

PERFORMANCE AND RISK FOR THE FIRST QUARTER OF 2014-15

Cabinet Member Cllr Neal Davey
Responsible Officer Head of Communities & Governance

Reason for Report: To provide Members with an update on performance against the corporate plan and local service targets for 2014/15 as well as providing an update on any key business risks.

RECOMMENDATION: That the Committee reviews the Performance Indicators and Risks that are outlined in this report and feeds back areas of concern to the Cabinet.

Relationship to Corporate Plan: Corporate Plan priorities and targets are effectively maintained through the use of appropriate performance indicators and regular monitoring.

Financial Implications: None identified

Legal Implications: None

Risk Assessment: If performance is not monitored we may fail to meet our corporate and local service plan targets or to take appropriate corrective action where necessary. If key business risks are not identified and monitored they cannot be mitigated effectively.

1.0 Introduction

- 1.1 Appendices 1-6 provide Members with details of performance against the Corporate Plan and local service targets for the 2014/15 financial year.
- 1.2 Appendix 7 shows information relating to the Food Hygiene Rating Scheme.
- 1.3 Appendix 8 shows the higher impact risks from the Corporate Risk Register. This includes operational and Health and Safety risks where the score meets the criteria for inclusion
- 1.4 The appendices reflect the changes suggested by the Scrutiny Performance Working Group.

2.0 Performance

Managing the Environment Portfolio - Appendix 1

- 2.1 The figures for recycling and residual waste rates have to be verified by DCC before submission to WasteDataFlow so are always somewhat delayed. If they have been published before the meeting there will be a verbal update at the meeting. (Now verified)

- 2.2 Where benchmarking information is available for the previous year it is included.

Decent and affordable Homes Portfolio - Appendix 2

- 2.3 While the performance for rent arrears as at the end of June (Appendix 1) was below target, by the end of July both PIs were above target, these PIs fluctuate over the course of the year.
- 2.4 The Decent Homes backlog funded contract commenced on the 4 August which will enable the target of 100/% decency to be achieved by the 31 March 2015.

Community Well Being Portfolio - Appendix 3

- 2.5 The number of empty shops reported indicate some concerns about Crediton but the number of empty shops in the second quarter has gone down which is encouraging.
- 2.6 The Leisure performance is slightly below target.
- 2.7 The 'Scores on the Door' report at appendix 7 is particularly pleasing as since 2010, when the scheme was first introduced, the number of catering establishments achieving a rating of 5 i.e. very good has increased from 51.3% to 85.0% as at August 2014.

Planning and Regeneration Portfolio - Appendix 4

- 2.8 The performance on major applications for the first quarter of 2014/15 is lower than the last 2 quarters of 2013/14 but better than the first 2 quarters of 2013/14. This also reduces the Performance Guarantee % achieved.

Working Environment Portfolio - Appendix 5

- 2.9 Performance is generally below target for the first quarter of 2014/15 however Customer First has had a very challenging few months because of the route optimization and new calendars for waste and recycling as is demonstrated by the number of phone calls for the first quarter which was far higher than the average for 2013/14.

Finance Portfolio - Appendix 6

- 2.10 All PIs are well above target.

3.0 Risk

- 3.1 The Corporate risk register is reviewed by Management Team (MT) and updated quarterly. Risk reports to Audit Committee and Cabinet continue to include risks with a total score of 15 or more and all those with an impact score of 5. (Appendix 8)

- 3.2 The Scrutiny Performance Working Group felt that risks should only be referred to the PDGs or Scrutiny if there is a problem that requires escalation e.g. if risks are not being mitigated adequately, or if the risk is associated with new policies, or budget cuts, or reported to the PDG as part of a decision making process.
- 3.3 As Service Business Plans for 2014-15 are approved any risks identified which meet the above criteria for inclusion will be added to the corporate risk register.
- 3.4 The profile of these risks for this quarter is:

Impact	5	14	5			
	4				1	
	3					
	2					
	1					
		1	2	3	4	5
		Likelihood				

4.0 Conclusion and Recommendation

- 4.1 That the Committee reviews the performance indicators and any risks that are outlined in this report and feeds back any areas of concern to the Cabinet.

Contact for more Information: Amy Tregellas, Head of Communities & Governance ext 4246

Circulation of the Report: Management Team and Cabinet Member

MTE PDG Performance Report - Appendix 1

Quarterly report for 2014-2015

No headings

For Environment - Cllr Clive Eginton Portfolio

For MDDC - Services

Filtered by Performance Status: Exclude PI Status: Data not due, Not calculable

Key to Performance Status:

Performance Indicators:	No Data	Well below target	Below target	On target	Above target	Well above target
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MTE PDG Performance Report - Appendix 1

Performance Indicators									
Status	Quartile	Title	Prev Year End	Annual Target	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
Well below target	2014-2015 No Data Available	<u>Increase Dry Recycling Rate to 20% by 2015</u>	14.89%	20.00%	20.00% (1/4)	13.46%			
Management Notes:									
Below target	2012-2013 Best Performing District Councils	<u>Residual household waste per head</u>	482.3	455.0	113.8 (1/4)	115.8			
Management Notes:									
Above target	2012-2013 Above Median District Councils	<u>% of Household Waste Reuse, Recycled and Composted</u>	46.7%	50.0%	50.0% (1/4)	50.5%			
Management Notes:									
No Target	2014-2015 No Data Available	<u>Number of Missed Collections logged per Quarter (refuse and organic waste)</u>	661			1,190			
Management Notes: (Quarter 1)									
The higher level of missed collections logged, was due to a problem with the new waste & recycling routes which had been introduced.									
(NC)									
No Target	2014-2015 No Data Available	<u>Number of Missed Collections logged per Quarter (Recycling)</u>	652			719			
Management Notes: (Quarter 1)									
The higher level of missed collections logged was due to a problem with the new waste & recycling routes which had been introduced.									
(NC)									

DAH PDG Performance Report - Appendix 2

Quarterly report for 2014-2015

No headings

For Decent and Affordable Homes - Ray Stanley Portfolio

For MDDC - Services

Filtered by Performance Status: Exclude PI Status: Data not due, Not calculable

Key to Performance Status:

Performance Indicators:	No Data	Well below target	Below target	On target	Above target	Well above target
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DAH PDG Performance Report - Appendix 2

Performance Indicators								
Status	Title	Prev Year End	Annual Target	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
Well below target	<u>Deliver 15 homes per year by bringing Empty Houses into use</u>	16	15	4 (1/4)	2			
Management Notes:								
Well below target	<u>Number of affordable homes delivered (gross)</u>	68	80	20 (1/4)	0			
Management Notes:								
On target	<u>% Emergency Repairs Completed on Time</u>	99.74%	100.00%	100.00% (4/12)	100.00%			
Management Notes:								
On target	<u>% Urgent Repairs Completed on Time</u>	100.00%	100.00%	100.00% (4/12)	100.00%			
Management Notes:								
On target	<u>% Routine Repairs Completed on Time</u>	99.96%	100.00%	100.00% (4/12)	100.00%			
Management Notes:								
Above target	<u>% Repairs Completed at First Visit</u>	99.86%	99.90%	99.90% (4/12)	100.00%			
Management Notes:								
Well above target	<u>Ratio of expenditure between planned and responsive repairs</u>	76.24	70.30	70.30 (1/4)	81.19			
Management Notes:								
Below target	<u>Rent Collected as a Proportion of Rent Owed</u>	100.66%	100.50%	100.50% (4/12)	98.09%			
Management Notes:								
Below target	<u>Rent Arrears as a Proportion of Annual Rent Debit</u>	0.72%	1.00%	1.00% (4/12)	1.11%			
Management Notes:								
Well below target	<u>% Decent Council Homes</u>	83.45%	100.00%	100.00% (4/12)	81.55%			
Management Notes:								

DAH PDG Performance Report - Appendix 2

Performance Indicators								
Status	Title	Prev Year End	Annual Target	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
Below target	<u>% Properties With a Valid Gas Safety Certificate</u>	100.00%	100.00%	100.00% (4/12)	99.91%			
Management Notes:								
Well below target	<u>Average Days to Re-Let Local Authority Housing</u>	19.9days	17.0days	17.0days (4/12)	20.0days			
Management Notes:								
Printed by: Catherine Yandle			SPAR.net		Print Date: Thursday, September 04, 2014 16:00			

CWB PDG Performance Report - Appendix 3

Quarterly report for 2014-2015

No headings

For Community Well-Being - Cllr Colin Slade Portfolio

For MDDC - Services

Filtered by Performance Status: Exclude PI Status: Data not due, Not calculable

Key to Performance Status:

Performance Indicators:

No Data

Well below target

Below target

On target

Above target

Well above target

CWB PDG Performance Report - Appendix 3

Performance Indicators								
Status	Definition	Prev Year End	Annual Target	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
Well above target	Target is a maximum of 8.00% empty shop units out of total shop units (as per Planning Use Classes). (TIVERTON)	18	20	20 (1/4)	15	16		
Management Notes: (Quarter 1) April 2014 no. empty shop units = 15 / 245 (September 2009 = 30 / 245) (ZL)								
On target	Target is a maximum of 8.00% empty shop units out of total shop units (as per Planning Use Classes). (CREDITON)	7	10	10 (1/4)	12	10		
Management Notes: (Quarter 1) April 2014 no. empty shop units = 12 / 119 (September 2009 = 17 / 114) (ZL)								
Above target	Target is a maximum of 15.00% empty shop units out of total shop units (as per Planning Use Classes). (CULLOMPTON)	12	14	14 (1/4)	12	13		
Management Notes: (Quarter 1) April 2014 no. empty shop units = 12 / 94 (September 2009 = 17 / 91) (ZL)								
Below target	The percentage of Leisure's operational expenditure recovered through customer receipts	88.18%	87.50%	87.50% (1/4)	86.51%			
Management Notes:								
Below target	% of Leisure members retained from month beginning to month end.	95.2%	95.50%	95.50% (1/4)	94.30%			
Management Notes:								

Planning Service Performance Standards April – June 2014

Service Standards	Target	Achievement
Percentage of Decisions issued within 3 days of Officer recommendation	95%	96%
Major applications determined within 13 weeks	60%	50%
Minor applications determined within 8 weeks	65%	64%
Other applications determined within 8 weeks	80%	84%
Householder applications determined in 8 weeks	80%	91%
Listed Building and Conservation Area Consents determined within 8 weeks	80%	68%
Major applications determined within 13 weeks (over last 2 years)	>40%	57%
Major applications overturned at appeal (over last 2 years)	<20%	85%
Determine all applications within 26 weeks (per annum – Government Guarantee)	100%	94%
Enforcement Site Visits undertaken within 15 days of complaint receipt	87%	100%
Building Regulation Full Plan applications determined in 2 months	95%	100%
Building Regulation Applications examined within 3 weeks	95%	70%
Delegated decisions	90%	94%
Applications over 13 weeks old without a decision	<45	28
Customers rating the service good	80%	83%

Working Environment Portfolio Performance - Appendix 5

Quarterly report for 2014-2015

No headings

For Working Environment and Support Services - Cllr Brenda Hull Portfolio

For MDDC - Services

Filtered by Performance Status: Exclude PI Status: Data not due, Data not entered

Key to Performance Status:

Performance Indicators:	No Data	Well below target	Below target	On target	Above target	Well above target
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Working Environment Portfolio Performance - Appendix 5

Performance Indicators								
Status	Title	Prev Year End	Annual Target	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
No Target	<u>Number of phone calls to CF per month</u>	11,929	For Information Only	For Information Only	14,100			
Management Notes:								
Above target	<u>Number of visitors per month < 4,500</u>	4,257	4,500	4,500 (4/12)	4,480			
Management Notes:								
Below target	<u>Satisfaction with front-line services</u>	80.33%	80.00%	80.00% (1/4)	77.00%			
Management Notes:								
Not calculable	<u>% complaints acknowledged w/in 3 days</u>	71%	80%	80% (1/4)	43%			
Management Notes:								
Below target	<u>% of complaints resolved w/in timescales (10 days - 12 weeks)</u>	73%	90%	90% (1/4)	81%			
Management Notes:								
Above target	<u>% Emails received by Customer Services responded to within 5 days</u>	99.3%	95.0%	95.0% (1/4)	99.0%			
Management Notes:								
Not calculable	<u>Number of Complaints</u>	n/a	For information only	For information only	193			
Management Notes:								
Not calculable	<u>Number of Digital Contacts</u>	n/a	For information only	For information only	9,172			
Management Notes:								
(Quarter 1)								
Data not available for all on line transactions, development time has been requested from ICT to start to gather this data. information Q1 is for digital payments this includes online, moto and automated phone payments. Figures will be adjusted to include other on line transactions when available.								
(LR)								
Well below target	<u>Working Days Lost Due to Sickness Absence</u>	8.64days	7.00days	1.75days (1/4)	2.38days			
Management Notes:								
Printed by: Catherine Yandle					SPAR.net		Print Date: Wednesday, September 10, 2014 16:19	

Working Environment Portfolio Performance - Appendix 5

Performance Indicators

Status	Title	Prev Year End	Annual Target	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act

Finance Portfolio Performance - Appendix 6

Quarterly report for 2014-2015
No headings
For Finance - Cllr Neal Davey Portfolio
For MDDC - Services

Key to Performance Status:

Performance Indicators:	No Data	Well below target	Below target	On target	Above target	Well above target
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Finance Portfolio Performance - Appendix 6

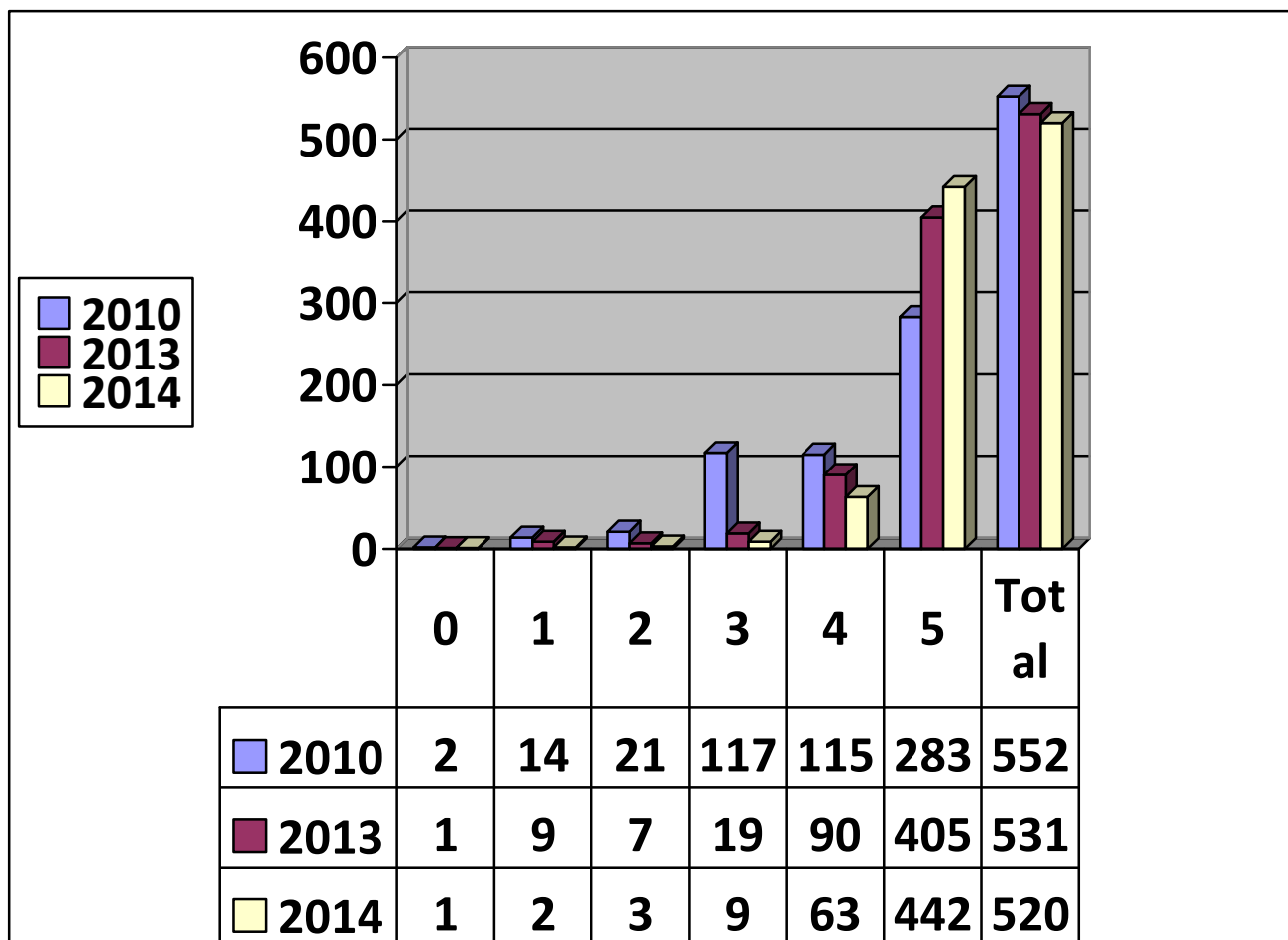
Performance Indicators								
Status	Title	Prev Year End	Annual Target	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
Well above target	<u>% total Council tax collected - monthly</u>	97.56%	98.00%	24.50% (3/12)	29.31%			
Management Notes:								
Well above target	<u>% total NNDR collected - monthly</u>	98.40%	98.00%	24.50% (3/12)	29.70%			
Management Notes:								
Data not due	<u>Percentage of Invoices Paid on Time</u>	94.13%	97.50%	97.50%	n/a		n/a	
Management Notes: (April - September) Six- monthly (CY)								
Well above target	<u>Time taken to process Housing Benefit/Council Tax Benefit new claims and change events</u>	8days	14days	14days (1/4)	9days			
Management Notes:								

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Print Date: Thursday, September 04, 2014
15:55

Food Hygiene Rating Scheme 2010-2014



Bandings

Descriptors

- 0 Urgent improvement necessary
- 1 Major improvement necessary
- 2 Improvement necessary
- 3 Generally satisfactory
- 4 Good
- 5 Very good

* The national food hygiene rating scheme was launched in 2010. Currently 520 premises out of 1038 registered food businesses in Mid Devon are included in the scheme

Risk Report Appendix 8

Report for 2014-2015
 Filtered by Flag: Include: * CRR 5+ / 15+
 For MDDC - Services

Not Including Risk Child Projects records or Mitigating Action records

Key to Performance Status:

Risks: No Data (0+) High (15+) Medium (5+) Low (1+)

Risk Report Appendix 8

Risk: Asbestos Health risks associated with Asbestos products such as lagging, ceiling/wall tiles, fire control.

Effects (Impact/Severity):

Causes (Likelihood):

Service: Housing Services

Current Status: Medium (5)	Current Risk Severity: 5 - Very High	Current Risk Likelihood: 1 - Very Low
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Head of Service: Nick Sanderson

Review Note:

Risk: Breaches in HR Legislation Failure to keep Council policies up to date, that complement the appropriate legislation

Failure to develop staff knowledge and competence regarding legislation/changes

Effects (Impact/Severity): - The Council could face poor reports from assurance bodies

- Failure to meet statutory duties could result in paying penalties, stretching already thin financial resources
- Failure to comply with legislation could lead to legal challenge against individuals or the Council as a whole
- Future legislation changes, their impact on services and the cost of implementing changes to policies, procedures and service delivery
- Use of unlicensed software could result in financial penalties

Causes (Likelihood):

Service: Management Team

Current Status: Medium (5)	Current Risk Severity: 5 - Very High	Current Risk Likelihood: 1 - Very Low
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Head of Service: Jill May

Review Note:

Risk Report Appendix 8

Risk: Breaches of Legislation Breaches of Anti-Money Laundering or Bribery Act both could result in a criminal conviction.

Effects (Impact/Severity):

Causes (Likelihood):

Service: Audit

**Current Status:
Medium (5)**

**Current Risk Severity: 5 -
Very High**

**Current Risk Likelihood: 1 -
Very Low**

Head of Service: Amy Tregellas

Review Note:

Risk: Chemicals Staff using chemicals incorrectly.

Effects (Impact/Severity):

Causes (Likelihood):

Service: Leisure Services

**Current Status:
Medium (10)**

**Current Risk Severity: 5 -
Very High**

**Current Risk Likelihood: 2 -
Low**

Head of Service: Jill May

Review Note:

Risk: Council Finances - Banking Arrangements Problems with banks and online services may affect ability to access funds when we need to or receive / process payments on a timely basis

Effects (Impact/Severity): Unable to promptly pay suppliers or treasury commitments

Causes (Likelihood): ICT systems down at Council or Bank so impossible to review cash position or make urgent payments

Service: Financial Services

**Current Status:
Medium (5)**

**Current Risk Severity: 5 -
Very High**

**Current Risk Likelihood: 1 -
Very Low**

Head of Service: Andrew Cawdron, Andrew Jarrett

Review Note:

Risk: Council Finances - Investments Failure to invest in the Council's funds in an efficient and effective manner may cause potential of a loss of monies invested

Effects (Impact/Severity): • Could result in cash flow loss of up to £3M

Causes (Likelihood): • Future banking collapses

Service: Financial Services

**Current Status:
Medium (5)**

**Current Risk Severity: 5 -
Very High**

**Current Risk Likelihood: 1 -
Very Low**

Head of Service: Andrew Cawdron, Andrew Jarrett

Review Note:

Risk Report Appendix 8

Risk: Council Finances - Treasury Management Failure to comply with the CIPFA Code of Practice on Treasury Management /local authority accounting would be a breach in statutory duty

Effects (Impact/Severity):

Causes (Likelihood):

Service: Financial Services

Current Status:
Medium (5)

Current Risk Severity: 5 -
Very High

Current Risk Likelihood: 1 -
Very Low

Head of Service: Andrew Cawdron, Andrew Jarrett

Review Note:

Risk: Digital transformation - Local Plan Jeopardisation of the Local plan consultation timetable due to problems with the website

Effects (Impact/Severity):

Causes (Likelihood):

Service: Management Team

Current Status:
Medium (10)

Current Risk Severity: 5 -
Very High

Current Risk Likelihood: 2 -
Low

Head of Service: Jonathan Guscott, Liz Reeves

Review Note:

Risk: Digital Transformation - No Website The complete failure of the Council website

Effects (Impact/Severity):

Causes (Likelihood):

Service: Management Team

Current Status:
Medium (10)

Current Risk Severity: 5 -
Very High

Current Risk Likelihood: 2 -
Low

Head of Service: Christina Cross, Liz Reeves

Review Note:

Risk Report Appendix 8

Risk: Document Retention If documents fail to be retained for the statutory period then we may face financial penalties

Effects (Impact/Severity):

- The Council may be disadvantaged in taking or defending legal action if prime documents are not retained;
- Performance statistics cannot be verified;
- The external auditor may not be able to verify the Council's final accounts and subsidy may be lost.
- Mismanagement of burial records

Causes (Likelihood): • "Data debris" cluttering system and storage space

Service: Management Team

Current Status: No Data	Current Risk Severity: 5 - Very High	Current Risk Likelihood: 1 - Very Low
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Head of Service: Christina Cross

Review Note: Services are increasing their of scanning documents

Risk: Eastern Urban Extension Tiverton If progress on a masterplan is delayed, the Council becomes vulnerable to speculative planning applications being submitted which do not accord with adopted policies. This could lead to unsustainable development which would not meet policy requirements for essential infrastructure.

Effects (Impact/Severity): Delay will reduce confidence in the deliverability of the urban extension in a comprehensive and coordinated manner, thereby increasing the likelihood of planning applications being submitted for disparate areas of land without the necessary infrastructure provision or without a means of ensuring that infrastructure can be provided at the right time and in the right place. Additionally, individual applications increase the risk of proposals prejudicing the delivery of other areas of land within the allocation.

Causes (Likelihood):

Service: Management Team

Current Status: No Data	Current Risk Severity: 5 - Very High	Current Risk Likelihood: 3 - Medium
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Head of Service: Jonathan Guscott

Review Note:

Risk: Failure to comply with card security standards As an organisation we need to comply with the requirements of TrustWave to be authorised as card payment processors.

Effects (Impact/Severity):

Causes (Likelihood):

Service: Management Team

Current Status: Medium (5)	Current Risk Severity: 5 - Very High	Current Risk Likelihood: 1 - Very Low
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Head of Service: Christina Cross

Review Note: Policy now in place

Risk Report Appendix 8

Risk: Fire and Explosion Risks associated with storage of combustible materials, fuels and flammable substances and sources of ignition, as well as emergency procedures (existence, display and knowledge of), accessibility (or obstruction) of emergency exits and walkways to. Also, risks associated with use of fire extinguishers, having correct type in location, in date and trained operatives on site.

Effects (Impact/Severity): Very High (5) – Although the risk is low, a fire in the server or storage room could potentially cause loss of life, have serious financial implications and severely impact the councils ability to provide services due to loss of IT infrastructure.

Causes (Likelihood): Very Low (1) – The likelihood of a fire within ICT is extremely low. No quantities of combustible materials are stored within the work area. There is easy access to the emergency exit and all staff have received fire awareness training.

Service: I C T

Current Status:
Medium (5)

Current Risk Severity: 5 -
Very High

Current Risk Likelihood: 1 -
Very Low

Head of Service: Christina Cross

Review Note:

Risk: Information Security Inadequate Information Security could lead to breaches of confidential information, damaged or corrupted data and ultimately Denial of Service. The council fails to have an effective information strategy in place.

Risk of monetary penalties and fines, and legal action by affected parties

Effects (Impact/Severity):

Causes (Likelihood):

Service: I C T

Current Status:
Medium (5)

Current Risk Severity: 5 -
Very High

Current Risk Likelihood: 1 -
Very Low

Head of Service: Christina Cross

Review Note: The council has an Information Security Strategy in place, annually undergoes Security and Compliance Checks. Has Disaster Recovery/Business Continuity plan

– the Council has an electronic back-up procedure in place, which is tested as part of the core audits each year

- Information Security Policy in place together with a procedure for reporting incidents where we will learn from these cases as and when they arise

- All staff and members have been required to read and sign up to our Information Security and Data Protection policies

- Ensure ICT is involved in every project to ensure that there are mitigating controls for information security and data protection

- The Council has a contract with an external company regarding confidential waste

Risk Report Appendix 8

Risk: Legionella Legionella

Effects (Impact/Severity):

Causes (Likelihood):

Service: Leisure Services

**Current Status:
Medium (5)**

**Current Risk Severity: 5 -
Very High**

**Current Risk Likelihood: 1 -
Very Low**

Head of Service: Michael Lowe

Review Note:

Risk: Lifeguard Training Poor quality training. Improper use of rescue equipment

Effects (Impact/Severity):

Causes (Likelihood):

Service: Leisure Services

**Current Status:
Medium (5)**

**Current Risk Severity: 5 -
Very High**

**Current Risk Likelihood: 1 -
Very Low**

Head of Service: Jill May

Review Note:

Risk: Planning Guarantee The return of the planning fee for any planning application not determined within 26 weeks and where there is no agreed extension of time in writing. Poorly performing authorities not meeting thresholds for the speed and quality of decision making can also be bypassed by applicants. In such cases applicants can chose to submit direct to the Planning Inspectorate, thereby removing decision making from the local level.

Effects (Impact/Severity):

Causes (Likelihood):

Service: Development Management

**Current Status: No
Data (0)**

**Current Risk Severity: No
Data**

**Current Risk Likelihood: 0 - No
Data**

Head of Service: Jonathan Guscott

Review Note:

Risk Report Appendix 8

Risk: Plant Rooms plant rooms

Effects (Impact/Severity):

Causes (Likelihood):

Service: Leisure Services

**Current Status:
Medium (5)**

**Current Risk Severity: 5 -
Very High**

**Current Risk Likelihood: 1 -
Very Low**

Head of Service: Michael Lowe

Review Note:

Risk: Security The Council and its employees could suffer financially and physically through lack of security of valuables (such as cash, keys, safe), buildings (including offices and car parks), plant and equipment and personal belongings.

Effects (Impact/Severity): • The Council could be exposed to charges of corporate manslaughter and fines

Causes (Likelihood):

Service: Management Team

**Current Status:
Medium (5)**

**Current Risk Severity: 5 -
Very High**

**Current Risk Likelihood: 1 -
Very Low**

Head of Service: Nick Sanderson

Review Note:

Risk: Waste Collection - Route Optimisation If we fail to achieve the optimum route then there are cost and performance implications regarding workload for trucks and operatives

Effects (Impact/Severity):

Causes (Likelihood):

Service: Waste Management

**Current Status: High
(16)**

**Current Risk Severity: 4 -
High**

**Current Risk Likelihood: 4 -
High**

Head of Service: Paul N Williams

Review Note:

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Yandle

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September 04, 2014 15:59