

**Council Report**

Cabinet and Commissioners' Decision Making Meeting – 10 July 2017

**Title**

Corporate Plan 2016/17 Quarter 4 Performance Report

**Is this a Key Decision and has it been included on the Forward Plan?**

Yes

**Directors Approving Submission of the Report**

Sharon Kemp, Chief Executive  
Shokat Lal, Assistant Chief Executive

**Report author(s):**

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**Ward(s) Affected**

All

**Executive Summary**

The Corporate Plan for 2016-17 was approved by Elected Members at the RMBC Council meeting on 13<sup>th</sup> July 2016. The plan represents the core document that underpins the Council's overall vision, setting out headline priorities, indicators and measures that will demonstrate its delivery. Alongside it sits a renewed corporate Performance Management Framework, explaining to all Council staff how robust performance monitoring and management arrangements are required to ensure effective implementation.

To ensure the delivery of actions and their impact is assessed, formal quarterly performance reports are required to the public Cabinet and Commissioners' Decision-Making meeting, with an opportunity for pre-Scrutiny consideration in line with new governance arrangements. This report is the fourth and final report in the 2016/17 reporting cycle covering quarter 4 (1<sup>st</sup> January to 31<sup>st</sup> March 2017).

The Performance Report and Performance Scorecard (Appendices A and B) provide an analysis of the Council's current performance against 14 key delivery outcomes and 103 measures (the Corporate Plan includes 86 measures however a number of these include different elements). This report is based on the current position of available data, along with an overview of progress on key projects and activities which also contribute towards the delivery of the Corporate Plan.

At the end of the final quarter (January – March 2017) 33 measures had either met or had exceeded the target set in the Corporate Plan. Although this represents only 31.4% of the total number of measures in the Plan, it equates to **49.3%** of the total number of indicators where data is available or where targets have been set. A total of 27 (**40.3%** of those measured in the quarter) performance measures have not hit their target for the year (25.7% overall).

Also appended to this report is the Asset Management Plan Improvement Report (AMIP) and associated scorecard which sets out the progress on delivering the AMIP. This is included in this report as part of the requirement for AMIP progress to be reported to Cabinet on a quarterly basis.

### **Recommendations**

1. That the overall position and direction of travel in relation to performance be noted
2. That consideration be given to measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics.
3. That the future performance reporting timetable for 2017/18 be noted.
4. That the progress made on delivering the Asset Management Improvement Plan (AMIP) in the period be noted.

### **List of Appendices Included**

- Appendix A – Quarter 4 Narrative Performance Report
- Appendix B – Quarter 4 Performance Scorecard
- Appendix C – Asset Management Improvement Plan Progress Update
- Appendix D – Asset Management Improvement Plan Dashboard

### **Background Papers**

- RMBC corporate 'Fresh Start' Improvement Plan, 26th May 2015
- RMBC corporate Improvement Plan, Phase Two Action Plan, June 2016
- RMBC Corporate Plan 2016–18 draft approved December 2015
- 'Views from Rotherham' report, October 2015
- Performance Management Framework 2016-17
- RMBC Corporate Plan 2016-17 approved July 2016
- RMBC Council Plan 2017-2020 – Cabinet Agenda 25<sup>th</sup> June 2017
- Corporate Plan 2016/17 Quarter 1 Performance Report
- Corporate Plan 2016/17 Quarter 2 Performance Report
- Corporate Plan 2016/17 Quarter 3 Performance Report

### **Consideration by any other Council Committee, Scrutiny or Advisory Panel**

A presentation on the first version Corporate Plan was provided by the then MD Commissioner to Overview and Scrutiny Management Board (OSMB) on 26<sup>th</sup> November 2015.

A first draft of the Corporate Plan 2016-18, along with a new Performance Management Framework was considered and endorsed by Elected Members at the RMBC Council meeting on 9<sup>th</sup> December 2015.

The Corporate Plan for 2016-17 was approved by Elected Members at the RMBC Council meeting on 13<sup>th</sup> July 2016 and the refreshed Council Plan for 2017/2020 was presented to Elected Members on 26<sup>th</sup> June 2017

The Corporate Plan 2016/17 Quarter 1 Performance Report was presented to the Overview and Scrutiny Management Board (OSMB) on 16<sup>th</sup> September 2016.

The Corporate Plan 2016/17 Quarter 3 Performance Report was presented to the Overview and Scrutiny Management Board (OSMB) on 17<sup>th</sup> February 2017.

**Council Approval Required**

No

**Exempt from the Press and Public**

No

## **Corporate Plan 2016/17 Quarter 4 Performance Report**

### **1. Recommendations**

- 1.1 That the overall position and direction of travel in relation to performance be noted.
- 1.2 That consideration be given to measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics.
- 1.3 That the future performance reporting timetable for 2017/18 be noted.
- 1.4 That the progress made on delivering the Asset Management Improvement Plan (AMIP) in the period be noted.

### **2. Background**

- 2.1 In light of the failings in Performance Management highlighted in the Casey Report, the Council set out a specific objective to establish a new Vision, Corporate Plan and supporting Performance Management Framework.
- 2.2 To inform the establishment of this new vision, during the summer of 2015, the Leader of the Council and Commissioners (with support from a range of partner organisations and other leading councillors), met with people across Rotherham to listen to their views on their key priorities for the future of the borough. In total around 1,800 people were engaged (with the results published in the “Views from Rotherham” report in October 2015). This feedback was used to define a new vision for the Borough, which was announced at the Commissioners’ public meeting with Councillors on 28<sup>th</sup> October 2015.
- 2.3 In the light of this new vision, the development of a new Corporate Plan was initially led by the then MD Commissioner. This new Corporate Plan for 2016-2018, alongside a revised Performance Management Framework, was then endorsed by Elected Members at the Council meeting on 9<sup>th</sup> December 2015, but members acknowledged that the Corporate Plan would require further work to refine it, and that priorities and measures would need to be finalised through a process to reflect the specific priorities of the Leader and Cabinet in place following the local elections in May 2016.
- 2.4 Given the nature of the Council’s ongoing progress towards improvement a one-year Corporate Plan was developed. The underpinning performance management cycle runs from April to March and 2016-17 will therefore be a transitional year for planning and reporting, to introduce these new performance management arrangements and ensure a new and consistent approach across the Council. The refined Corporate Plan for 2016-17 was approved by Elected Members at the RMBC Council meeting on 13<sup>th</sup> July 2016.

- 2.5 Service and team planning templates have been produced to ensure a 'golden thread' runs from the Corporate Plan through to service, team plans and the PDR process and develop a consistent approach across the Council. Service Plans are now in place across the Council, and the Cabinet has recently received a refreshed Council Plan covering the period 2017-2020. This new Plan will take the place of the Corporate Plan and, as a result, this report forms the last quarterly report against indicators in the 2016-2017 Corporate Plan.
- 2.6 A new reporting format has been adopted and the first quarterly Performance Report (April – June 2016) was presented to the Cabinet and Commissioners' Decision Making meeting on 12<sup>th</sup> September 2016 and the Overview and Scrutiny Management Board (OSMB) on 16<sup>th</sup> September 2016. The Cabinet and Commissioners' Decision Making meeting considered the second quarter's results on 14<sup>th</sup> November 2016 and the third quarter's report on 13<sup>th</sup> February 2017. At the end of this third quarter 25 measures were progressing above or in line with the target set. Although this represented 24.3% of the total number of measures, performance data showed that 43.9% of measures which had information available for the third quarter were on target (a slight increase from the second quarter. At the Cabinet and Commissioners' Decision Making meeting the overall direction on travel in relation to performance and the performance reporting timetable were noted.
- 2.7 In addition to the Quarterly Performance reporting process, this report also contains the most recent Asset Management Improvement Programme (AMIP) progress report. This has been appended to this report as it needs to be reported to the Cabinet quarterly and the cycle for it sits neatly alongside the Performance reporting process.

### **3. Key Issues**

- 3.1 The Corporate Plan includes 86 measures, however a number of these include different elements resulting in there being 103 in total. The measures sit under 14 key delivery outcomes, which form the priority actions under each of the vision priorities:

- *Every child making the best start in life*
- *Every adult secure, responsible and empowered*
- *A strong community in a clean, safe environment*
- *Extending opportunity, prosperity and planning for the future*

These four priorities are underpinned by a fifth, cross-cutting commitment to be *a modern and efficient Council*.

- 3.2 The 2016/17 Corporate Plan sets out the vision, priorities and measures to assess progress. Through the guidance and direction set out in the supporting Performance Management Framework, relevant plans will be in place at different levels of the organisation to provide the critical 'golden thread' that ensures everyone is working together to achieve the Council's strategic priorities.

- 3.3 The Quarter 4 Performance Report (Appendix A) sets out how the Council has performed in the final quarter of 2016/17 (1 January – 31 March 2017) to deliver the five headline priorities for Rotherham as set out in the Corporate Plan for 2016-17. The report provides an overview of progress and exceptions (good/improved performance and areas of concern) as well as wider information, key facts and intelligence such as customer feedback, quality assurance, external regulation and specific case study information to demonstrate what has been achieved to deliver the vision.
- 3.4 The Q4 Performance Scorecard (Appendix B) provides an analysis of the Council's performance against each of the 103 performance measures. Based on the frequency of reporting and targets set each of the measures are rated as follows:

**Overall status (relevant to target)**



Measure progressing above or in line with target set



Measure progress has been satisfactory but is not fully reaching target set



Measure has not progressed in accordance with target set



Measure under development (e.g. awaiting data collection or target-setting)



Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)



Measure information not yet available (e.g. due to infrequency or timing of information/data)

**Direction of travel (dependent upon whether good performance in high or low)**



Numbers have improved



Numbers are stable



Numbers have got worse



Direction of travel not applicable

- 3.5 At the end of the final quarter (January – March 2017) 33 measures had either met or had exceeded the target set in the Corporate Plan. Although this represents only 31.4% of the total number of measures in the Plan, it equates to 49.3% of the total number of indicators where data is available or where targets have been set. The direction of travel is positive for 43.9% (36) of the indicators measured in this final quarter (35% across the whole of the Corporate Plan). A total of 27 (40.3% of those measured in the quarter) performance measures have not hit their target for the year (25.7% overall).
- 3.6 The Council set 32 priority indicators for 2016/17 which represented the key measures that the Council wished to place particular focus on in the course of the year. Of these 32, 12 hit their target by the year end (with a further one expected to hit the target but with final data not yet confirmed), 11 did not hit their target, and nine either do not yet have reliable data available or are measures where a target has not been set.
- 3.7 The 12 priority indicators where final data is available which hit their targets were:
- *1.C1 Smoking status at time of delivery (women smoking during pregnancy)* is now at 17% compared to a local target of 18.4%
  - *2.B4(a) Proportion of Adults receiving long term community support who receive services via self-directed support* with 78.3% being the proportion achieved compared to a target of 76%
  - *2.B9(a) Permanent admissions to residential care for adults* - 17.44 admissions rate compared to a target rate of no more than 17.6
  - *2.B9(b) Permanent admissions to residential care for older people*: 329 admissions in total for the year compared to a target of no more than 390 admissions
  - *3.B2(c) % of unclassified roads in need of repair* where the figure is currently 23% compared to a target of less than 28%. The national average is only 17% and the council is investing £10m over the next three years to bring the figure closer to the national average.
  - *3.B4(a) Following re inspection of grounds maintenance works achieve no more than 5% defective/not to standard works*. The outturn for this indicator was zero.
  - *4.A1 Survival rate of new businesses (3 years)*. This rate was 59.9% as opposed to a target of 57.5%.
  - *4.A2 Number of jobs in the Borough* – the number of jobs in the borough has exceeded 100,000 for the first time since the recession on 2008.
  - *4.A4 Overall number of businesses in the Borough* – there are 6,810 businesses in the borough compared to a target of 6,500.
  - *4.B2 % of housing stock that is non-decent*. The overall position is that 0% of the housing stock was non decent by the end of the financial year. This is better than the target of 0.5%.

- *4.B5(a) % of eligible properties which have applied for a license, within Selective Licensing area* – this indicator achieved 100% against a target of 95%
- *4.B5(b) % of privately rented properties compliant with Selective Licensing conditions within designated areas* – 82% of properties were compliant compared to a target of 70%.

### 3.8 The 11 priority measures that missed their target were:

- *1.A3 - % children who had a social care concern raised within 12 months of the last concern ending (Re-referrals):* Performance for the year saw this indicator at 27.5% compared to a target of 23%. This measure is a good indication of the effectiveness, quality and sustainability (by families) of children's social care work. The year-end target has not been met but there has been a sustained month on month improvement since September 2016 and if this continues the Council is in a strong position to achieve the national and statistical benchmarking averages in 2017/18. Contributing factors to this improvement include a greater management focus on overall 'quality' of work, systematic auditing and a strengthened front door screening process within MASH.
- *1.A4 - % children who are subject to repeat child protection plans (within 24 months).* The percentage at year end was 8.4% compared to a target of 4%. There continues to be an increase in the number of children being subject to a second or subsequent plan within 2 years of the other ceasing. Performance against this measure declined in January and then further in February and March 2017. Work continues in the service to assess the quality of plans and to ensure that plans are only ceased when children and young people are no longer at risk or are supported appropriately at a lower level of intervention
- *1.A5 – Increase in the proportion of children who are cared for in a family setting.* The outcome for this indicator was 81.1% compared to a target of 87.5%. However, the proportion of children in a family based placement continues to increase, the rate of this improvement is slightly impacted due to the overall numbers of LAC being higher than usual.
- *2.B2 - Average delayed transfers of care from hospital attributable to Adult Social Care.* Current information shows delayed transfers as 2.45 per 100,000 as opposed to a target of 1.5. While performance has declined, this is in line with national trends and Rotherham still performing well regionally. Performance in this period is impacted by significant pressures on the hospital through the winter in particularly in January 2017. The issue was exacerbated as, due to the acuity and complexity, the discharge pathways (e.g. intermediate care) became blocked. Enabling capacity remains challenged and there are significant issues with capacity in the home care market which are being addressed through targeted work.
- *2.B4(b) – Proportion of Carers in receipt of carer specific services who receive service by self-directed support.* Current figures suggest that this is 6.02% compared to a target of 46.7%. The introduction of the practice challenge group and a targeted training programme has led to an increase in a strength based approach to assessment. However the associated support planning needs further work to enable a full range of personalised options. Carers assessments continue to be an area of concern as reported feedback is indicating some carers refusing separate carer's assessments, work is taking place as part of

the delivery group for “caring together” to explore with Carers why this appears to be the case.

- *2.B6 – Proportion of people (65+) still at home 91 days after discharge into rehabilitation.* Performance against this indicator was 87.5% as opposed to a target of 91%. The enabling service offers tailored support to individuals in their own homes for a maximum of 6 weeks working with them to maximise their potential and to achieve agreed outcomes. This has helped individuals to regain skills and to rebuild confidence in order to help them live independently within the community. Further work will be undertaken to review the wider enablement offer and the pathway which will also incorporate intermediate care.
- *3.A4 - % of licence holders that demonstrate adherence to the requirements of the Council’s Hackney Carriage and Private Hire Policy.* In particular this relates to the number of drivers that have obtained the BTEC / NVQ qualification where 75% have obtained this qualification by the year end compared to a target of 100%. Officers within the Licensing team have identified all current drivers that have yet to provide evidence that they meet the qualification requirement. These drivers will be contacted by letter in the first quarter of the 2017/18 financial year and asked to provide evidence of their qualification – this will then allow for the targeted enforcement of the requirement by Licensing Enforcement Officers.
- *3.A6 - Number of people borrowing books and other materials –* the total number for the year was 21,158 compared to a target of 25,000. The outturn demonstrates a 5.8% reduction on performance in 2015/16. Benchmarking confirms that this is both a regional and national trend. The emerging role of libraries as neighbourhood hubs presents many opportunities to encourage new and repeat visitors. The future challenge will be to encourage those visitors to become and develop as readers.
- *4.B1 - Number of new homes delivered during the year* was 593 against a target of 731. Despite these figures, the Council is extremely confident that the supply of housing will be increased next year in all sectors of the market. This confidence is based following the government announcement that additional funding will be made available to the authority to increase the number of new homes across the borough in the coming year.
- *5.D2 -Days lost per FTE* were 10.97 days compared to a target of 10.2 days. The number of sickness days lost per person increased over the year from 10.43 to 10.97 days with three conditions, Musculo-Skeletal (31%), Stress (29%) and Infection Virus (16%), accounting for three quarters of all absence. Steps have been put in place to deliver more effective management of attendance including a review of policy, manager training and a dedicated sub group of the Council’s Health, Safety and Welfare Committee.
- *5.D3 - Reduction in Agency cost* targeted a 10% reduction but instead saw a 50% increase. It should be noted however that this increase contains some expenditure classified as Consultancy in previous years and approximately 70% of the expenditure was covered by existing staffing budgets. Changes in “Off Payroll” worker IR35 regulations on the taxation treatment of earnings from the Public Sector are expected to see agency costs fall during 2017/18 as some workers choose to move into permanent roles. The Workforce Management Board, led by the Assistant Chief Executive and attended by Assistant Directors

from all Directorates, has introduced a control process with use of agency staff requiring explicit Directorate and Board sign off which should also contribute to a reduction in expenditure.

- 3.9 There are a number of measures 18.1% (19 in total) rated as 'measure information not yet available' due to a number of measures which are annual, termly or 6 monthly. In some circumstances interim data is available to demonstrate whether or not the Council is on track to achieve the annual target, however for others the Performance Report provides an overview of progress to assure Cabinet/Commissioners that progress is being made. 9 of these indicators are priority measures – the majority are in this category as data is not yet available either because it is on an annual or a termly basis.
- 3.10 Commissioners and Cabinet Members will recall that the Corporate Plan includes five staff values and behaviours which capture in one place how everyone in the Council is expected to act and behave, including with customers and partners. Roll-out of the values commenced in September 2016 with staff briefings, articles in Take 5, a new screensaver and launch of employee awards nominations, particularly recognising those openly living the values. The Big Hearts Big Changes Awards took place on 24<sup>th</sup> November. Further roll out phases will see the behaviours incorporated within the PDR paperwork.
- 3.11 Following the recommendations in the CIPFA Health Check report published in November 2016, an Asset Management Improvement Plan was approved by Cabinet in February 2017. The Improvement Plan includes the 22 recommendations outlined in the Health Check report together with the ten "hallmarks of good Asset Management" and five areas requiring a "strong programme" outlined in Commissioner Kenny's letter in November 2016 to the Council's Chief Executive.
- 3.12 The approval required that an update be provided to Cabinet on a quarterly basis and this paper is the first such update, reporting progress for the period from February to May 2017. Significant progress has been made during the period and the position as at 31 May 2017 can be seen at Appendix D, the dashboard, reflecting progress made on all 17 composite points in the Plan.
- 3.13 The new Council Plan for 2017/20 will reduce the number of indicators overall and will provide a clearer focus on indicators that can be measured monthly or quarterly. To ensure that the 2017/20 Council Plan is effectively performance managed formal quarterly performance reports will continue to be presented to Cabinet/ Commissioner Decision-Making meetings during 2017/18:
- Quarter 1 Performance Report (performance to end-June 2017) – 11<sup>th</sup> September 2017
  - Quarter 2 Performance Report (performance to end September 2017) – 13<sup>th</sup> November 2017
  - Quarter 3 Performance Report (performance to end December 2017) – 19<sup>th</sup> February 2018
  - Quarter 4 Performance Report (performance to end March 2018) – June 2018 (exact date TBC)
  - Final 2017-2018 Annual Performance Report (validated data) – early Autumn 2018 (exact date TBC)

#### **4. Options considered and recommended proposal**

- 4.1 It is recommended that Cabinet and Commissioners review the overall position, direction of travel and general progress made to deliver against the key delivery outcomes and the Asset Management Improvement Programme and provide feedback regarding what action is required in relation to areas of poor performance.

#### **5. Consultation**

- 5.1 The Council consulted with 1,800 members of the public to develop the new vision for the borough during the summer of 2015 and set out in October 2015. During 2016/17 The Leader and Chief Executive held a number of staff briefing sessions throughout January and February 2016. Part of the sessions included an update on the Corporate Plan and over 800 attended in total.
- 5.2 A presentation on the first version of a new Corporate Plan was made to Overview and Scrutiny Management Board on 26<sup>th</sup> November 2015, with this formally considered by members at the Council meeting on 9<sup>th</sup> December 2015 and approved on 13<sup>th</sup> July 2016. Regular discussions on the developing plan were also held with Strategic and Assistant Directors, M3 Managers and Cabinet Members and Commissioners.
- 5.3 Focus groups, M3 manager meetings, as well as the “Views from Rotherham” consultation conducted in 2015, have all also provided opportunities to help define the new values and behaviours for the organisation contained within the Plan. Trades Unions have also seen the values and behaviours and will be included in considerations around the roll out of these.
- 5.4 The quarterly reporting template and performance scorecard has been developed in consultation with performance officers, the Strategic Leadership and Cabinet Members.

#### **6. Timetable and Accountability for Implementing this Decision**

- 6.1 This is the fourth and final quarterly Performance Report relating to the Corporate Plan for 2016/17. The Quarter 1 Performance Report relating to the new Council Plan 2017/2020 will be presented to Cabinet and Commissioners on 11<sup>th</sup> September 2017. Paragraph 3.12 sets out an outline forward programme of further quarterly performance reports.

#### **7. Financial and Procurement Implications**

- 7.1 The Corporate Plan will help steer the use of Council finances going forward, balanced against the wider funding backdrop for the Council and the broader national local government finance and policy context.

- 7.2 The Council operates in a constantly changing environment and will need to be mindful of the impact that changes in central Government policy, forthcoming legislation and the changing financial position of the authority will have on its ability to meet strategic, corporate priorities and performance targets; and that ambitions remain realistic.
- 7.3 Any identified needs to procure goods, services or works in relation to achieving the Corporate Plan objectives should be referred to the Corporate Procurement Service in order to ensure all projects are in line with the relevant internal Contract Procurement Rules and UK Public Contract Regulations as well as relevant EU legislation.

## **8. Legal Implications**

- 8.1 While there is no specific statutory requirement for the Council to have a Performance Management Framework and Corporate Plan, being clear about the Council's ambitions gives staff, partners, residents and central Government a clear understanding of what it seeks to achieve and how it will prioritise its spending decisions.
- 8.2 An effective and embedded Corporate Plan is also a key part of the Council's ongoing improvement journey in response to Government intervention at the Council.

## **9. Human Resources Implications**

- 9.1 There are no direct Human Resources (HR) implications as a result of this report, though the contribution HR makes to a fully functioning organisation and dynamic workforce is set out within the plan and Performance Report (priority 5 – a modern, efficient Council). Roll out of the values and behaviours requires engagement with all sections of the workforce and it is a key role for managers across the organisation, led by the Chief Executive and wider Senior Leadership Team.

## **10. Implications for Children and Young People and Vulnerable Adults**

- 10.1 The Corporate Plan has a core focus on the needs of children and young people and vulnerable adults, including a focus on establishing Rotherham as a 'child-centred' borough (Priority 1).

## **11. Equalities and Human Rights Implications**

- 11.1 Ensuring that the Council meets its equalities and human rights duties and obligations is central to how it manages its performance, sets its priorities and delivers services across the board.
- 11.2 A new corporate Equalities and Diversity Policy was adopted by Council on 13<sup>th</sup> July 2016 which will reinforce the duties of the Council in this regard in delivering the aims and ambitions of the Corporate Plan for 2016/17 as well as the refreshed Council Plan for 2017/2020 and supporting service business planning processes.

## **12. Implications for Partners and Other Directorates**

12.1 Partnership working is central to the Corporate Plan and the refreshed Council Plan. The formal partnership structure for Rotherham, the 'Rotherham Together Partnership' (RTP), launched "The Rotherham Plan 2025" in March 2017. The Plan describes how local partners plan to work together to deliver effective, integrated services, making best use of their collective resources. The refreshed Council Plan links to The Rotherham Plan by picking up the "Game Changers" described in the latter document and setting out the Performance Indicators that describe how the Council intends to deliver its part of the Plan.

## **13. Risks and Mitigation**

13.1 Within the Performance Report there are two sections relating to risks under each of the key delivery outcomes. These include the 'exceptions' and 'risks and challenges ahead' sections. Within the Performance Scorecard all measures which have not progressed in accordance with the target set are clearly marked with a red cross. Directorates are also responsible for ensuring that any significant risks are also addressed via Directorate and Corporate Risk Registers.

13.2 The Strategic Risk Register is structured to identify and mitigate strategic risks aligned to the Corporate Plan. The process of updating and identifying strategic risks is designed to enable the Council to manage risks connected to the Corporate Plan. Each risk area is reviewed every six weeks.

## **14. Accountable Officer(s)**

14.1 *Sharon Kemp, Chief Executive*

Approvals Obtained from:

Head of Human Resources: Sue Palfreyman

On behalf of Assistant Director of Legal Services: Stuart Fletcher

On behalf of Strategic Director of Finance and Customer Services: Graham Saxton

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