

## Eden District Council

Cabinet  
24 May 2022

Overview & Scrutiny Committee  
7 July 2022

## Corporate Performance Report: Q4 1 January 2022 - 31 March 2022

<b>Portfolio:</b>	Leader
<b>Report from:</b>	Interim Director of Resources
<b>Wards:</b>	All Wards
<b>OPEN PUBLIC ITEM</b>	

### 1 Purpose

- 1.1 To provide a summary of progress against the revised corporate performance targets, for the period 1 January 2022 - 31 March 2022.
- 1.2 To Inform the Cabinet and Overview and Scrutiny Committee of any areas of concern or issues requiring attention and the remedial activity in place to deal with these.

### 2 Recommendations

Overview and Scrutiny Committee are recommended to:

- 2.1 Review the Quarter 4 Performance and make any recommendations to the Cabinet.  
Cabinet are recommended to:
- 2.2 Note the progress for Quarter 4 2021/2022.

### 3 Introduction

- 3.1 The Council is committed to managing performance and risk and reviews progress against its corporate priorities on a quarterly basis. Reports are presented to both Overview and Scrutiny and the Cabinet.
- 3.2 This report provides the fourth quarter update for 2021/22 on performance in delivering the Council's priorities, and corporate risk management.
- 3.3 The Council's performance management framework is reported on a quarterly basis and it is a retrospective report, which means it looks back on the performance of the previous quarter.
- 3.4 Included in this report for the first time is a new Action; 'Single Site' (A). This will replace the previously reported on 'Organisational Transformation' items following the completion of the One Eden project. More detail on this new action and its milestones can be found in para 4.7.
- 3.5 The introduction of the new performance monitoring software; Pentana is continuing to progress well, with more Departments requesting additional training and the creation of bespoke departmental areas/portals. The Performance Team is working hard to facilitate these requests.

## 4 Report Details

### Performance Management

- 4.1 The Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2020/21 corporate plan and the priorities of the Council.
- 4.2 Our corporate plan sets out four strategic priorities:
- Sustainable;
  - Healthy, Safe and Secure;
  - Connected; and
  - Creative
- 4.3 This report provides a summary of the Council's performance in delivering against each strategic milestone. To measure performance a 'traffic light' system is used. Where performance is on or ahead of target it is rated green, where performance is slightly behind the target it is rated amber. A red rating indicated performance or delivery is off target.
- 4.4 The summary performance report is set out at Appendix A and the main exceptions explained in the sections below.

### Sustainable

- 4.5 Summary of progress 'traffic light' rating for Sustainable strategic milestones;
- 9 Green (on or ahead of target)
  - 2 Amber (slightly behind target)
  - 0 Red (performance off target)
  - 12 Complete
- 4.6 The Council is committed to ensuring it is financially viable, customer focused and zero carbon. Co-producing economic opportunities and strategies will protect Eden's working cultural landscapes and biodiversity, aiming to store more carbon than is produced in the District.
- 4.7 Single site (A) - this is a new objective bringing together the programme for Voreda House, the sale of Mansion house and the eventual move to the new single site. The milestones mirror the works programme, which is overseen by a Project Delivery Group which in turn is overseen by a Steering group.
- 4.8 Local Plan Viability study (B3) - There are a number of factors effecting the delivery of this milestone. This will be reviewed and new timescales set for 2022/23.
- 4.9 Carbon Literacy Training (C2) - this training has been delayed, due to limited take up by Officers, but new dates have been arranged. Previous Carbon Literacy Training was held last year (May and June 2021) and a total of 44 Officers attended.
- 4.10 Biodiversity (D) - The milestones associated with this priority have been amended slightly in order to better reflect the Biodiversity Action Plan (as cited in the adopted Zero Carbon Strategy) and the work being conducted by the Sustainability Team.
- 4.11 Sustainable Waste Service (E) - Overview and Scrutiny Committee resolved on 1 March 2022 not to undertake a policy review on the configuration of waste and recycling collections due the late publication of government guidance and that the future shape of services is being dealt with through the LGR process.

- 4.12 Place making (H) – the disposal of Mansion House has slower than anticipated, however Heads of Terms have been agreed with buyer and due diligence and the associated surveys for planning are being arranged (H3). Following the completion of the Town Hall feasibility study the preferred option has been agreed. The due date for this action (H2) has been extended in line with the revised One Site programme.

### **Healthy, Safe and Secure**

- 4.13 Summary of progress ‘traffic light’ rating for Healthy, Safe and Secure strategic milestones;
- 7 Green (on or ahead of target)
  - 1 Amber (slightly behind target)
  - 0 Red (performance off target)
  - 6 Complete
- 4.14 The Council is committed to improving housing, both new build and existing, working towards self-sufficiency in energy and co-produce healthy, connected, prosperous communities, for all, urban and rural.
- 4.15 Enhancement of Environmental Enforcement (W1) - There was a delay receiving all responses following the option report’s internal consultation. However, it is now the intention to take the report to the next Housing and Health Portfolio meeting given that the budget associated with the options cited has been approved.
- 4.16 Local Carbon Housing Retro fit (J) - The Green Homes Grant Phase 1B has been extended to the end of July (previously 31 December 2021) and works are progressing well with a total of 48 Phase 1B installations completed.
- 4.17 Public Realm (L) - £50,000 within this existing revenue budget will now be under the control of the Contracts Manager and will be used to refurbish/improve some of the EDC stock of play areas. The progress and money spent to date will be reported as item L1 going forward. The ongoing progress of the Community Fund, will be reported separately (L2).
- 4.18 New Homes (I) - The approach and site have been identified for the pilot new build green housing exemplar scheme. Awaiting response from Consultants/Land Owner regarding the programme of delivery over the coming year. It is anticipated that new milestones/key dates will be identified to reflect this.

### **Connected**

- 4.19 Summary of progress ‘traffic light’ rating for ‘Connected’ strategic milestones;
- 1 Green (on or ahead of target)
  - 0 Amber (slightly behind target)
  - 0 Red (performance off target)
  - 3 Complete
- 4.20 The Council is committed to supporting the improvement in digital connectivity, transport and access to attract and support businesses, employees and families, connecting Eden with the global economy and knowledge industries. People are connected in communities with access to education, work, healthcare and leisure.
- 4.21 All milestones in this area are progressing well. The cycling milestones (Q) have been marked as ‘on hold’ during the quarter due to the current LGR process and will no longer be reported on corporately.

## Creative

- 4.22 Summary of progress 'traffic light' rating for 'Creative' strategic milestones
- 0 Green (on or ahead of target)
  - 0 Amber (slightly behind target)
  - 0 Red (performance off target)
  - 6 Complete
- 4.23 Support businesses to respond to national and global changes and encourage innovation in tourism, food and green industries and develop arts and cultural activities to add to town centre vibrancy, support communities and improve health and well-being.
- 4.24 Greening Eden Business Grant Scheme (T1) awarded its first grants during this quarter and over 40 businesses have shown an initial interest to the scheme. It is the expectation that more applicants will go through the grant panel assessment end of April/beginning of May. The continual progress of the scheme will be reported via Key Performance Indicators (*KPI 27- Business Carbon Audits, KPI 28- Greening Eden Business Grants Awarded and KPI 29- Carbon Emissions (Greening Eden Businesses)*). *KPIs 28 and 29 will be new metrics introduced Q1 22/23*.

## COVID Grants Update

- 4.25 The ARG Grant and Omicron Grant have now closed, and all grants have been paid out. The following table summarises the total COVID grants issued by the Council (14,695 grants with a total monetary value of £56,627,351.70). It has been a remarkable effort by the teams involved; Revenues & Benefits, Economic Development, Finance and Customer Services.

Covid-19 Grants Administered		
Grant	Total number administered to date	Total value paid to date
Small Business Grant (SBG) Scheme- Grant closed 30 September 2020	1,753	£17,530,000.00
Retail, Hospitality and Leisure Grant (RHLG) Scheme- Grant closed 30 September 2020	480	£7,260,000.00
Local Discretionary Grant Scheme – Grant closed 30 September 2020	183	£1,240,500.00
Local Restrictions Support Grant (Closed i.e. Businesses required to close) 5 November 2020- 2 December 2020. Grant Closed 14 May 2021	1,538	£2,196,246.00
Local Restrictions Support Grant (Closed i.e. Businesses required to close) Post 2 December 2020*. Grant Closed 14 May 2021	29	£23,006.00
Local Restrictions Support Grant (Open i.e. Businesses able to remain open). Grant Closed 14 May 2021	1,518	£1,423,106.00
Additional Restrictions Grant (up to 31 October 2021)	1,095	£2,122,123.00
Additional Restrictions Grant (current round of funding to 16 March 2022)	161	£199,092.00
Christmas Support Payment- Grant Closed April 2021	68	£68,000.00
Local Restrictions Support Grant Sectors- Grant Closed 14 May 2021	4	£2,357.14

Grant	Total number administered to date	Total value paid to date
Local Restrictions Support Grant (Closed - Addendum Tier 4)- Grant Closed 14 May 2021	1,495	£381,045.56
Local Restrictions Support Grant (Closed- Addendum Post 5 Jan 2021)- Grant Closed 30 June	3,059	£6,706,321.00
Closed Businesses Lockdown Payment- Grant Closed 14 May 2021	1,537	£6,580,000.00
Restart Grant: Strand One (Non- essential retail)- Grant Closed 30 July 2021	165	£467,382.00
Restart Grant: Strand Two (Hospitality, Leisure, Accommodation, Gym & Sports and Personal Care)- Grant Closed 30 July 2021	975	£8,512,000.00
Omicron Grant- Grant closed March 2022	635	£1,916,173.00
<b>Total (Sum of the Above)</b>		
<b>Total:</b>	<b>14,695</b>	<b>£56,627,351.70</b>
(Source: EDC Revenue & Benefits)		

4.26 The work now continues with the audits for BEIS, plus this year the administration of the CARF payments, and Energy Rebates via the Council Tax system.

## 5 Risk Management

5.1 Strategic risk is managed by the extended leadership team and is reviewed on a monthly basis.

## 6 Policy Framework

6.1 The Council has four corporate priorities which are:

- Sustainable;
- Healthy, Safe and Secure;
- Connected; and
- Creative

6.2 This report meets all of the above priorities.

## 7 Consultation

7.1 No consultation was required for this Quarter 4 report.

## 8 Implications

### 8.1 Financial and Resources

8.1.1 Any decision to reduce or increase resources or alternatively increase income must be made within the context of the Council's stated priorities, as set out in its Council Plan 2019-2023 as agreed at Council on 7 November 2019.

8.1.2 There are no direct financial implications arising from this report.

### 8.2 Legal

8.2.1 The provision of functions set out in this report shall be provided in accordance with relevant legal requirements including those that impact on equality and diversity and taking account of the legal duties that the Council has towards staff.

### 8.3 Human Resources

8.3.1 There are no direct implications arising from this report.

### 8.4 Statutory Considerations

<b>Consideration:</b>	<b>Details of any implications and proposed measures to address:</b>
Equality and Diversity	Performance management has a positive impact on the consideration of and delivery of positive outcomes in terms of Equality and Diversity.
Health, Social Environmental and Economic Impact	Performance management has a positive impact on the consideration of and delivery of positive outcomes in terms of Health, Social, Environmental and Economic Impact.
Crime and Disorder	Performance management has a positive impact on the consideration of and delivery of positive outcomes in terms of Crime and Disorder.
Children and Safeguarding	Performance management has a positive impact on the consideration of and delivery of positive outcomes in terms of Children and Safeguarding.

### 8.5 Risk Management

<b>Risk</b>	<b>Consequence</b>	<b>Controls Required</b>
Risks to public, finance or reputation through poor monitoring of Council Performance.	Adverse impacts on the public, the Council's finances or reputation.	The performance management framework now links risk management with priority actions, programmes and measures.

## 9 Other Options Considered

9.1 The only other option is not to report on progress against targets set. This is not recommended.

## 10 Reasons for the Decision/Recommendation

10.1 To advise Members of progress against outcomes.

### Tracking Information





<b>Governance Check</b>	<b>Date Considered</b>
<b>Chief Finance Officer (or Deputy)</b>	25 April 2022
<b>Monitoring Officer (or Deputy)</b>	13 May 2022 (Deputy)
<b>Relevant Assistant Director</b>	3 May 2022

### Background Papers:

**Appendices:** Appendix A -The Corporate Plan Dashboard  
Appendix B - Key Performance Indicators (KPIs)  
Appendix C - Strategic Risk Register

**Contact Officer:** Amanda Yellowley, Assistant Director - Customers & Performance




## Key Strategic Objectives and Milestones

Status Summary		
Icon	Description	Total
	Actions Red (Overdue)	0
	Actions Amber (Check Progress, at risk of falling behind schedule)	3
	Green Action (Action on track to meet Target Date)	17
	Complete Action	27 Total Actions completed to date (Running total across all Quarters)

A Single Site				Sustainable			
Move to one operational site. The purchase, refurbishment and relocation to a new corporate headquarters							
Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
A1	Construction Contract Awarded	Karen Greenwood	Mike Poulter		<div style="width: 100%;"><div style="width: 100%;">100%</div></div>		Complete
A2	Site Handover and Construction Start		Mike Poulter		<div style="width: 100%;"><div style="width: 100%;">100%</div></div>		Complete
A3	Partner agreements completed		Mike Poulter	30-Jun-2022			
A4	Transition Plan in Place		Mike Poulter	31-Aug-2022			
A5	Construction and transition completed		Mike Poulter	31-Dec-2022			




**B Local Plan/ Planning** **Sustainable**

Undertake (i) a partial review of the Local Plan, to strengthen policy on two key areas: climate change and design: and (ii) a settlement study.


Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
B1	Carry out partial review of the Local Plan	Virginia Taylor	Fergus McMorro	01-Apr-2023	<div style="width: 35%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 35%		Q4 update: Work progressing on evidence-base reports needed to underpin the Partial Review (Viability Assessment, Sustainability Appraisal with Strategic Environmental Assessment, refresh of Infrastructure Delivery Plan), on drafting new policies and preparing a brief for a Design SPD. Staff resources have continued to be diverted on other work (Neighbourhood Plans and First Homes) which, together with recent Natural England's recent advice on 'nutrient neutrality' is affecting the ability to meet the targets in the LDS.
B2	Commence the Local Plan Review Consultation		Fergus McMorro	30-Jun-2021	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		Public Consultation at Regulation 18 is complete
B3	Carry out Viability Study		Fergus McMorro	06-May-2022	<div style="width: 70%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 70%		Q4 Update: Revised report received from consultants in February 2022. This is being reviewed with input from Cumbria CC but completion of the report has been delayed due to staff illness, the availability of our 'critical friend' at Cumbria County Council and the implications of Natural England's recent advice regarding 'Nutrient Neutrality'.

**C Zero Carbon Strategy** **Sustainable**

Deliver the Zero Carbon Eden District Council Strategy & Action Plan 2020-2023, making progress on reducing the Council's carbon footprint to zero by 2030, by improving energy use and biodiversity in EDC estate, promoting community projects in district e.g. community energy schemes.



Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
C1	Final strategy and action plan agreed by Executive	Mark Rudhall/ Virginia Taylor	Laura Cadman	30-Sep-2021	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		Complete.
C2	Provide accredited Carbon Literacy Training to staff and Members		Laura Cadman	31-Mar-2022	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		Q4 Update: Carbon Literacy training is being run again in May and June. The training has also been added to the Corporate Training Schedule. % of staff and members trained will be reported through the KPI's in future.
C3	Identify individually the carbon footprint of each buildings own / managed by EDC and try to find		Laura Cadman	03-Apr-2023	<div style="width: 65%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 65%		Q4 Update: All the energy and water data from April 2018 have been implemented in Pilio. The Sustainability Team has been






	mitigation and adaptation scenario to reduce their carbon emissions						engaged with NW energy Hub to get their support to finalise a carbon management plan.
C5	Install Electric Vehicle charging points across the district.		Laura Cadman	01-Apr-2023	<div style="width: 25%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 25%		<p>Q4 update:</p> <ul style="list-style-type: none"> <li>• 120 locations were initially identified and have been mapped, however other sites need further exploration before deciding whether to submit a bid at this stage.</li> <li>• ORCS Funding (On-Street Residential Chargepoint Scheme) could be applied for however the maximum bid is £100K. It is anticipated that this fund may only be available over the next 12 months and will be replaced by LEVI funding (Local Electric Vehicle Infrastructure), which currently has £400 million Resource funding and a further £50 million Capital Funding.</li> <li>• Cumbria County Council have carried out an assessment for a Project manager role to drive this forward. It is anticipated that the salary banding for this role would be in the region £32k-£35k, with a FTC position being available until April 2023. Funding for the role needs further investigation and donations may be sought from each partner in the group, including EDC.</li> </ul>

## D Biodiversity

## Sustainable



Manage our own land sustainably, collaborate with external bodies, develop and deliver integrated protection and enhancement of natural habitats within Eden ecosystems.							
Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
D1	Assess council owned land for suitability for biodiversity enhancement	Mark Rudhall	Laura Cadman	30-Sep-2022	<div style="width: 40%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 40%		<p>Q4 Update: The Sustainability Team has produced a visual assessment of the land owned by EDC to determine which land could show ecological potential. All the description of the land have been implemented in the Land Terrier in GIS. The lands needs now to be shared with Cumbria Wildlife Trust for their expertise and their landscape, biodiversity and habitat assessment. Further discussion need to be made with Eden River Trust and Cumbria Wildlife Trust about projects such as :</p> <p>- Planting for pollinators/ Planting trees</p>
D2	Identify key partners for appropriate SLA's in relation to the recovery of priority habitats (uplands, woodland, meadow and wetlands).		Laura Cadman	30-Sep-2022	<div style="width: 25%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 25%		<p>Q4 Update: The Sustainability Team has received the Service Level Agreement from the legal team. The terms of the Service Level Agreement needs to be reviewed with the different external organisations. Eden River Trust and The Farmer Network have agreed to work with EDC and the Sustainability team is hoping to start the SLA with them begging of April. AONB have also been contacted to see if they would be interested in working with EDC.</p>




D4	Increase positive management and protect existing woodland and treescapes (incl Veteran Trees, hedges etc.). Build partnerships with Cumbria Woodlands, Woodland Trust & private landowners		Laura Cadman	30-Sep-2022	<div style="width: 5%;"><div style="width: 5%;"></div></div> 5%		Q4 update: The Sustainability Team has assess visual the different type of land owned by EDC. Following some discussion the lands with ecological potential would be send to Cumbria Wildlife Trust for a landscape, biodiversity and habitat assessment. Sustainability Team Leader is also exploring the possibility to gather the TFN, NFU and other external organizations to discuss about ways to work together to improve the ecological potential of the land use across the Eden District.
D6	Promote Farming, and the benefits ecosystem service delivery of public goods through government schemes and NFU, CLBA, Farm Tenant Association, UoC, Westmorland Agricultural Society and The Farmer Network		Laura Cadman	31-Mar-2023	<div style="width: 25%;"><div style="width: 25%;"></div></div> 25%		Q4 Update: The Sustainability team has received the SLA from legal. The Sustainability Team is hoping to start working with TFN beginning of April. The Sustainability Team has established a first contact with the AONB to explore the opportunity to work together on farming and land use.
D7	Increase the funding available to support communities, Parish and Town Councils to accelerate local implementation of zero carbon and biodiversity schemes.		Laura Cadman	01-Apr-2023	<div style="width: 60%;"><div style="width: 60%;"></div></div> 60%		Q4 update: The COP26 community fund was launched in January. The Sustainability Team is working on the final draft of the guidance and application forms to share them with community groups.


## E Sustainable Waste Service




## Sustainable

To develop a new waste and recycling service which is compliant with the government's waste and resource strategy, and aims to reduce the service's carbon footprint and remove plastic waste wherever possible

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
E1	Report to Executive and Council to agree delivery vehicle for waste, recycling and street cleaning services from 2022.	Mike Tonkin		31-Dec-2021	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Following the agreement to extend the service delivery contracts with Urbaser and Cumbria Waste Recycling for 5 years in July 2021, this action is now complete.
E2	Report to Executive and Council and agree service design and collection regime for services from 2022			31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Q4 Update: Overview and Scrutiny Committee resolved on 1 March 2022 not to undertake a policy review on the configuration of waste and recycling collections due the late publication of government guidance and that the future shape of services is being dealt with through the LGR process. Cabinet supported this position on 15 March. For the purpose of the performance monitoring this action is now marked complete.


F Eden Economic Strategy				Sustainable			
Deliver a work plan and strategy to support growth, business development and higher wages in a post COVID, 21st Century Rural economy							
Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
F1	Stakeholder Consultation in conjunction with the Cumbria LEP	Mary Robinson	Fergus McMorrow	31-Dec-2021	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Complete. Consultation completed and reported to Executive for sign off - Inspiring Eden Economic Prospectus to be published in early 2022 after which the work streams will start coming on line
F2	Draft Strategy produced for consideration		Fergus McMorrow;	31-Dec-2021	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Complete. Inspiring Eden Economic Prospectus produced ready for publication in early 2022 after which work stream prospectuses will be developed and rolled out
F3	Final Strategy agreed by Members		Fergus McMorrow	31-Dec-2021	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Complete. Agree by Executive at November meeting with delegated authority provided to AD and Portfolio holder to finalise and publish (updated text signed off and Prospectus to be published in early 2022)

G Dog Fouling				Sustainable			
Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
G1	Poover- Machines for collecting dog waste across the District	Mike Tonkin	Laura Cadman	01-Apr-2023	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Complete. 2 handheld vacuum machines have been purchased and delivery expected imminently. These will go into immediate use with the contractors.

H Place Making				Sustainable			
Sell Mansion House & develop Town Hall site to enhance the public realm, and provision of hotel, leisure & cultural facilities							
Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
H1	Completion of Feasibility Study for Town Hall and Report reviewed by Members	Karen Greenwood	Fergus McMorrow	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Action complete- Feasibility study has been conducted.
H2	Town Hall - seek Member agreement on the Feasibility Study, agree which option to pursue and draft timetable of future activities.		Fergus McMorrow	31-Mar-2023	<div style="width: 90%;"><div style="width: 90%;"></div></div> 90%		Preferred option has now been agreed. Report to April Cabinet on Cultural Strategy confirms. Timetable revised in line with One Site programme. Actions to proceed on vacation of Town Hall
H3	Disposal of Mansion House		Fergus McMorrow; Les Clark	28 Feb-2023	<div style="width: 60%;"><div style="width: 60%;"></div></div> 60%		Heads of terms agreed with buyer. Due diligence and surveys for planning arranged






**I New Homes** **Healthy, Safe and Secure**

deliver a pilot new build sustainable affordable housing scheme, which is both environmentally sound and capable of being replicated within a reasonable cost envelope; use the learning gained to work in partnership with Homes England and other agencies to deliver the wider roll out of similar schemes to meet local needs.

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
I1	Members to agree site, number of homes and new timetable for the project if the initiative is found feasible.	Mark Rudhall	Fergus McMorrow	06-May-2022	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%		Approach agreed. Consultants advised to pursue site. Development would be part of larger development of homes. Awaiting response from Consultants/Land owner re programme for delivery over the coming year

**J Low Carbon Housing Retro-fit Programme** **Healthy, Safe and Secure**


deliver the existing programme, secure new funding where possible and assist other authorities with Green Homes Grant LAD schemes, ensuring that resources are available to make maximum use of government grants to tackle the triple challenges of low carbon, health and wellbeing and fuel poverty in the housing sector

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
J1	Delivery, in partnership with external key partner, the outcomes of Phases 1 a and b of the LAD Green Home Grant Scheme	Judith Derbyshire	Robert Docherty	31-Jul-2022	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%		<b>Q4:</b> 48 Phase 1B installs completed. A further 50 installs in progress. 201 total measures in the journey (application received to install completed) in order to cover for potential dropout (161 is target as per measure mix). Deadline for installation has been extended to July as per our recovery plan that was accepted, and signed MoU was returned to BEIS on the 15/3/22.
J2	To finalise partnership working with other Cumbrian Councils in the funding and implementation of the Phase 2 of the LAD Green Homes Grant Scheme. To act as Accountable Body on behalf of other Cumbrian districts on delivery of the scheme		Robert Docherty	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		<b>Q4:</b> Contract with E.ON and sub-funding agreements all executed as of the 8/2/22.
J3	To make a bid submission to BEIS for HUG and Phase 3 of the LAD Green Homes Grant Scheme.		Robert Docherty	30-Sep-2021	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Complete-Bids submitted for a total of £20.25 million (£6million Phase 3 and £14.25million HUG). Carlisle acting as lead authority.
J4	To implement and deliver on first outcomes of HUG and Phase 3 of the LAD Green Homes Grant Scheme		Robert Docherty	31-Mar-2023	<div style="width: 10%;"><div style="width: 10%;"></div></div> 10%		<b>Q4:</b> Carlisle working on tender process and procurement still. EDC working out how much funding we will require to administrate the scheme in Eden.
J5	To develop and implement resource requirements, within structure of the HIA, utilising external funding		Robert Docherty	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Complete. GHG team recruited and in place

	to deliver on Green Homes Grant Schemes and to maximise uptake of future potential opportunities						
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<b>K Young People &amp; Families</b>	<b>Healthy, Safe and Secure</b>
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To be active members of the Eden Children and Families Locality working group with the aim to retain and attract a working age population to overcome the increasing demographic imbalance, improve health & wellbeing, and to provide our young people with education, training, employment opportunities and good affordable housing

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
K1	Work with partners on the Eden Locality Children & Families Partnership to develop an action plan for the Eden locality.	Lissie Sharp	Amanda Yellowley	31-Mar-2022	<div style="width: 100%;"><div style="background-color: #00a68a; width: 100%;"></div></div> 100%		This is deemed to be complete. Work with the group is ongoing and will no longer be reported upon




<b>L Public Realm</b>	<b>Healthy, Safe and Secure</b>
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Support communities to improve their local open spaces, allotments and play areas for active leisure, safe outdoor play and improved biodiversity

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
L1	Improvement of EDC stock of play areas.	Lissie Sharp	Robert Docherty	31-Mar-2023	<div style="width: 10%;"><div style="background-color: #00a68a; width: 10%;"></div></div> 10%		Q4 Update: £50k within this existing Revenue budget will be under the control of the Contracts Manager and will be used to refurbish / Improve some of the EDC stock of play areas as decided by the Contracts Team, along with the Communities Portfolio Holder. It will most likely be used to replace equipment that is failing either due to age or vandalism. Progress % has been amended to reflect the proportion of the £50k spending. Description of milestone changed accordingly.
L2	Parks & Green Spaces- Provide funding to support investments in parks and open spaces across the district.		Robert Docherty	01-Apr-2023	<div style="width: 0%;"><div style="background-color: #00a68a; width: 0%;"></div></div> 0%		Q4 update: £100k has been allocated for the 22/23 financial year as a ring fenced add on to the Community Fund. Applications will be considered alongside the normal Community Fund by the panel and then confirmed by Cabinet.
L3	Appleby Football Pitch		Robert Docherty	31-Mar-2023	<div style="width: 0%;"><div style="background-color: #00a68a; width: 0%;"></div></div> 0%		Q4 Update: New Action


**N Poverty** **Healthy, Safe and Secure**

We will work across the Council to ensure that all residents struggling due to financial inequalities have access to advice and assistance. Through this work the long term aim is to reduce levels of poverty across the district.

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
N1	Collect applicable data to measure levels of poverty within Eden	Lissie Sharp	Amanda Yellowley	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Q4 Update: Applicable data sources have been identified and research document produced. This research document can be updated as required.
N2	Anti-Poverty Objectives Agreed		Amanda Yellowley	31-May-2022	<div style="width: 70%;"><div style="width: 70%;"></div></div> 70%		Q4 Update: Anti-Poverty statement document has been produced detailing suggested Anti-Poverty Objectives and Actions. This is currently in the process of internal review. This action now has a revised due date of end of May 2022.
N3	Anti-Poverty Actions Agreed		Amanda Yellowley	31-May-2022	<div style="width: 70%;"><div style="width: 70%;"></div></div> 70%		Q4 Update: Anti-Poverty statement document has been produced detailing suggested Anti-Poverty Objectives and Actions. This is currently in the process of internal review. This action now has a revised due date of end of May 2022


**O Community Devolution of Assets** **Connected**



Work with CALC, parishes and others to progress the mutually agreed transfer of assets to parish and town councils in a timely and cost-effective manner

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
O1	Establish Member Task and Finish Group to review work streams and policy	Lissie Sharp	Laura Cadman	30-Sep-2021	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Completed - group have met twice. More milestones to follow. T&F group will be consulted. Policy will go to cabinet in May

**R Equality and Diversity** **Connected**

Carry out a review of our current internal practices and to develop new policy and staff training with outside consultants.

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
R1	Updated Equality Training to be given to staff and Members (by External Consultants IODA)	Virginia Taylor	Amanda Yellowley	31-May-2022	<div style="width: 80%;"><div style="width: 80%;"></div></div> 80%		Q4 Update: This has been delayed slightly due to unexpected staff leave. HR are now taking this forward and training dates have been proposed by the provider. The training will be mandatory for Officers and will consist of 2x 90 minute online interactive sessions. Member training is also being arranged and Member Services are progressing this. The due date for this action has

							been extended to end of May to reflect the proposed training dates from the provider.
R2	Initial review of existing documents and practices		Amanda Yellowley	31-Dec-2021	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Q4 Update: Internal review complete and new Equality Objectives adopted. Now compliant with legislation (Public Sector Equality Duty).
R3	Review of findings from internal review. Decision made how to effectively resource progression of Equality and Diversity work (to include update of Council's Equality Objectives).		Amanda Yellowley	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Q4 Update: Complete. Updated Equality Objectives were approved by Council Feb 2022 and published on the Council's website. An Equality and Diversity Action Plan has been created and approved in line with the new objectives.

### S Town Centres

### Creative



Work with partners, including Borderlands, prepare plans for funding bids to reinvent our town centres for the future, to increase investment, promote their uniqueness and explore creative ways to bring empty units and historic buildings back into use.

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
S1	Develop and deliver the Council's own Welcome Back Fund	Mary Robinson	Fergus McMorrow	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Complete.

### T Low Carbon/ Greening Eden Businesses

### Creative

To improve the financial and environmental sustainability of local businesses by adopting an EDC First procurement policy, and helping local businesses reduce their carbon foot print




Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
T1	Continue to promote and facilitate the undertaking of local business carbon audits and the Greening Eden Businesses Grant Scheme	Mark Rudhall	Laura Cadman	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		As this grant scheme has now been established this action is now marked as complete for the purpose of the corporate performance monitoring. The continual progress of the scheme will now be monitored through corresponding KPIs.
T2	Procure web portal		Laura Cadman	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Complete. Pilio (the carbon monitoring tool) is now up and running and in the process of being populated.

### V Arts and Culture


### Creative

Develop and deliver an Arts & Culture Programme to enhance the creative and cultural lives of all through greater community participation in Arts and Culture activity throughout the District - sustaining healthy communities and establishing Eden as a great place for young people to live, create enterprises to thrive, and visitors to enjoy.

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
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V1	We Are Team To map creative assets and resources, economic supply and demand and their impact in Eden	Virginia Taylor	Robert Docherty	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Quarter 3 action complete
V2	We Are Team to propose priorities for Eden District for consideration by Eden District Council's Executive		Robert Docherty	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Q3 update: Consultants prepared the proposal requested which was considered by the Steering Group on 03/12/2021. Officers are currently preparing a report to be taken to Cabinet.
V3	We Are Team to produce a finalised proposal for Arts and Culture Programme for Eden which will cover a period of three years from 2021		Robert Docherty	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Q4 update: Complete. Report has been to cabinet and Framework approved

W Enhancement of Environmental Enforcement	Healthy, Safe and Secure
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Enhancement of environmental enforcement, including fly-tipping							
Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
W1	Develop options for enhancement and targeting of fly-tipping enforcement	Judith Derbyshire	Robert Docherty	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Q4 Update: Complete
W2	CCTV Fly-tipping- Provide funding to enhance environmental enforcement through CCTV and capacity		Robert Docherty	01-Apr-2023	<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%		New Action agreed November 2021. Progress to be reported in new reporting year
W3	Enhanced Fly-Tipping Enforcement- Dedicated Officer for Fly-Tipping/Littering and CCTV operation.		Robert Docherty	01-Apr-2023	<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%		New Action agreed November 2021. Progress to be reported in new reporting year

**NOTE:** The following have been removed from Appendix A

- A Organisational Transformation see 4.7 of the Q4 report
- M Housing Strategy as reported in Q3
- Q Cycling see 4.21 of the Q4 report
- U London Road as reported in Q3

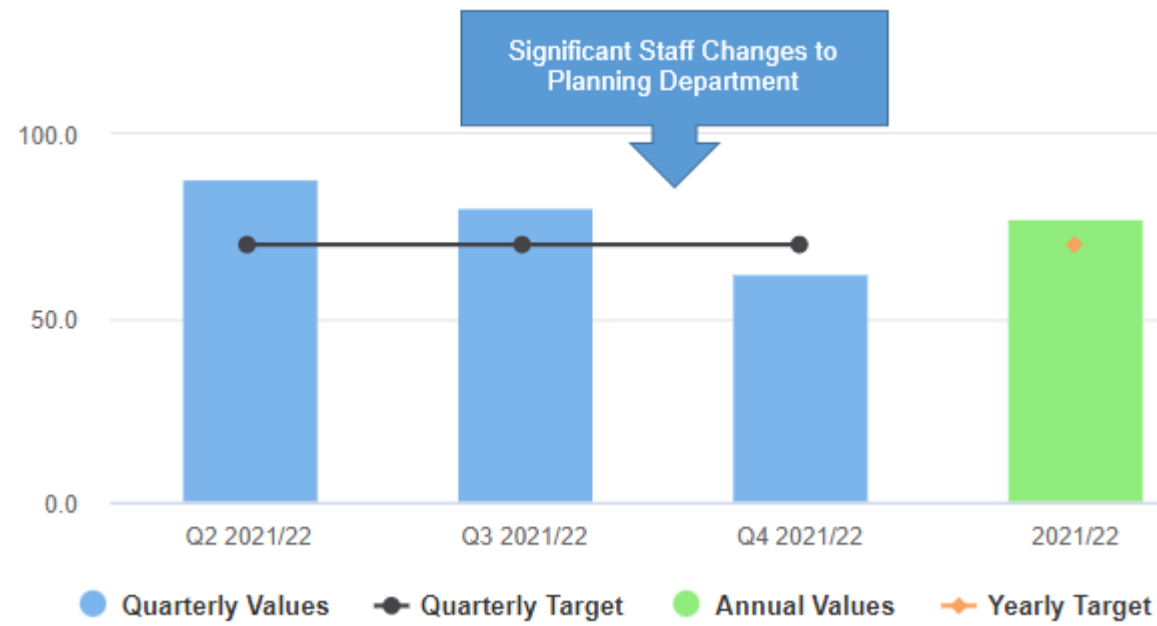


Eden District Council Key Performance Indicators												
Ref	KPI Description	Owner	Q1	Q2	Q3	Q4	Target	Status	Short Trend	Year to Date	Notes	
			21/22	21/22	21/22	21/22				(Average or total)		
			Value	Value	Value	Value				Value		
1	Missed refuse collections after 24 hours (%)	Laura Cadman	0.00%	0.00%	0.00%	0.00%	2.99%			0.00%		
2	Building Control - % of applications determined within 8 weeks	Fergus McMorrow	39.0%	46.0%	58.0%	42.5%	100.0 %			46.4%		
3	Building Control - % of site inspections carried out on agreed date	Fergus McMorrow	99.0	99.0	99.0	99.0	100.0 %			99.0%		
5	Council Tax collected (% of amount owed). Cumulative	Amanda Yellowley	29.70 %	57.40%	84.82%	98.26%	99.00 %			98.26%		
6	% of Business Rates due in year collected in year Cumulative	Amanda Yellowley	17.4%	44.9%	75.9%	98.4%	100.0 %			98.4%		
7	Number of days to process new claims for HB/CTR (Average number of days per Q)	Amanda Yellowley	16.9	16.4	11.8	14.1	23.0			14.8		
8	Number of days to process change of circumstances for HB/CTR claims (Average number of days per Q)	Amanda Yellowley	10.7	10.8	6.6	3.5	10.0			7.9		
9	% of total working days lost to sickness absence.	Marianne Bastille	2.65	1.77	3.38	2.86	2.80			2.64	<i>The calculation to determine the % of total days lost to sickness is: Total Days Lost to Sickness / Total Available Working Days x 100</i>	
10	Turnover- % of workforce who have left the Organisation.	Marianne Bastille	3.14	4.76	12.22	6.43	10.00			6.57	<i>Calculation to determine this figure: Number of Employees Left Organisation / Total Workforce x 100</i>	
11	Successful homeless prevention outcomes of cases closed in Quarter	Robert Docherty	50.0	89.0	87.0	67.0	65.0			293	<i>This refers to the Section 195 prevention duty owed under Housing Act 1996 - Housing Authorities must work with people who are threatened with homelessness within 56 days to help prevent them from becoming homeless Q4 Note: These have not been reported to H-CLIC as yet so there may be minor amendments when DLUCH publish stats</i>	
12	Successful homeless relief outcomes of cases closed in Quarter	Robert Docherty	53.0	53.0	50.0	61.0	55.0			217	<i>This refers to the Section 189B relief duty owed under Housing Act 1996 – Housing Authorities must take reasonable steps to help secure accommodation for any eligible person who is homeless. Q4 Note: These have not been reported to H-CLIC as yet so there may be minor amendments when DLUCH publish stats</i>	
13	Number of households to whom a full homelessness duty is owed.	Robert Docherty	1.0	2.0	1.0	1.0	15.0			5.0	<i>This refers to the main housing duty owed under Section 193(2) Housing Act 1996 - The applicant has been owed a relief duty, but 56 days has passed and alternative accommodation has not been secured (the applicant is in priority need and not homeless intentionally)</i>	
14	Number of Households in Temporary Accommodation	Robert Docherty	11	10	15	16	18			52	<i>Q4 Note: These have not been reported to H-CLIC as yet so there may be minor amendments when DLUCH publish stats. Maximising use of TA to minimise use of B&amp;B. Lack of available move on accommodation and complexity of cases is extending time in Temporary Accommodation</i>	

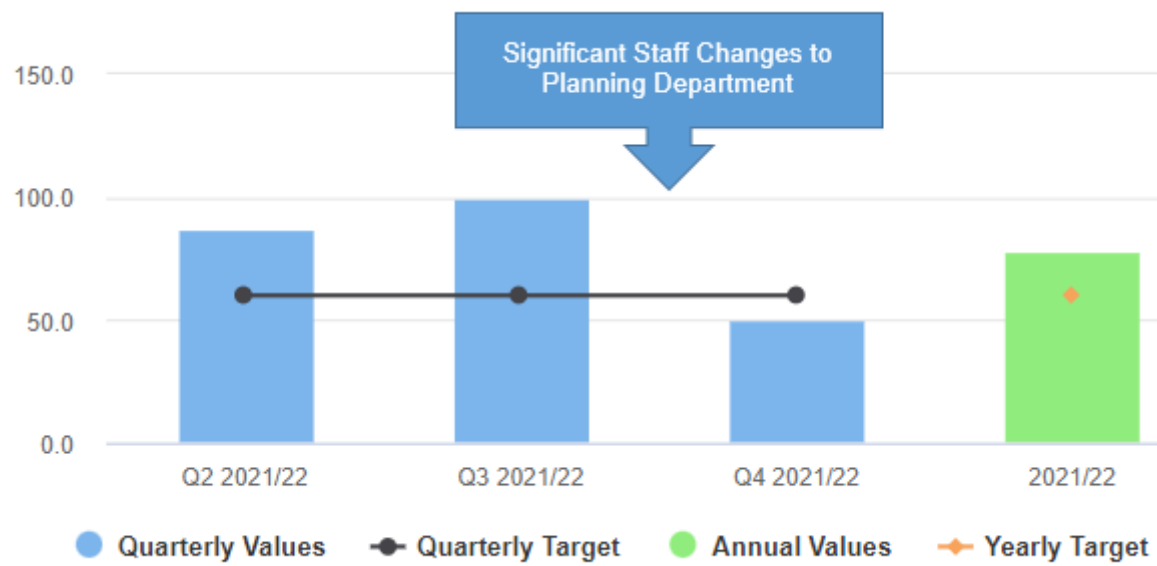
Eden District Council Key Performance Indicators											
Ref	KPI Description	Owner	Q1	Q2	Q3	Q4	Target	Status	Short Trend	Year to Date	Notes
			21/22	21/22	21/22	21/22				(Average or total)	
			Value	Value	Value	Value				Value	
15	Total number of days in Temporary Accommodation	Robert Docherty	418.0	460.0	402.0	523.0	500.0			1,803	Q4 Note: Maximising use of TA to minimise use of B&B. Lack of available move on accommodation and complexity of cases is extending time in Temporary Accommodation
16	Number of Households accessing B&B	Robert Docherty	11.0	3.0	6.0	14.0	15.0			34.0	Q4 Note: Prevent and vaccinate funding used to assist non-priority need individuals
17	Total number of nights in B&B	Robert Docherty	121.0	3.0	16.0	207.0	40.0			347	Q4 Note: Prevent and vaccinate funding used to assist non-priority need individuals. Increase in use due to severe weather conditions.
18	Minor Planning applications determined within 8 weeks (%)* *KPI reported on Quarterly to Central Government <i>Additional chart for this KPI included below</i>	Fergus McMorrow	80.0%	88.0%	80.0%	62.0%	70.0%			77.5%	Q4 Note: 50 minor applications received during this period, 31 determined within 8 weeks. Targets changed to reflect the National Targets. Previous Q 80% of minor planning applications determined, only 62% in Q4. The drop in applications determined can be explained by a period of major staff turnover. In the 3rd quarter. The impacts of this are feeding through to performance in the 4th Quarter. The 4th quarter has been one of major recruitment of new staff. 5 new members of staff have been recruited and significant adjustments made to the team. The benefits of this should begin to show as current applications progress through to determination.
19	Major Planning applications determined within 13 weeks (%)* *KPI reported on Quarterly to Central Government <i>Additional chart for this KPI included below</i>	Fergus McMorrow	75.0	87.5	100.0	50.0	60.0			78.1%	Q4 Note: 6 major applications received and 3 determined within 13 weeks. Targets changed to reflect the National Targets Previous Q 100% of minor planning applications determined, only 50% in Q4. The drop in applications determined can be explained by a period of major staff turnover. In the 3rd quarter. The impacts of this are feeding through to performance in the 4th Quarter. The 4th quarter has been one of major recruitment of new staff. 5 new members of staff have been recruited and significant adjustments made to the team. The benefits of this should begin to show as current applications progress through to determination.
20	Number of successful Green Homes Grant Applications (Phase 1 and 2)	Robert Docherty	29.0	53.0	166.0	837.0				1,085	
21	Number of installed measures via the Green Homes Grant (Phase 1 and 2)	Robert Docherty	23.0	43.0	9.0	55.0				130	
22	% of Disabled Facilities Grants dealt with by the Home Improvement Agency within 150 days enquiry to approval	Robert Docherty	100%	100%	89%	100%	95%			97.3%	
23	No of website visitors (Unique Visitors)	Amanda Yellowley	155,725	154,312	104,831	48,388				463,256	Q4 Note: Considerable decrease of website visitors during Q4, due to the introduction of a new 'cookie control' that is a requirement of GDPR. It is expected once works to improve the cookie control have been carried out the situation should improve.
24	No of customers registered with My Account (Running total and New MyAccount Customers)	Amanda Yellowley	591	348	335	609	1,250			1,883	
27	Number of Business Carbon Audits Completed	Laura Cadman	5.0	16.0	24.0	42.0				87.0	

**Additional Charts**

KPI 18- Minor Planning applications determined within 8 weeks (%)\*



KPI 19- Major Planning applications determined within 13 weeks (%)



Eden District Council

V22-1 MB 26/01/2022 Agreed by ELT on 326/1/22

Project	Strategic Risk Map
Owner	Extended Leadership Team
Date	06/04/2022

**Strategic Risk:** The Council defines Strategic Risk to be the Risk that an internal or external event/decision (or lack of) interferes with the Council's Strategic Priorities or Legislative Service Provision

Ref	Service area	Risk owner	Risk Description	Inherent Risk			Controls	Mitigated Risk			Actions & Comments	
				Likelihood	Impact	Risk score		Status	Likelihood	Impact		Risk score
1	Corporate	Les Clark	A major incident involving significant harm or potential harm to individuals, businesses and communities.	2	5	10	The Council has a lead role in Emergency Planning; the Council has an Emergency Response Plan and has engaged the County Council's Resilience Direct service. The Council participates in other County wide exercises and coordination bodies. The Appleby Fair – coordinated through Multi Agency Strategic Coordinating Group. Post event consultation and lessons learned are a key element of each annual exercise. There is a dedicated environmental health team to ensure compliance with legal duties and reduce the risk of public health incidents.	Active	2	4	8	Action Plan required for risk of terrorist attack on members / staff following attack on MP in October 2021. Following this incident, guidance was provided to members on lone working and risk of attack.
2	Corporate	Les Clark	A major incident or service failure which effect the services provided by the Council to our Council Tax payers, including but not limited to IT failure; 3rd party service provider goes into administration; fire in a Council building.	2	5	10	The Council has a Business Continuity Plan, which is reviewed on a regular basis. Where required we set up Business Continuity groups (e.g. pandemic) to ensure services are delivered. Property services team carries out regular inspections of council owned building. Close monitoring of contracts. Regular internal audits.	Active	2	3	6	Emergency Planning & Response Group being re-instated who will own Emergency Response plan and Business Continuity Plan. Services will be supported to prepare their own Business Continuity Plans to ensure as little disruption as possible in the event of an incident. Progress 25%.
3	Corporate	Les Clark	Having a significant safeguarding issue in the District where the Council could have had a role in prevention.	2	5	10	The Council has a number of services where staff interact with vulnerable adults and children. Training has been provided to ensure staff are aware of signs and refer routes where there are concerns.	Active	2	4	8	Corporate training plan being developed including Safeguarding training for relevant employees. Progress 75%.
4	ELT	Les Clark	Not having sufficient capacity to deliver Single Site programme	3	3	9	Externally sourced project delivery team complements internal resources.	Active	2	3	6	Resources may require review as Town Hall project moves into deliver phase.
5	IT	Ben Wright Head	Failure of IT business critical systems or unauthorised access is gained to our information and Technology (I&T) infrastructure.	3	5	15	The Council uses a shared service with SLDC to provide IT. Data is backed up and stored off site to ensure data from key systems could be recovered without significant loss. IT Disaster Recovery Plan in place.	Active	2	4	8	Overarching EDC Business Continuity plan being updated. Toolkit for services to prepare own business continuity plans also being developed and training planned. Progress 30%.
6	Finance	Paul Sutton	Having an unsustainable budget and running out of reserves	3	4	12	There is a Medium Term Financial Planning process to capture and quantify the medium term financial position. The latest version of the plan (Feb 2021 shows reserves being maintained over the next 4 years given a set of assumptions including savings being made and reduced government grants) The 151 Officer reviews all committee papers and is responsible for indicating if they pose a significant risk to sustainable reserves. Bi-annually the MTFP is reviewed and updated.	Active	2	3	6	Balanced budget for 22/23 approved in February. Constitution controls any extra spend for 22/23. Section 24 notice controls spend committed to after that date.
7	ELT	Ian Frost	Not having sufficient internal capacity to deliver core business and projects considering pressures from LGR	4	3	12	Where staff are seconded for LGR, backfill will be funded through LGR Reserves. A risk remains that backfill will be more expensive or unavailable given the current market place. Funding is not provided for staff not seconded but contributing to LGR.	Active	3	3	9	Regular review is required of gaps in the structure and plans made to fill these gaps considering budget. Any increases in costs will be reflected in the MTFP and revised budgets. Internal Audit have been asked to do a review in Q1 22/23 of the resource gap and pressures As LGR is the Council's medium term future, the Council needs to prioritise staffing the LGR project alongside business as usual. NWE are also being consulted on staff retention April 2022.
8	ELT / HR	Marianne Bastille	Staff not having adequate training or awareness of their own (and Council's) responsibilities, Constitution, Policies and Procedures causing risk to delivering a safe and legal service.	4	4	16	Job Descriptions are clear on responsibility levels for each member of staff. The constitution has been updated to make clearer the roles and responsibilities.	Active	3	4	12	Development of Corporate training plan in progress. ELT to set tone for managers to take responsibility. Need to make sure that key policy documents are available, easy to access and everyone is aware of them (eg through induction and/or communications). Appraisal process (incl regular 1-2-1 meetings) in development to include consideration of this risk. Progress 80%.

Scoring key:

<b>Likelihood</b>	<b>Impact</b>
5 Very Probable	5 Catastrophic
4 Probable	4 Major
3 Possible	3 Moderate
2 Remote	2 Minor
1 Very Remote	1 Negligible

