEMENT FRAMEWORK 2015/16 END OF YEAR SUMMARY FOR 2015/16 REPORT OF DEPUTY CHIEF EXECUTIVE (CORPORATE DIRECTION)



Hinckley & Bosworth  
Borough Council

*A Borough to be proud of*

#### WARDS AFFECTED: ALL WARDS

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#### 1. PURPOSE OF REPORT

- 1.1 To provide the Finance & Performance Scrutiny with the end of year 2015/16 outturn position for :
- Performance Indicators including available benchmarking
  - Service Improvement Plans
  - Corporate risks
  - Service area risks

#### 2. RECOMMENDATION

- 2.1 Note the end of year (2015/16) position for items listed at 1.1 above
- 2.2 Recommend any actions that should be taken to improve performance on indicators that failed to meet target
- 2.3 Recommend any actions that should be taken to address Service Improvement Plan actions that did not meet their target dates
- 2.4 Review risks that pose the most significant threat to the Council's objectives and priorities (red risks)

#### 3. BACKGROUND TO THE REPORT

- 3.1 Hinckley and Bosworth Borough Council provide a wide range of services that are delivered to the community and set strategic aims that help focus on priorities in order to deliver the vision: **"A Borough to be proud of"**.

This is achieved by managing performance in the following ways:

- On a daily basis within each section
  - On a monthly basis within each service area
  - On a quarterly basis through the council's decision-making process
  - On an annual basis through the production of the council's "Corporate Plan"
- 3.2 The Council's performance is monitored through Service Improvement Plans and includes performance indicators which are measurable. These are set by the Council to show how well local priorities and objectives are being met.
- 3.3 Inherent in the corporate aims and outcomes are "risks" that create uncertainty. The Council recognises it has a duty to manage these risks in a structured way to help ensure delivery of priorities and to provide value for money services. The Council has a Risk Management Strategy which sets out the framework for the monitoring and management of risks.
- 3.4 Performance and risk management is embedded into all the Council's business activities in a structured and consistent manner. All Service Improvement Plans which

include Performance Indicators and Risks are held and managed on the Council's performance management system: TEN

#### 4. OVERALL SUMMARY FOR 2015/16

4.1 Performance Indicators - for the financial year (2015/16). There were **seventy four** performance indicators that measured and monitored performance across council services.

Out of these seventy four indicators, **twenty one** missed their target. These are detailed below:

Indicator	2015/16 target	2015/16 actual	Comments
Corporate Governance: LCUS1b. Customer services lost calls	15.00%	19.99%	Due to annual billing and the introduction of a new garden waste service the percentage of lost calls increased from 10.16% last month to 19.99%. Customer Services continue to try and resolve up to 70% of calls at first point of contact and this approach impacts on both average wait time and lost calls. Following customer feedback, we introduced an initial holding message that advises customers of their position in the queue allowing them to make a decision on whether to hold for their call to be answered or to call back later.
Corporate Governance: LCUS3. Customer services person sees customer within 10 minutes	80.00%	77.80%	The time taken to serve customers on the POD's continues to rise slightly month by month as the level of support required by customers continues to increase. All visitors are seen at Meet and Greet on arrival and only customers needing assistance are issued tickets to see an advisor. Satisfaction results continue to support customers are happy to wait for the service provided.
Housing Repairs: LHS2. Percent of priority 2 works completed on time	100.00%	98.28%	Since the reduction made to the number of priority 2 jobs completed out of target by 58% in November, we have continued to improve this service by reducing it even further. In November 6 jobs were completed out of target, and in January, February and March no Priority 2 jobs were completed out of target.

Indicator	2015/16 target	2015/16 actual	Comments
Cultural Services: SAP16. VFM based on attendances - Sport & Physical Activity Commissioning Plan	8.68	9.19	Satisfied with the year end VFM output for S&PA Commissioning. Slightly higher than predicted due to two projects with challenging targeted people, ie Fit Buddys
Cultural Services: CS4. Increase footfall at Hinckley Leisure Centre	610,000	450,847	The footfall target set at the beginning of the monitoring period was overly ambitious. The transition to the new facility had an impact on user numbers
Cultural Services: BV119a. Resident satisfaction with sports & leisure facilities	81%	77%	Target missed mostly because of low satisfaction levels from residents in the wards: - Barlestone, Nailstone & Osbaston - Markfield, Stanton & Field Head - Ratby Bagworth & Thornton - Twycross & Witherley with Sheepy
Street scene: BV86. Cost of household waste collection	£30.00	£36.00	The increase is due to a reduction in recycling credit income from Leicestershire County Council 350k & increased Palm recycling charges 160k
Street scene: R&R1a. Number of justified missed bins	900	982	End of year performance was within 15% of target and noting that the target of 900 was a "stretch" target and 982 misses out of annual collections of 3.7M collections is low at 0.03%. Target revised for 2016/17 as agreed at Joint Boards Q3 review meeting.
Street scene: BV89. Resident satisfaction with street cleanliness	84%	81%	Slight drop in satisfaction across most wards has resulted in not quite hitting this year's target. Residents from the following wards however were more satisfied than the overall average of both this survey and the previous survey: - Barlestone, Nailstone & Osbaston - Cadeby, Carlton & M. Bosworth - Groby - Markfield, Stanton & Field Head
Street scene: BV90a. Resident satisfaction with waste collection	92%	91%	Target missed by 1%. Residents from the following wards were not as satisfied as the overall average: - Ambien - Barlestone, Nailstone & Osbaston - Burbage, St Catherines & Lash Hill - Hinckley Trinity - Newbold Verdon with Desford & Peckleton - Ratby Bagworth & Thornton
Corporate Governance: BV16a. % of employees with a disability	4.00%	2.70%	Reduced establishment and employee turnover now 11 employees out of 412 with a disability. Target to be reviewed for 2016/17








Indicator	2015/16 target	2015/16 actual	Comments
Street Scene: NI191 – Residual Household waste per household	405	428.55	Outturn is estimated (confirmed data awaited) at slightly lower than the 2014/15 outturn of 431kg/ph but higher than target of 405 kg/ph (which was reflective of a downward trend in residual waste between 2013/14 and 2014/15). Performance is predicted to be marginally better than 2014/15 with residual waste stabilising nationally in view of increasing economic activity rather than continuing to decline."
Street Scene: NI192 - Household waste sent for reuse, recycling & composting	54.00%	52.00%	End of year audited data will not be available until November 2016. Indicative figures received up until December, indicate end of year performance will be comparable to 2014/15 at 52%. The target for 2016/17 will be revised in view of the amendments made to the garden waste collection service
Revs & Bens: LRBP1. Council tax - in year collection rate	98.10%	97.70%	Following implementation of new staffing structure focus has been on training staff in their new generic roles. In addition a review has taken place on debt enforcement routines to automate certain activities and work on this is on-going. From April 2016 issue of recovery documentation has been brought forward so this should see an improvement in the collection rate moving forward.
Revs & Bens: LRBP7. Housing Benefit overpayments collection rate	38.00%	36.55%	
Street Scene: LI195 Assessment of street cleaning surveys	498	574	Q4: Slight decrease in cleansing standards within some sites across our rural villages. Sites monitored first week and last week of the quarter. Drop in standards mainly due to reduced numbers of staff working in these areas, during this quarter the Clean Neighbourhood Officer left the authority. This issue has now been rectified, a new officer will be starting in May and cleansing standards will improve.
Planning: LCD61. B.C.Plans determined & returned within 5 weeks/2 months	90.00%	96.97%	The target for assessing these building regulations applications has been set at a high level given the need to be competitive with private sector Inspectors. A very small number of applications missed the 5-weeks / 2-months target during 2015/16 resulting in a modest dip to 96.97%"
Planning: NI157b. Processing of Planning apps - minor	80%	76.05%	The service has seen a high turnover of staff during 2015/16. This has accounted for some applications being determined out of time that would have otherwise have been processed quicker. Steps to address this are being taken for 2016/17."
Indicator	2015/16 target	2015/16 actual	Comments

Planning: NI157c. Processing of Planning apps – other	85%	84.37%		A challenging target of 85% was set for 2015/16 – 5% higher than the national target. The service came within a small number of application of achieving this target despite a high turnover of professional planning staff during the year
Housing: LHS213. Housing advice, preventing homelessness	700	689		There were a total of 78 presentations in March 2016. 49 cases were prevented and 29 were not prevented. Plus 159 DHP figure.
Finance: LI009 Debt over 90 days old as a % of aged debt	25.00%	34.90%		LCC held back payment of £70k over 90 days. There is VAT of £79.3k that has been provided for but not written off, but need to be written off. When these two large amounts are adjusted for, the performance is 23.3%.

Two PI's are still to be reported on:

- NI185 CO2 reduction from local authority operations
- EM7 Service charges recovery from commercial estate (excl' Atkins)

4.1 Benchmarking indicators - As part of an East Midlands Performance Benchmark group initiative there are now **seven** indicators which can be compared against other district councils. The group is currently working to agree additional indicators to benchmark. The table below shows the latest status for the period Sep to Dec 2015/16 of agreed indicators against all (participating) district councils.

Indicator	No of district councils	Median	HBBC actual	HBBC rank	HBBC quartile	Direction of travel
Residual household waste per household	80	118 kg	105 kg	20	Top quartile	
Percentage of household waste sent for reuse, recycling and composting	81	46.30%	52.1%	20	Top quartile	
Average number of working days lost to sickness absence per FTE	96	2.3	2.1	35	2 <sup>nd</sup> quartile	
Number of formal complaints received per 10,000 population	98	3.74	1.76	19	Top quartile	
Number of fly tipping incidents per 1000 population	71	1.73	1.14	21	2 <sup>nd</sup> quartile	
Number of fly tipping enforcements per 1000 population	53	0.33	0.05	14	Top quartile	
Number of unique website visitors as % of population	64	76	79	31	2 <sup>nd</sup> quartile	

Note: the returns in the above table are provisional figures entered by councils onto the LG Inform site for benchmarking purposes.

4.2 Service Improvements Plans - In total for 2015/16 there were **three hundred and seventy three** Service Improvement Plans across all council services.

As agreed with Joint Boards, for 2015/16, only those Service Improvement Plans with a “**Corporate Impact**” (i.e not business as usual) were monitored by the Joint Boards. Of the three hundred and seventy three plans, **one hundred and sixty six** were flagged as having a “**Corporate impact**”.

Of these, one hundred and sixty six, **nineteen** Service Improvement Plans were highlighted (snapshot 30 April 2016) by service managers/lead officers as slipping from their original intended target date/s. These are detailed below along with explanations on progress:

SIP Action	Progress	Original target date/s
Consider the requirements for set up of a dedicated counter fraud team or sharing resourced with Leicester City Council. ( <i>Revs &amp; Bens</i> )	The counter fraud team is being established, with the final details of the level of information to share and on what basis still being finalised. Decision now not likely to May 2016. "	September 2015
Implement the Civica budget monitoring module and associated upgrade to web based browser by August 2015. Ensure all budget holders are fully trained in operating new system. ( <i>Finance</i> )	Testing now completed. Budget holders being assigned to new system and updated budget monitoring reports being created. System will be live for q1 in 2016/17	August 2015
Bringing the enforcement "Compliance Stage" in-house (IRRV recommendation) ( <i>Revs &amp; Bens</i> )	To be carried forward into 2016/17. This project has implications on how the partnership deals with serious arrears cases, the current structure and available resources. This project will now be considered not as a stand alone project, but as part of a revenue stream for the partnership and an opportunity for income generation	March 2016
Establish a single employer for the Partnership (IRRV recommendation) ( <i>Revs &amp; Bens</i> )	To be carried forward to 2016/17. This project wasn't able to progress at the request of partners. Significant input from each of the partners legal and HR and finance teams is required to prepare an initial business case and then a decision around feasibility to be taken by Management Board with ratification from Joint Committee	March 2016
Develop Modern.Gov to include rollout of workflows for reports ( <i>Corporate Governance</i> )	Work delayed due to other ongoing project re decision making structure To be carried over to 2016/17	December 2015
SIP action	Progress	Original target date/s
Implementation of Mobile Communications for visiting officers(IRRV recommendation) ( <i>Revs &amp; Bens</i> )	Project deferred to 2016/17 to enable new visiting/inspection team to bed down and align our procedures and processes. Project will now commence from April 2016. From April 2016 we will be working with our key software supplier to implement the mobile solution for both council tax and non-domestic	July 2015

	rates. This will cover inspections existing properties as well as newly constructed properties.	
Introduce common terms and conditions across the Partnership (IRRV recommendation) (Revs & Bens)	This links in with Single Employer project. This project will continue to 2016/17.	March 2016
SC05_Contract Go Live [4/16] (ICT)	On-going contract negotiations have delayed transition and go-live. Progress is now being made and it is expected that the new contract will start in Aug 2016 following a three month transition. (PL)	April 2016
TCA01_Melton Citrix Implementation (ICT)	The project has been delayed due to technical issues with migrating software and capacity issues with the MBC wifi system. It has been agreed with MBC that the wifi system will be replaced before progressing with Citrix. (PL)	March 2016
Update SLA between Partnership and customer services (IRRV recommendation) (Revs & Bens)	Project will continue into 2016/17. There are a number of areas within the SLA that require updating/amending because of the changes bought about by the structural review, together with ongoing process reviews. Some of the outputs from other projects (single employer) may also impact and need to be factored in. Given impact that the changes will have on the respective customers services team extensive consultation is required; once agreed all 3 LA's will be asked to sign up	August 2015
Green Space Delivery Plan, Year 15/16 three key projects at Argents Mead, Preston Rd and Granville Rd POS's (Street Scene)	Argents Mead play area delays due to agreement on new location with leisure centre provider. Preston Road delays due to inclement weather hindering soft landscaping works. Hard landscaping and play equipment installation complete and play area officially opened 24 <sup>th</sup> March 16 Granville Road Rec delayed due to delays in equipment being delivered. Installation planned for May 2016 .	March 2016

SIP action	Progress	Target date/s
Develop and support CCTV system, including major upgrade to cameras (Cultural Services)	Technology Solutions working on the installation of new CCTV cameras with completion for end of May. Unfortunately the contractor has had to wait for delivery of the Wi-Fi equipment needed for the CCTV project, as it is being made to order. Therefore there has been a delay. Works are on going with power being installed where needed, a new column installed in Argents Mead and other	Summer 2015

	associated works. All other equipment delivered ready to go, but the Wi-Fi needs to be installed first. We will be linking the Control Room with the new Crescent Development using the Wi-Fi and this will be done first as it will be the main link to all cameras.	
Development of CSP e- update for local voluntary organisations, members and parishes etc <i>(Housing)</i>	This is currently in draft and awaiting approval from Blaby District Council who are our strategic community safety partners	July 2015
Investigate external funding opportunities and deliver ECO, Green deal and externally funded projects which reduce domestic energy usage. <i>(Housing)</i>	Due to change of Government policy the contract for PV install has been delayed by the funders. New contracts have now been submitted for consultation. A meeting has been held with the new funders and installers to re negotiate the terms of the contract. This action will carry forward into 16/17.	March 2016
Investigate viability of food waste collection with Leicestershire waste partnership <i>(Street Scene)</i>	No progress. Partnership and DCX have agreed this cannot be finalised until dry credits issues resolved. Will be carried forward to next SIP	March 2016
Develop marketing strategy for Building Control to increase application income <i>(Planning)</i>	Obtaining guidance from LABC National Marketing Officer, to enable creation of localised document. Service Improvement carried forward to 2016/17.	September 2015
Develop services delivered to HBBC Leaseholders, ensuring they are efficient and more co-ordinated, and Provide opportunities for leaseholders to influence the services they receive. <i>(Housing)</i>	Leaseholder surveys created and sent out in Q4 - this action will be carried forward into 2016/17 to analyse results and develop services.	March 2016
Produce quarterly newsletter for Planning service <i>(Planning)</i>	This has been delayed as a result of Planning restructure. Service Improvement carried forward to 2016/17.	August 2015
Review of S215 (untidy land) processes <i>(Planning)</i>	This service improvement has been carried forward to 2016/17.	December 2015

4.3 Corporate/Strategic risks - There were a total of **thirty** risks on the Corporate Risk Register as at the end of March 2016). Of these, **eight** had a high (red) net risk level and these are detailed below.

Red risks are those that have been identified as posing the most significant threat and are reviewed on a monthly basis to ensure actions are adopted to reduce the likelihood of the risk happening and/or reduce the level of impact the risk poses.

Risk	Review commentary	Last review
S.14 - Dealing with numerous Public Enquiries	The Appeal performance of the Council is good with the majority of Appeals over the last year being dismissed. However, there continues to be issues regarding overturns on some key housing schemes and there are some key Public Inquiries scheduled for some major housing applications.	April 2016



S.15 - Failure to successfully adopt & deliver LDF	The consultation on the Inspectors report has been undertaken. A final report from the Inspector is awaited and subject to receipt, a report recommending sign off of the DPD Allocations document is programmed for July 2016 Council.	April 2016
S.30 - Review by the Equalities Commission for Human Rights of disability issues	The Council's S23 Agreement has been discharged. The Council is working in collaboration with other partners within Leicestershire to support EHRC national follow-up to 'Hidden in Plain Sight'. This is being led by the County Council.	April 2016
S.34 - Safeguarding of vulnerable adults, children & young people	Risk remains high due the number of referrals being received by Designated Safeguarding Officers. There has been an increase in threats of suicide.	April 2016
S.37 - Non delivery of capital projects which are interdependent	The restrictions in funding new capital projects remains. For the HRA the position is that the council continue with current schemes only. Due to the governments rent reductions policy no additional affordable housing works will be committed at this stage. In addition, consideration is being given to a revised business plan for the operations of the wholly owned company to and the Council who will need to provide funding to the company. This will be under constant review and it is intended that a report is taken to Council by November 2016. This plan for the company will however be heavily dependent upon approved borrowing by the Company from the Council with some equity funding. This review and the desire to keep borrowing levels low may restrict the viability and future of the company.	April 2016

Risk	Review commentary	Last review
S.43 - Leicestershire County Council budget cuts	LCC have given notice of withdrawal of green recycling credits from 2015/16. This impacts HBBC budgets by taking away income of around £320K which has now been planned for in the Council's MTFS and budget for 2015/16. LCC also announced that their financial position has worsened so it is likely that they will also remove dry recycling credits from 2017/18. This has been included in the revised MTFS agreed on the 18 February 2016, with a further £470 loss of income. In addition, as LCC position worsens to a budget gap of £130m with some savings not yet identified there is a likelihood that their further decisions on budget reductions will continue to have an on going impact on Leicestershire District council's budgets. Part of HBBC response to the pressures faced has been to increase Council Tax by £5 and introduced a £24 charges for Green waste for 2016/17 and beyond. 2016/17 is in balance generating a surplus to be placed in reserves. Due to these changes the MTFS now shows that the council are staying within the 10% minimum balances, but with underlying pressure still evidence in the longer	April 2016
S.45 - Council does not	Leicestershire Transformation Bid successful. Ashley Wilson now working with Leicester City (accountable body) and the	April 2016

prevent or detect fraudulent activities	Leicestershire revenues and Benefits Partnership to set up a counter fraud service. Progress has been made, but final processes for sharing information and what the outputs will be to be finalised. Should be in place for early 2016/17. Review of Whistle blowing Policy complete. This revealed a lack of understanding of process to follow. Chief Executive has included a clarification note in the Monthly Newsletter. Taken appropriate action to inform members of staff and elected Members	
S.46 - Construction of Hinckley Leisure Centre	£12.5m has been spent to date. The construction programme and budget are on track. Regular reports on risks are shared with Project Board. Completion is due late April with the new facility opening in early May 2016.	April 2016

4.3.1 As part of the quarterly review of the Strategic Risk Register:

- No new risks have been added
- No existing risks have increased (worsened) in rating
- Seven risks have decreased (improved) in rating - red to amber
  - S.01 Failure to focus on priorities and initiatives
  - S.06 Failure to implement the Town Centre Plan
  - S.11 Failure to deliver the Medium Term Financial Strategy
  - S.12 - Insufficient Business Continuity Management (including Disaster recovery) arrangements
  - S.22 - Failure of County Council Support/ engagement for the Local Strategic Partnership
  - S.25 Failure to provide a fit for purpose leisure centre
  - S.33 Mira RGF fund
- No risks have been closed

4.4 Service area risks - There were a total of **ninety one** risks (as at end March 2016) across all service areas which are kept on individual service area risk registers. Of these, **twelve** had a high net risk level (red risks). These are all detailed below:

Risk	Review commentary	Last review
DLS.19 – Recruitment & retention of staff ( <i>Planning</i> )	Planning re-structure almost complete, creating a new team/management structure for the service. Vacant posts either being recruited or cover being provided by consultants. Career grade options being considered Summer 2016.	April 2016
DLS.42 - Meet the need of Gypsy and Travellers in the borough ( <i>Planning</i> )	The council is in a strong position, having approved a lot of applications for gypsies and Traveller pitches over recent years. An Gypsy and Traveller Needs Assessment is currently being updated and will be presented to Planning Policy Member Working Group in May 2016.	April 2016
DLS.44 - Five year housing land supply ( <i>Planning</i> )	The council has a strong 5-year housing land supply at year end. Discussions are underway in relation to strategic housing sites to ensure these are delivered as quickly as possible. The continued delayed submission of the planning application for Earl Shilton SUE is an on-going concern although monthly progress meetings now take place to address outstanding issues (e.g. viability and land ownership).	April 2016
DLS.46 - Ability to recruit vacant post ( <i>Planning</i> )	Recruitment to the vacant Building Control Surveyor post completed January 2016. Whilst we appointed we only had one applicant which further highlights the skills shortage in the market and the danger to the service should we be unable to recruit in a timely manner if and when the need arises.	April 2016
DLS.47 - Reputation of Building Control Service ( <i>Planning</i> )	The growing business of the Building Control Section means we are running at full capacity, in times of sickness, leave and vacant positions, this can substantially affect our ability to respond to our customers needs in a timely and appropriate manner. As our services can be sort from an outside Approved Inspector if they are able to react in a more timely manner than ourselves this can result in damage to our current excellent reputation. Risk DLS.47 can also affect this in times where we are unable to recruit suitable staff.	April 2016
DLS.48 - Loss of work to Approved Inspectors ( <i>Planning</i> )	Whilst we maintain an above the national average market share, the market of Approved Inspectors continues to grow. Whilst we continue to market ourselves and compete effectively against them, the risk of competition and loss of work exists.	April 2016
HCS.84 - Ending of funding for the DA Children's worker ( <i>Housing</i> )	Work with partners to influence commissioning decisions around this work. PCC bids submitted to support continuation of service. Bids sourced and service in place for 2016-17.	April 2016
HCS.86 - Private rented sector becoming more expensive resulting in increased demand for housing options/council accommodation ( <i>Housing</i> )	Currently carrying out a feasibility study to look at the options around creating a social lettings agent.	April 2016

Risk	Review commentary	Last review
HCS.87 - PCC Commissioning uncertainties ( <i>Housing</i> )	Robust response to current consultation. Work closely with the PCC's office and partners to ensure effective commissioning decisions. PCC bids for 2016-17 approved. Uncertainty of funding 2017-18 due to PCC Elections.	April 2016
HCS.88 - Impact of police changes resulting in increase demand for ASB services ( <i>Housing</i> )	Continual effective partnership working to ensure assistance from partners. Consideration of not dealing with particular lower level issues	April 2016
HCS.91 - Central government housing proposals, including the 1% rent reduction ( <i>Housing</i> )	Refresh of the HRA Investment Strategy taking place to identify impacts and consider options. Flag up impacts and capacity issues at earliest opportunity. Ensure officers are appropriately trained	April 2016
SS.37 – external funding ( <i>Street scene</i> )	Response submitted to LCC consultation. LCC will advise change to system in September 2016.	April 2016

4.4.1 As part of the quarterly review of the service risk registers:

- No new risks have been added
- One existing risk has increased (worsened) in rating - green to amber
  - PHR.05 Staffing levels (*Housing Repairs*)
- Two existing risks has decreased (improved) in rating - red to amber
  - HCS.85 Reduction in supported accommodation/hostel spaces due to county council commissioning (*Housing*)
  - HCS.90 Impact of agencies reducing their services (*Housing*)
- No risks have been closed

5. FINANCIAL IMPLICATIONS [AW]

None arising directly from this report.

6. LEGAL IMPLICATIONS [MR]

None arising directly from this report

7. CORPORATE PLAN IMPLICATIONS

The report provides an update on the achievement of the Council's vision and revised Corporate Plan 2013 - 2016. The issues covered in this report relate to, and support the achievement of all the Council's Strategic Aims:

- Creating a vibrant place to work and live
- Empowering communities
- Supporting individuals
- Providing value for money and pro-active services

7. CONSULTATION

Each service area has contributed information to the report and the performance outturn information is available on the council's performance and risk management system TEN.

8. RISK IMPLICATIONS

It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

This report summarizes all risks, strategic and operational (SIP) and therefore considers the risk implications with regards to the Corporate Plan.

9. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

Equality and Rural implications are considered as part of the implementation of the Corporate Plan 2013-16.

10. CORPORATE IMPLICATIONS

All

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Background papers: TEN reports

Contact Officer: Cal Bellavia ☎5795

Executive Member: Cllr M Surtees