

REPORT TO THE EXECUTIVE MEETING OF 4 JULY 2011

Status: Information
Title: Performance Report, Year End 2010-11
Originator: John Chester, Research and Performance Management Officer
Where from:
Where to next:

1 Purpose of the Report

- 1.1 To inform Members of the performance of the Council against the Business Plan actions, National and Local performance indicators, Risks, and Equality Impact Assessments for the 2010-11 financial year.

2 Recommendations:

- 2.1 **That Members approve the contents of this report for inclusion in the Annual Report 2010/11 elsewhere on this agenda.**
- 2.2 **That Portfolio Holders consider and comment on the contents of this report at their meetings with the respective Scrutiny Panels.**

3 Summary of Reasons for the Recommendations

- 3.1 The presentation of performance information for examination is part of an overall system of performance management designed to deliver to the greatest extent possible, the plans of the Council. Quarterly performance information is produced and discussed within one to one meetings between Managers, Heads of Service and Directors as well as being shared with staff in team meetings. These procedures are complemented by discussions at Management Board through Performance Clinics, to provide a corporate and strategic oversight. Performance information is available to all Councillors and staff throughout the year via the TEN Performance Management System.
- 3.2 As previously agreed by the Executive, performance reports for the first and third quarters of a financial year would highlight under performing indicators and business plan actions, with a full report on all indicators and actions provided for the half year and year end.

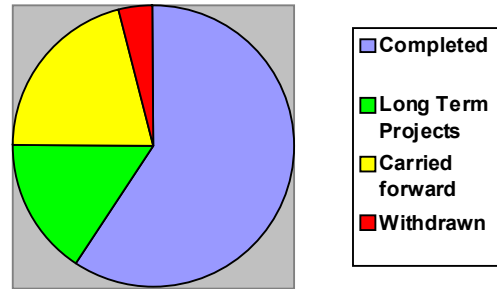
This report provides information on all the local performance indicators, national indicators, where published data exists, progress against our Business Plan actions and Equality Impact Assessments, and progress on mitigating high level risks to the Council's operations. Please note that in

addition to the summarised information in this report full details including graphs and trends are available on the TEN Performance Management System, accessible via the Council intranet.

4 Key Facts

4.1 **Priority Areas**

There were 76 service development projects in the 2010/11 Portfolio Plans. Of these, 45 have been completed, with 28 of the remaining 31 being carried forward to the 2011-12 TEN model to monitor to completion. Of these 31, 12 were longer term projects not expected to be completed in the year, 3 were withdrawn with the remaining 16 uncompleted.

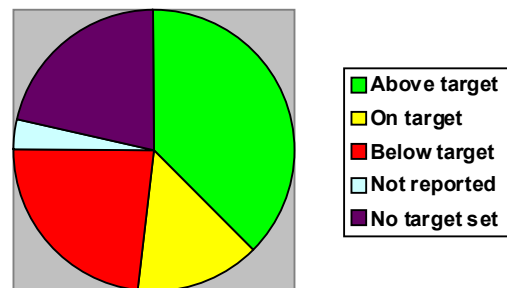


30 projects were carried forward into 2010/11 from 2009/10 and were monitored during the year. Of these 19 have been completed, 2 have been withdrawn and the remaining 9 have been carried into 2010/11.

Details of all priority areas is shown in Appendix A

4.2 **Performance Indicators (PIs)**

The National Indicators were withdrawn following the General Election. A small number were continued until the year end. These are included with the Local Indicators in the summary below and Appendix B



At the year end 13 Performance Indicators were below target, 8 on target and 21 above target. 12 indicators were new and no target was set. Year end data could not be supplied at this time for 2 indicators.

4.4 **Equality Impact Assessments**

Equality Impact Assessments (EIA's) are carried out to ensure that the Council's services are delivered fairly and equitably to all sections of the community, and to assess whether there are any barriers in place that prevent people using a service or benefiting from a policy

Of the 16 planned assessments for 2010/11, 9 were completed, 2 withdrawn with the remainder carried forward to 2011/12. The details are shown in Appendix C.

4.5 Risks

The Council's Risk Register has been managed through TEN for a number of years. In 2009/10, as an Internal Audit recommendation Risk Indicators were included for the first time to improve the monitoring of risks. Two indicators were added

The number of 'Red' Risks (those risks scoring 12 or higher), and
The overall risk score.

Both were given targets of a 10% reduction.

The number of 'Red' Risks has reduced from 26 to 19 (27%) during the year, and the total risk score from 584 to 520 (10.9%). The remaining red risks at the year end are shown in Appendix D

5 Legal Issues

5.1 None.

6 Resource Issues

6.1 None.

7 Corporate Implications

7.1 The effectiveness of the performance management system influences the Council's Direction of Travel and Use of Resources assessment.

8 Consultation

8.1 In addition to the existing discussions on managing performance, a Performance Clinic was held during April by the Management Board. All items falling short of target were discussed.

8.2 Performance Management information is available to all staff and members via the Intranet.

Previous report(s):

Quarterly Performance Report throughout 2010/11

Information Issued Under Sensitive Issue Procedure: No.

APPENDIX A

COMPLETED PROJECTS FROM 2010/11

PORTFOLIO ACTION	HEAD OF SERVICE	LEAD OFFICER
AM 04 Implementation of the relevant elements of the Carbon Management Plan in respect of the Council's assets.	Norman Proudfoot	Elaine Bird
CEC 01 Agree an action plan to implement the requirements of the Single Equality Bill	Beverley Jolly	Richard Ellis
CEC 02 Complete the Phase 3 Children's Centre Building Programme	Matthew Bradford	Matthew Bradford
CEC 03 Deliver an improved GP referral scheme to enable citizens to improve their health through a programme of exercise. The target is to have 100 completed referral programmes within the year.	Matthew Bradford	Jayne Wisely
CEC 04 Deliver Children's Centre services to at least full core offer standard.	Matthew Bradford	Matthew Bradford
CEC 06 Organise 2 internal workshops to promote equalities and support service areas in implementing the Equality Framework Action Plan	Beverley Jolly	Richard Ellis
CEC 07 Participate in the development of the First Contact programme with our LSP partners.	Peter Rowbotham	Tom Day
CSE 01 Assist in the delivery of CDRP priorities	Peter Rowbotham	Alan Paul
CSE 02 Assist in the development of a strategy for preventing re-offending within the Harborough district	Peter Rowbotham	Alan Paul
CSE 03 Consider the resource implications of the CCTV Strategy and feed into the Business Planning Process for 2011/ 2012	Peter Rowbotham	Alan Paul
CSE 04 Carry out an audit on all the inspection programmes to ensure that they are clearly risk based	Norman Proudfoot	Elaine Bird
CSE 05 Ensure the Scrutiny of the CDRP	Peter Rowbotham	Alan Paul
CSE 07 Implementation of the revised Street Trading Policy and determination of an appropriate enforcement programme to ensure compliance.	Norman Proudfoot	Ruth Hollingsworth
CSE 08 Parkmark inspections carried out on 6 main car parks, parkmark award obtained for the Commons car park	Norman Proudfoot	Norman Proudfoot
CSE 10 To increase public awareness of what to do in an emergency	Peter Rowbotham	
CCS 01 Achieve National Performance Standards for Electoral registration and Elections	Beverley Jolly	Richard Ellis
CCS 02 Deliver a Council wide system that records all complaints, compliments and comments	Peter Rowbotham	Rachael Abbott
CCS 03 Development of Local Land and Property Gazetteer to meet census requirements	Beverley Jolly	Richard Ellis
CCS 11 Revise member induction programme	Beverley Jolly	Richard Ellis
CCS 14 To undertake a review of fees and charges to identify and implement efficiency improvements.	Beverley Jolly	Jennifer Stephens
ESD 01 Develop and implement the collection of batteries for recycling	Matthew Bradford	Graham Antill
ESD 02 Develop and implement the collection of textiles for recycling	Matthew Bradford	Graham Antill
ESD 04 Ensure that the assessment and subsequent reduction of carbon emissions achieve the Carbon Trust's Carbon Standard	Norman Proudfoot	Elaine Bird
ESD 05 Evaluate and develop the council's response to the Pitt Review on Flooding	Matthew Bradford	Matthew Bills
ESD 06 Following the consultation process publish the Climate Change Strategy and deliver the Year 1 actions from	Norman Proudfoot	Elaine Bird

PORTFOLIO ACTION	HEAD OF SERVICE	LEAD OFFICER
the plan.		
ESD 07 Implement new food waste collections across the district	Matthew Bradford	Graham Antill
ESD 08 Investigate and action new ways to increase the Waste Minimisation and Education Programme in conjunction with the Leicestershire Waste Partnership and Harborough District Council objectives. In addition work with Leicestershire Waste Treatment Tender	Matthew Bradford	Graham Antill
ESD 09 To continue to provide facilities for organised sport for all persons in the community and ensure they are fit for purpose.	Matthew Bradford	Matthew Bills
ESD 10 To continue to provide play areas and amenity areas that are available to all in the community for informal recreation and are fit for purpose	Matthew Bradford	Matthew Bills
ESD 11 To continue to work with and support community groups such as HIT/BAIT/LIT, schools and parish councils on clean up projects	Matthew Bradford	Graham Antill
ESD 12 To deliver the Open Spaces Strategy that will steer provision, maintenance and improvement of open spaces for the next ten years	Matthew Bradford	Matthew Bills
ESD 13 To fine tune the Pedestrian Sweeper Schedules To incorporate rural villages	Matthew Bradford	Graham Antill
ESD 15 To increase the trade recycling services with the emphasis on small businesses	Matthew Bradford	Graham Antill
ESD 16 To monitor the cost of the service and provide the public with a high quality service for Recycling and Refuse	Matthew Bradford	Graham Antill
FIN 02 Introduce the facility for sundry debtors to pay by direct debit by the end of 2010/11.	Rob Chambers	Steve Smith
FIN 04 Secure a solution for payroll provision	Rob Chambers	Steve Smith
To review the workforce planning matrix annually each June so that any issues/gaps can be identified for recommendations in the annual business planning process.	Beverley Jolly	Jennifer Stephens
To undertake and implement the actions from the workforce planning action plan	Beverley Jolly	Jennifer Stephens
HIP 01 Develop and launch the landlords accreditation service and a planned membership programme to ensure the success of the scheme	Norman Proudfoot	Elaine Bird
HIP 03 Introduction of Private Sector Housing Renewal Policy and provision of the relevant assistance for appropriate homeowners, tenants and landlords	Norman Proudfoot	Elaine Bird
HIP 07 Participate in a Countywide Group to improve the consistency and response time for Disabled Facilities Grant applications	Norman Proudfoot	Elaine Bird
HIP 09 To draw up an exit strategy for the Enhanced Housing Options project that is funded up to end March 2011	Brett Culpin	Stephen Pointer
LBE 04 Support the delivery of 5 town centre events to increase footfall and bring improved trading to the retail sector throughout the district.	Peter Rowbotham	Tom Day
LBE 05 To create an electronic network of business contacts to improve communication and consultation with the business sector	Matthew Bradford	Matthew Bradford
LBE 06 To produce 2 updates to the Market Harborough Shopping Guide and investigate the opportunity of producing a guide for Lutterworth and Broughton Astley	Peter Rowbotham	Tom Day

COMPLETED PROJECTS FROM 2009 – 10 PLANS

PORTFOLIO ACTION	HEAD OF SERVICE	LEAD OFFICER
AM 02 Car park development Welland Park	Matthew Bradford	Matthew Bills
CCE 17 Agree a strategy for CCTV by March 2010. (CS)	Peter Rowbotham	Alan Paul
CCE 25 Increase resident satisfaction of appearance and cleanliness of play areas	Matthew Bradford	Matthew Bills
ECM 08 Payroll Service	Rob Chambers	Steve Smith
ECM 10 Develop a Climate Change Strategy	Norman Proudfoot	Norman Proudfoot
ECM 14 NLPG - Data matching for 2011 census	Beverley Jolly	Richard Ellis
H 01 Publish Local Development Framework (Core Strategy) draft.	Brett Culpin	Stephen Pointer
H 02 Publish Local Development Framework (Core Strategy) submission document	Brett Culpin	Stephen Pointer
H 05 Provide specialist employment skills training and benefits advice to 80 households in housing need	Brett Culpin	Stephen Pointer
H 06 To work with sub regional partners to develop a Choice-based letting scheme(HHS)	Brett Culpin	Stephen Pointer
OD 08 Implementation of dispute resolution legislation	Beverley Jolly	Kate Frow
OD 09 Complete the implementation of Pay & Grading review	Beverley Jolly	Mike Smith
PE 02 Complete the year 2 actions of the planning enforcement review action plan.	Norman Proudfoot	Sarah Greenway

UNCOMPLETED PROJECTS CARRIED OVER TO 2011/12

PORTFOLIO ACTION	PROGRESS	HEAD OF SERVICE
AM 01 Bring forward proposals regarding the future of the 104 Northampton Road	Further to work undertaken, the Council has been advised by various agents to market the property in an auction. It has been determined through advice that the most appropriate time to advertise in an auction. The go ahead has been given to the council's appointed agent to advertise the property in its March 2011 auction.	Kamal Mehta
AM 06 Oversee the delivery of Harborough Innovation Centre.	Now monitored through Gateway model	
CCS 10 Review the arrangements for the Disaster Recovery Site and ensure that this meets the Councils business needs		
ESD 03 Develop the plastic bottle recycling to extend to 65 sites	On target at present, three more banks have been placed out, further growth depends on availability of sites & funding stream	Matthew Bradford
ESD 14 To implement a recycling policy for the council buildings to save resources and increase	Now comes under carbon group for Action feb 2011 More progress next year	Matthew Bradford

recycling		
FIN 03 Review the methods of payment accepted by the Council, with a view to increasing the take up of direct debits for Council Tax to 75% by the end of 2010/11, and 85% by the end of 2012/13	<p>The number of DD payers has increased by 766 when compared with April 2010 and January 2011</p> <p>Percentage of DD payers for Non Domestic Rates as a result of legislative changes introduced for empty assessments and Small Business Rates Relief means that number of DD collections has reduced</p>	Matthew Bradford
HIP 08 Progress CLG funded feasibility work on scope for partnership based shared service delivery of Choice Based Letting with other Leicestershire HMA LA's through to implementation	Now monitored through Gateway model	
CEC 09 To introduce a Parish Charter	County Wide agreement now in place. This document has been circulated to the Quality Parish Councils. Awaiting feedback on any requested enhancements for local agreement.	Peter Rowbotham
CSE 06 Implementation of the Dog Control Orders under the Cleaner Neighbourhoods and Environment Act 2005.	Work has commenced on the introduction of Dog Control Orders and the key milestones have been identified. Parish Councils will be consulted in Spring 2011 and the Regulatory committee will review the outcome of the consultation process. Report has been to Scrutiny Places Committee in March 2011	Norman Proudfoot
CSE 09 Roll out of environmental enforcement by the parking civil enforcement officers to partnership districts of Blaby, Oadby & Wigston, Melton and Hinckley & Bosworth	Generic enforcement is now operating in Harborough DC, Blaby DC and Hinckley & Bosworth BC.	Norman Proudfoot
FIN 01 Implementation of recommendations from "Delivering Efficient Customer Services Review" of Revenues & Benefits	New forms are in the process of being developed & some are already in use.	Matthew Bradford
HIP 04 LDF (Allocations DPD) progressed from initial Sustainability Appraisal to Pre-submission (Preferred Options) DPD consultation	Will not now commence until after Core Strategy hearing - Summer 2011. Scoping and community consultation event to occur in Summer 2011 or following Core Strategy hearing. Formal options consultation will take place in early 2012. Executive approved revised programme in December 2010.	Brett Culpin
HIP 05 LDF (Core Strategy) submission document to be progressed through public examination to adoption	Hearing planned for June 2011 with adoption later in 2011.	Brett Culpin
HIP 06 LDF Developer Contributions SPD published in draft form, consulted upon and work commenced on final draft for adoption	The developer contributions policy in the Core Strategy is being prepared and will be the basis for the policy. The SPD will be published in draft form following planned submission of the Core Strategy in March 2011 and therefore will be action to progress in 2011/12. The final form will depend upon the outcome of the Core Strategy during 2011/12 and decisions taken on potential introduction of a Community Infrastructure Levy.	Brett Culpin

LBE 02 Hold a minimum of 3 business networking events to engage local business from all sectors.	First Business Networking Event of the year held in June	Matthew Bradford
LBE 07 To take advantage of the Empty Shops Initiative in order to improve appearance of the district to visitors.		Matthew Bradford

PERFORMANCE INDICATOR 2010/11 YEAR END RESULTS**PEOPLE**

Includes the following portfolios:

- Corporate and Customer Services
- Community Safety and Enforcement
- Community Engagement, Cohesion and Wellbeing

Corporate & Customer Services					
What we measured	What we achieved (2010/11 Outturn)	What we said we'd achieve (2010/11 Target)	Status Against Target	What we achieved the previous year (2009/10 Outturn)	Direction of Travel From 2009/10 to 2010/11
NI 14 Avoidable Contact	3.55%	23%		8.9%	↓ (low is good)
LPI 401i Standard Searches within 10 Days	100%	100%		100%	=
LPI 701 Percentage of appraisals completed	98%	99.99%	-	100%	-
LPI 702 Working Days Lost Due to Sickness Absence	12.02	8.3		10.78	↑ (low is good)
LPI 703 ICT System availability	99.82%	99%		99.75%	↑
LPI 704 Response to Helpdesk calls within 1 hour	96.77%	95%		96.97%	↓
LPI 705i Top 5% of Earners: Women	41.6%	50%		41.6%	=
LPI 411a % of calls answered by the Call Centre within 20 seconds	62%	80%		Not measured	No comparison
LPI 411b % of calls answered by the Call Centre within 60 seconds	43%	100%		Not measured	No comparison
LPI 406 Overall customer satisfaction with the Council	82.93%	90%		86.75%	↓
LPI 408 % satisfaction with the web site	37.92%	90%		74.98%	↓

LPI 409 % satisfaction with the telephone service	95.09%	90%		92.81%	↑
LPI 410 % satisfaction with the Face to Face customer service	74%	90%		81.53%	↓
LPI 411 % satisfaction with the quality of our e mails	85.72%	90%	-	-	-

Community Safety & Enforcement					
What we measured	What we achieved (2010/11 Outturn)	What we said we'd achieve (2010/11 Target)	Status Against Target	What we achieved the previous year (2009/10 Outturn)	Direction of Travel From 2009/10 to 2010/11
NI 184 Food establishments in the area which are broadly compliant with food hygiene law	88%	90%	-	-	-
NI 182 Satisfaction of businesses with local authority regulatory services	72.85%	80%	-	75%	↓
LPI 620 Close case file within 8 weeks where there is no breach of planning control (Category 1)	84.69%	75%		63%	↑
LPI 621 Serve Planning Enforcement Notice within 28 days of instruction	100%	90%		100%	=
LPI 623 To acknowledge all planning enforcement cases within 3 working days	81.46%	80%		New Indicator	-
LPI 624 To carry out a site visit, where appropriate within 10 working days	86.96%	75%		New Indicator	-
LPI 205 Reduce total crime by 3%	3313	3% Reduction (to 3655)		New Indicator	-
LPI 206 Increase confidence in the Police and the Council dealing with crime and ASB by 3%	58%	3% Increase (to 65%)		New Indicator	-

Community Engagement, Cohesion & Wellbeing					
What we measured	What we achieved (2010/11 Outturn)	What we said we'd achieve (2010/11 Target)	Status Against Target	What we achieved the previous year (2009/10 Outturn)	Direction of Travel From 2009/10 to 2010/11
NI187a Tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating – SAP rating below 35 (quarterly)	10.3%	-	-	13.27%	↓ (low is good)

NI187b Tackling fuel poverty - % of people receiving income based benefits living in homes with a high energy rating – SAP rating of 65 or above (quarterly)	20.6%	-	-	35.97%	↓
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PLACES

Includes the following portfolios:

- Environmental Service Delivery
- Housing, Infrastructure & Planning
- Local Business & Enterprise

Environmental Service Delivery					
What we measured	What we achieved (2010/11 Outturn)	What we said we'd achieve (2010/11 Target)	Status Against Target	What we achieved the previous year (2009/10 Outturn)	Direction of Travel From 2009/10 to 2010/11
NI 191 Residual household waste per household	436.74kg*				
NI 192 Percentage of household waste sent for reuse, recycling and composting (linked to LAA)	57.08%*				
NI 193 Percentage of municipal waste landfilled	42.92%*				
NI 195 Improved street and environmental cleanliness (linked to LAA)	Litter 0% Detritus 10% Graffiti 0% Flyposting 0%				

* Provisional figures

Housing, Infrastructure & Planning					
What we measured	What we achieved (2010/11 Outturn)	What we said we'd achieve (2010/11 Target)	Status Against Target	What we achieved the previous year (2009/10 Outturn)	Direction of Travel From 2009/10 to 2010/11
NI 154 (PSA 20) Net additional homes provided (linked to LAA)	300	377		504	↓
NI 155 (PSA 20) Number of affordable homes delivered (gross) (linked to LAA)	84	80		112	↓
NI 157 i Major applications determined within 13 weeks	72.5%	63%		72.34%	↑

NI 157 ii Minor applications determined within 8 weeks	75.46%	78%		75.56%	↓
NI 157 iii Other applications determined within 8 weeks	87.39%	88%		88.32%	↓
NI 159 Five year supply of deliverable housing sites	88%	100%		109.7%	↓
LPI 101 HOUSING STRATEGY No. of units for which funding is secured	106	80		75	↑
LPI 105 New Homes on Previously Developed Land	68%	50%		83	↓
LPI 107 Satisfaction with Planning service	91%	80%		87%	↑
NI 156 (PSA 20) Number of households living in temporary accommodation	5	6	-	-	-
LPI 104 HHS % of home seeker registration forms input on register within three working days of receipt.	Indicator suspended	97%	-	-	-
LPI 109 Housing Advice Service: preventing homelessness	12.91	2%		14	↓
LPI 110 Repeat Homelessness	??	0%			

RESOURCES

Includes the following portfolios:

- Asset Management
- Finance

Asset Management					
What we measured	What we achieved (2010/11 Outturn)	What we said we'd achieve (2010/11 Target)	Status Against Target	What we achieved the previous year (2009/10 Outturn)	Direction of Travel From 2009/10 to 2010/11
LPI 302 Total Annual Management Costs per Square Metre of Building Floor Area (£)	£ 5.12	Not Set			
LPI 303 Total Repair & Maintenance Costs per Square Metre of Building Floor Area (£)	£ 6.56	Not Set			
LPI 304 Total Energy Costs per Square Metre of Building Floor Area - Gas, Electricity & Oil (£)	£8.52	Not Set			
LPI 305 Total Water Costs per Square Metre of Building Floor Area (£)	£ 1.25	Not Set			
LPI 306 CO2 Emissions per Square Metre of Building Floor Area (tonnes)	Information not available at present	Not Set			
LPI 307 Average Square Metres per Employee in Operational Office Buildings	27m2	Not Set			
LPI 309 % of Assets that Comply and are Able to Comply With DDA	100%	Not Set			

Finance					
What we measured	What we achieved (2010/11 Outturn)	What we said we'd achieve (2010/11 Target)	Status Against Target	What we achieved the previous year (2009/10 Outturn)	Direction of Travel From 2009/10 to 2010/11
LPI 504a Percentage of Council Tax Collected	98.07%	98.9%		97.46%	↑

LPI 505a Percentage of Non-Domestic Rates Collected	98.27%	99.0%		98.02%	↑
LPI 505b Level of NNDR arrears at year end	0.39	£0.4m		0.68	↓ (low is good)
LPI 508 Level of Sundry debtor arrears (excluding Section106)	0.34	£0.3m		1.95	↓ (low is good)
LPI 517 Fraud Investigations Sanctions, prosecutions and Administrative Penalties achieved	114	60		54	↑
LPI 514 Level of overpaid benefits arrears at year end	£0.38	£0.4m		£0.34m	↑ (low is good)
NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (Right Time)	18.31 days	11 days		15.86 days	↑ (low is good)

APPENDIX C

EQUALITY IMPACT ASSESSMENTS COMPLETED IN 2010/11

EIA	LEAD OFFICER
EIA Have Your Say Meetings	Rachael Abbott
EIA Community Safety Plan	Alan Paul
EIA Taxi Licensing	Sarah Greenway
EIA Land Charges	Richard Ellis
EIA Recruitment & Selection Policy	Mike Smith
EIA Street Naming and Numbering	Richard Ellis
EIA Training & Development Policy	Kate Frow / Mike Smith
EIA Ant-Poverty Strategy	Tom Day
EIA Housing/Council Tax Benefit Overpayments Policy	Leigh Butler

PLANNED EQUALITY IMPACT ASSESSMENTS CARRIED FORWARD TO 2011/12

EIA	LEAD OFFICER
EIA Planning Enforcement	Sarah Greenway
EIA Public Health Initiatives	Ruth Hollingsworth
EIA Corporate Debt Policy	Leigh Butler
EIA Developer Contributions SPD	Stephen Pointer
EIA LDF (Allocations DPD) up to pre-submission (Preferred Option) DPD stage	Stephen Pointer

WITHDRAWN EQUALITY IMPACT ASSESSMENTS

EIA	Lead Officer
EIA Town Centre Events	Tom Day
EIA Shopping Guides	Tom Day

RED RISKS REMAINING AT YEAR END

SCORE	RISK	IMPACT	LIKELIHOOD	HEAD OF SERVICE
18	AM01 Downturn in the property market or the overall economic climate	3 - Critical	6 - Very high	Brett Culpin
12	CCS1 ICT system failure	3 - Critical	4 - Significant	Beverley Jolly
15	CCS10 Legal challenge nationally from HIPs providers may require local authorities to provide some of the land charges information free of charge, thereby requiring same level of resources in the service area but with reduced income	3 - Critical	5 - High	Beverley Jolly
12	CCS4 Reliance on key staff to deliver objectives. Risk of staff absence/turnover. Ability to recruit professional staff	3 - Critical	4 - Significant	Beverley Jolly
18	CSE1 Risk of further government community safety initiatives taking resources away from existing projects	3 - Critical	6 - Very high	Peter Rowbotham
18	CSE2 Reduced Community Safety funding from external sources	3 - Critical	6 - Very high	Peter Rowbotham
15	CSE3 CCTV - requirements hindered by lack of partner engagement and lack of resources	3 - Critical	5 - High	Peter Rowbotham
18	F2 Economic pressure that results in reduced financial resources and funding.	3 - Critical	6 - Very high	Kamal Mehta
15	F3 Economic downturn means overall decline in all house building	3 - Critical	5 - High	Brett Culpin
12	F6 Lack of assurance based on the viability of its significant contractors and partners in its business continuity plans	3 - Critical	4 - Significant	Sue Smith
12	HIP03 Failure to deliver affordable housing through planning system	3 - Critical	4 - Significant	Brett Culpin
12	HIP04 Political Decision-making with regard to LDF - politically contentious issues requiring unforeseen procedures to resolve	3 - Critical	4 - Significant	Sue Smith
12	HIP06 Competing priorities for Homes and Community Agency funding	3 - Critical	4 - Significant	Brett Culpin
15	P1 General election brings about policy change and change to funding grants from central government	3 - Critical	5 - High	Sue Smith
15	RE1 Resource Management: A workforce that cannot deliver the service or meet the Council's priorities	3 - Critical	5 - High	Sue Smith
15	RE4 The scrutiny panel delivers the core functions of an audit committee but does not fully meet CIPFA guidance. The scrutiny panel does not review the External Audit (EA) opinion and other reports to members or oversee management action in response to issues raised by EA	3 - Critical	5 - High	Kamal Mehta
16	S1 HDC has insufficient capacity to deliver on Joint Change projects	4 - Catastrophic	4 - Significant	Beverley Jolly
16	S2 Dependence on partners to deliver joint working arrangements	4 - Catastrophic	4 - Significant	Sue Smith
18	S6 No partnership risk registers exist	3 - Critical	6 - Very high	Matthew Bradford