



South Hams
District Council

Integrated Performance Management Report

Quarter 3

October 2022 - December 2022



Better lives for all

Integrated Performance Management Report (IPMR)

Page 3 – Introduction from Leader

Page 4 – Performance on a page

Page 5 – Our Performance by theme

Page 6 – Climate theme

Page 7 – Community theme

Page 8 – Homes theme

Page 9 – Economy theme

Page 10 – Built and Natural Environment theme

Page 11 – Council Services theme

Page 12 – Programme Expenditure

Page 13 – Key operational performance Indicators

Page 17 – Strategic Risk Assessment



In December we concluded the refit of Collapark in Totnes – using S106, District and Town Council Contributions

Visit www.southhams.gov.uk/better-lives-for-all to view the full strategy and delivery plans



South Hams
District Council



Better lives for all

Introduction

As we head towards the end of the second year of the Better Lives for All delivery plan, I am pleased to see continued progress against our priorities.



This period has of course continued to be challenging for our residents and businesses as they grapple with the continuing cost of living. As a District Council we are doing all that we can to ensure support is available and signposted. During this quarter we have agreed a Cost of Living response plan which makes a firm commitment for our Officers work with partners to maximise support and get any government funding out as soon as we can,

While we focus on the here and now, it is of equal importance that we take steps to do all we can for the longer term benefit of South Hams. It is really pleasing that we have been awarded £1m of Government Shared Prosperity funding which will enable us to work with organisations within the area on active and inclusive travel, regenerative farming and decarbonising of the marine economy. Some activities are already lined up to commence in January 2023 with more to follow later in the year.

Housing of course remains a significant challenge and in December, Council unanimously adopted a plan for us to implement a 100% Council Tax premium on second homes as soon as the law allows us to do so – meaning second homes would pay double the amount of Council Tax had it been used as a residential property – we look forward to this coming forward as soon as possible.

Cllr Judy Pearce
Leader South Hams District Council

During this reporting period we have:-



Agreed a cost of living response plan, including closer working with Citizens Advice and £50,000 to support voluntary sector projects responding to cost of living and wellbeing

Secured £1m UK Shared Prosperity Funding to deliver Active and Inclusive Travel schemes within the District



Begun the refit of our Dartmouth Lower Ferries

Agreed to permanently continue allowing self-contained motorhomes to stay for up to two nights in some of our car parks.



South Hams
District Council



Better lives for all

Section 1 – Performance on a page

Corporate Strategy Actions

The following summarises progress against actions within the thematic delivery plans of our Better Lives for All strategy. More information is set out in Section 2 of this report



Action AM1.3 (Explore Opportunities for renewables on Council Land) is at risk of not delivering within agreed timescales although for good reason, to enable us to align with work being undertaken across the Joint Local Plan area.

Spend against approved strategy budget 2022/23 ✓

Agreed Strategy Projects Funding 2022/23	£527,000
Spend to Date	£121,175
Forecast to year end	£497,500
Forecast Variance	£29,500

Significant proportion of the funding set aside and not yet spent relates to EV Charging upgrades for our Depots – unlikely to be spent this year but will be carried forward and therefore included in forecast.

Performance against Key Performance Indicators – number of KPI's by status



We report a small 'basket' of measures to Executive on a quarterly basis. A more in-depth review of performance was considered at Overview and Scrutiny Committee at their meeting on 12th January 2023

Risk Management Profile – Average Risk Score across Strategic Risks ✓

Average Strategic Risk Score <u>last</u> Period	Average Strategic Risk Score <u>this</u> period
16	15

The average risk score for our strategic risk register has reduced slightly since the last report in December – primarily due to Government announcing certainty over the future of the Homes for Ukraine scheme (and in turn hopefully reducing placement breakdowns)



Section 2 – Performance against the Council’s Priorities

Delivering our ambitions for South Hams





This section of the report sets out the performance under each of the Council’s theme areas which underpin its ambitions of Better Lives for All.

Each year for the next three years, we have set out a number of specific deliverables in our Thematic Delivery Plan.

The table to the right sets out how many of those are currently on track, how many are slightly off track and how many are at risk of not being delivered as planned.

Activities can regularly change status based on new information becoming available or unexpected changes to plans.

More detail per theme can be seen on the following pages.

Overall Performance Against Actions			
Status		Total Actions Within Category	% of overall actions
	This action is on track with good progress being made. There are no significant risks which require action and we are on track to deliver as planned	32	76%
	There are some issues or risks which are requiring management but a plan is in place to bring back on track	9	22%
	There is a significant risk that we cannot deliver this activity as planned. Regular monitoring and support from Lead Member and Senior Leadership Team is required	1	2%
	This activity is not yet due to start in the current year	0	0%
Totals		42	100%





Progress continues to be made on delivery of the specific actions within the year one delivery plan (in addition to all of the actions within our specific Climate and Biodiversity Action Plan). During this period we have:-

- Commenced a Task and Finish group to consider the Electric Vehicle Charging Strategy for the District – work proceeding at pace.
- Considered the Devon Carbon Plan and commenced work on revising our own Climate Change and Biodiversity Strategy and Action Plan to ensure that they align
- Secured £1m to support Community net zero targets through the Government UK Shared Prosperity Fund. See Economy theme for more information
- Submitted a £75,000 bid under the Innovate UK Net Zero Pioneer Places programme which if successful will enable us, with Sustainable South Hams to work on a 3-month engagement and behaviour change study which could unlock further funding.



Cllr Tom Holway

Lead Member for adapting and mitigating climate change and increasing biodiversity



Focus Area	Total Actions 2022/23	On Track	Slightly off track but plan in place	Risk that unable to deliver	Not yet due to commence
Reducing our carbon footprint	2	1 (AM1.2)	1 (AM1.1)		
Working towards net zero	4	2 (AM 1.4 & 1.6)	1 (AM 1.5)	1 (AM1.3)	

Key Risks / Issues

- AM1.1 (EV Conversion of our fleet) – while some of this project is on track to deliver – such as developing the fleet conversion plan, the grid updates and associated infrastructure for a full fleet is currently at risk of not occurring in full by 2024
- AM1.3 (Explore Renewable Energy Opportunities across the District) This is highlighted as 'Red' as the work has not yet commenced and will be undertaken in alignment with the JLP review with Plymouth and West Devon. It will also be important to realign this work with the Devon carbon Plan commitment to develop a Devon Energy Plan - all ensure we do not duplicate effort and resource.

Focus for next Quarter

- Forecasting vehicle replacement schedule and understanding the likely budget pressures
- O&S consideration of draft EV Charging Strategy – Jan 2023
- Partner activity – Fusion Leisure currently sourcing companies for installing of PV on leisure centres. Assessing tender responses with aim of commencing work in April.



South Hams District Council



Better lives for all



I am really pleased with the steps we have taken to support our communities during a period that continues, and is likely to continue to be challenging for some time as the cost of living increases. During this period we have:

- Launched a £50,000 community wellbeing grant scheme – enabling community groups to apply for funding for projects that will respond to the Cost of Living Crisis
- Extended funding our key partners such as Citizens Advice, CVS and Community Transport organisations for a further two years to provide them with certainty of funding and allow us to continue to work together to support residents.
- Completed the makeover of Collapark Park in Totnes – with contributions from both the District Council and Town Councils
- Launched a scheme to distribute £187,311 of Government funding to residents most in need – particularly those not eligible for other Government Cost of Living Support
- Held a meeting with key partners to scope out the Rural Poverty pilot in South Brent



Cllr Jonathan Hawkins
Lead Member for strengthening community wellbeing



Focus Area	Total Actions 2022/23	On Track	Slightly off track but plan in place	Risk that unable to deliver	Not yet due to commence
Reducing Health Inequalities & rural poverty	4	3	1 (CW1.2)		
Improving Open Space, Sport and Recreation	1	1			
Support the voluntary sector	1	1			

Key Risks / Issues

CW1.2 – Dartmouth Health Hub – delayed beyond original timescales – now scheduled for completion end of January 2023

Focus for next Quarter

- Assess Community Wellbeing grant scheme applications and award funding
- Progress with plans for Westonfields Park



South Hams
District Council



Better lives for all



This has been another busy quarter with the Council continuing to take steps to address the housing crisis within the District. During this period I attended a Parliamentary Select Committee to talk about the impact on the area of holiday lets and the proposals for a licencing scheme for these. We have also seen Council unanimously agree to adopt a 100% Council Tax premium on second homes in the District – as soon as we lawfully can. Other actions delivered during the period include:

- Progressing to Expression of Interest stage for a developer/s to take forward sites in Kingsbridge for affordable led housing
- A Task and Finish considered exemplar models of affordable housing delivery which will inform future plans
- Continued with support to Ukrainians within the District and agreeing to enhance the monthly 'thank you payment' to hosts in order to encourage more hosts to continue with placements an attempt to reduce further pressures on housing in the area.
- Carried out Annual Rough Sleeper Count, recording 5 in the District, up from two last year. Housing Team Outreach Navigators continue to offer weekly engagement including offering accommodation. Two have taken up accommodation since the count.
- Recommended the Traveller Forum – an opportunity to work with the traveller community and inform them of housing options




Cllr Judy Pearce

Leader of the Council,
Executive Chair



Lead Member
for improving
homes

Focus Area	Total Actions 2022/23	 On Track	 Slightly off track but plan in place	 Risk that unable to deliver	 Not yet due to commence
Housing for Place	3	3			
Housing for People	4	4			

Key Risks / Issues

Focus for next Quarter

- Update Housing Strategy and Homelessness Strategy delivery plans for the coming year (23/24)
- Carry out a review of temporary accommodation within the District



South Hams
District Council



Better lives for all



Our focus on supporting the economy across South Hams has continued in this quarter with good progress being made across all of the actions within our plan. During this period we have:

- Delivered a #MyPlace Campaign throughout Christmas to encourage people to shop locally
- Been given approval to progress the Plymouth and South Devon Freeport
- Secured £1m of UK Shared Prosperity Funding – to enable us to work with partners and deliver a range of schemes which will support the economy (with a particular focus on sustainability / Net Zero ambitions)
- Gone to tender for a supplier to develop a 3-5 year marketing strategy for the District

I am also pleased that during this period we have appointed a new Head of Economy and Place (Chris Shears) to take forward our delivery plans under this theme.



Cllr Hilary Bastone
Lead Member
for stimulating
a thriving
economy



Focus Area	Total Actions 2022/23	On Track	Slightly off track but plan in place	Risk that unable to deliver	Not yet due to commence
Promote South Hams Coastal and Visitor Economy	3	2	1 (TE1.3)		
Supporting Towns & Businesses	3	2	1 (TE1.6)		
Strategic Employment & Infrastructure	3	3			

Key Risks / Issues

- TE1.3 – Development of a budget for promotion of the visitor economy. There has been little appetite from partner organisations to develop a pooled budget for promotion of South Hams as a place to visit – but our #MyPlace campaign is being well received
- TE1.6 – Delays in commencing work on developing Town Centre Plans but this work is now underway.

Focus for next Quarter

- Await outcome of Rural England Prosperity Fund Bid
- Finish the development of marine business units at Batson
- Commence delivery of activities through the successful UK Shared Prosperity Funding



South Hams
District Council



Better lives for all



We continue to make positive steps toward achieving our ambitions of Better Lives for All. Highlights for this period include:-

- Holding Kingsbridge, West Alvington and Churchstow Neighbourhood Planning referendum – with 812 votes cast – 89% in favour of the plan
- Holding Dartmouth Neighbourhood Planning referendum – 700 votes being cast with 88% in favour of the plan
- Welcoming our Assistant Director for Planning who will provide the strategic direction for our planning service
- Commencing the annual refit of our Dartmouth Lower Ferry -ensuring it remains as efficient as possible
- Concluded the My Place, My Views consultation – 10,471 people visited the consultation site (although only 14% of those completed the survey) A report is being prepared on the effectiveness of the consultation platform and whether it is something to explore in the future.



Cllr Judy Pearce
 Leader of the Council,
 Executive Chair
 Lead Member
 for protecting,
 conserving
 and enhancing
 our built
 and natural
 environment



Focus Area	Total Actions 2022/23	On Track	Slightly off track but plan in place	Risk that unable to deliver	Not yet due to commence
Make best use of development land, green space and coastal places	5	4	1 (BN1.3)		
Celebrate and protect our heritage	2	2			

Key Risks / Issues

BN1.3 - Commercial Units and Harbour Depot projects remain in construction with completion due in December 2022. Despite significant delay both projects will be delivered within Approved Budgets

Focus for next Quarter

- Continue to deliver against the Planning Service Improvement Plan
- Finalise works on commercial units and harbour depot





Work has continued on delivering our ambitions for enabling our residents to do as much as possible online and to ensure that all of our staff are supported to deliver the best possible service to our residents. During this quarter we have:

- Transferred our Waste and Recycling Service back in to the direct control of the Council
- Commenced work on reviewing our website content and ensuring that it remains relevant – ahead of the delivery of a new website platform
- Received notification of our financial settlement for the coming year – which is better than anticipated
- Carried out a full staff survey to highlight areas of focus which will help to shape our Organisational Development Plans
- Agreed a series of principles for how our customers can access our services in the future



Cllr Keith Baldry
Lead Member for delivering quality Council services (Commissioned)



Cllr Nicky Hopwood
Lead Member for delivering quality Council services (Internal)



Focus Area	Total Actions 2022/23	 On Track	 Slightly off track but plan in place	 Risk that unable to deliver	 Not yet due to commence
Being Digital First	2	1	1 (QS1.1)		
Being Inclusive & Accessible	2	1	1 (QS4.)		
Making the best use of our resources	3	3			

Key Risks / Issues

- QS1.1 – We continue to work with our Planning Application software supplier to finalise the system before go live in the next few months. It is important that we take the time to iron out any issues prior to go live of this critical system.
- QS1.4 – it was originally our intention to undertake a residents satisfaction survey in Autumn 2022 however due to the funding secured for the JLP My Place My Views consultation at the same time, it is considered there would have been consultation fatigue (something our Consultation and Engagement strategy says we will avoid). We will re-prioritise.

Focus for next Quarter

- Implement customer access strategy
- Scope further improvement projects for services, utilising our Liberty Technology Platform – including EH, Revs and Bens and ad hoc processes
- Develop a timetable for a residents satisfaction survey
- Agree, at Full Council, our budget for 2023/24
- Prepare and publish our Annual Report – setting out a clear, easy to read overview of progress during the year.



South Hams
District Council



Better lives for all

Section 3 – Programme Spend

Ensuring that we make the best use of the funding available to us

Alongside the adoption of our Better Lives for All, we have developed a Thematic Delivery Plan which includes resourcing requirements over and above our business as usual services. This section sets out the financial performance against agreed Strategy projects.

Theme	Agreed Budget 2022/23	Spend to Date	Forecast spend to year end	Notes
Climate	£243,500	£6,195	£243,500	£170,000 of this funding is for upgrading EV Charging at Totnes Depots – all of this funding will be needed and as its reserve funded can be carried forward.
Communities	£22,500	£0.00	£10,000	Delays in commencing rural poverty pilot – any remaining funding will be carried forward to Year 3 of the delivery plan
Homes	£43,000	£19,980	£39,000	£20k budget for admin for Green Homes grants 0 L7 Case Manager for 6 months April – September. Budget also includes £30k c/f from 21/22 for administration and resource for progressing Housing Needs Surveys
Economy	£117,000	£65,000	£117,000	This includes salaries of economy and broadband officers and funding for visit devon
Built & Natural Environment	£61,000	£15,000	£48,000	Delays in recruiting to the CAA post until August 2022 resulting in underspend on this line
Council Services	£40,000	£15,000	£40,000	Website and Comms support for the promotion of Seamoor Lotto



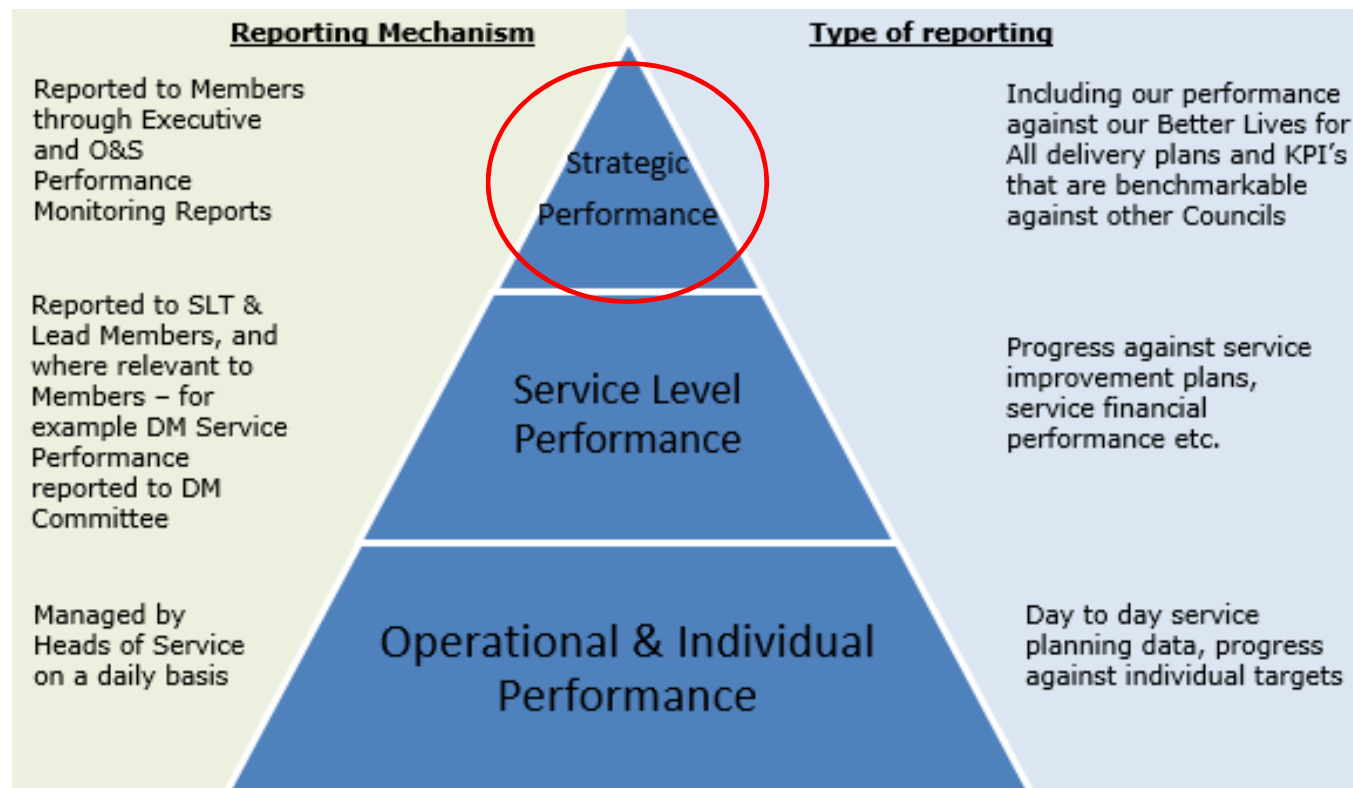
Section 4 – Key Service Performance

Ensuring that our services meet the needs of our residents and businesses

This section of the report will set out how we are performing in some of our key service areas. These measures are deemed to be important in supporting our delivery of key activities within Better Lives for All.

These KPI's are deemed to be at the 'Strategic Level' of our performance management framework.

The next two pages set out the high level overview of performance against the KPIs



KPI Performance

KPI Description	Good Looks Like	2022/23		How its measured	Narrative
		Target	This Period		
Percentage of customers completing a process and reporting a positive satisfaction with the process	Higher than target	>80%	76%	Every web form submitted asks users to complete feedback forms. This is the % of customers scoring positively	A total of 855 ratings were given following completion of an online transactions, 650 of these gave a rating of 4 or 5 stars. We continuously monitor feedback comments and where we can, make improvements to processes.
Processing of Major Planning Applications - % determined in time	Higher than target	70%	67%	Total number of applications determined in the period on time	Slightly off track against our local target but still above the national target of 60%.
Processing of Non-Major Planning Applications - % determined on time (with extensions)	Higher than target	80%	90%	Total number of applications determined in the period on time	Performance in determining non-major applications continues to be higher than target
Planning Enforcement Cases Outstanding	Downward trend	<400	387	To total number of enforcement cases open on 31 st December	The target of 400 is based on what is considered a realistic total demand over time. During this period 119 cases were received and 162 closed – demonstrating improved performance.









KPI Performance

KPI Description	Good Looks Like	2022/23		How its measured	Narrative (required where performance off target)
		Target	This Period		
Processing speed housing Benefits (Average number of days to process new claims)	Lower than target	<17 days	8.9 days	It is the average time taken to process a new housing benefit claim. This is calculated as the average (mean) processing time in calendar days, rounded to the nearest day.	Oct – 9.3 days Nov – 10.2 days Dec 7.2 days
Average number of missed collections per 100,000 collections of household waste	Lower is better	<80 per 100,000	201	Number of missed bins per 100,000 properties	Oct – 366, Nov 139, Dec 99 While above target, the performance continues to move in a positive direction – Q1 and Q2 average was 12,713 per 100,000
% of household waste sent for reuse, recycling or composting	Upward trend	57%	TBC	Data supplied by SH to DCC for verification against disposal points.	Data not yet available due to proximity to end of reporting period.
% of complaints responded to within timescales	Higher than target	90%	75%	Total number of official complaints responded to within 20 days (both stage 1 and stage 2) divided by total number received	Stage 1 Complaints – 29 received (5 overdue) Stage 2 complaints – 7 received (4 overdue) We continue to monitor complaint responses and support services to respond on time.



Section 5 – Capital Delivery

Action		Measures of Success	Achieved	Current Position
AM1.1	Converting our environmental management vehicles to electric	Upgrades complete by March 2022		Ongoing – it is unlikely that this will complete in full until 2024. We have commenced development of a vehicles replacement schedule to better inform or planning.
AM1.5	Adopting an electric vehicle (EV) charging strategy	9 EV installations delivered by 31 st March 2022		2No. EV installations installed. These each serve 2 parking bays at both Mayors Avenue, Dartmouth and Creek, Salcombe. Development of EV Strategy for the district is now proceeding at pace.
CW1.2	Delivery of £4m Dartmouth Integrated Health Hub	Construction commenced July 2021		In construction with completion due by end of January 2023
IH1.1	Deliver local homes for local people that meet their needs	The right housing in the right areas to meet local need.		In construction at St Ann's Chapel to deliver 13 homes (3 open market, 8 Affordable rent, 2 landowner).
TE1.7	Develop starter units to provide affordable employment space to marine facilities	Delivery of five new commercial units by April 2022		In construction and due for completion by end of January 2023. Despite significant delay both projects will be delivered within Approved Budgets
BN1.3	Support schemes that contribute to enhancing the marine environment including improving water quality	Harbour Depot built and occupied by April 2022		Project has been subject to significant delays and completion date remains unknown at this time.



Batson Creek Progress Updates – Q3 2022



End Elevation



Front Elevation

Car Charging point



Deflection head detail between units



South Hams
District Council



Better lives for all

Dartmouth Health Hub Progress Q3

As at 15.12.22



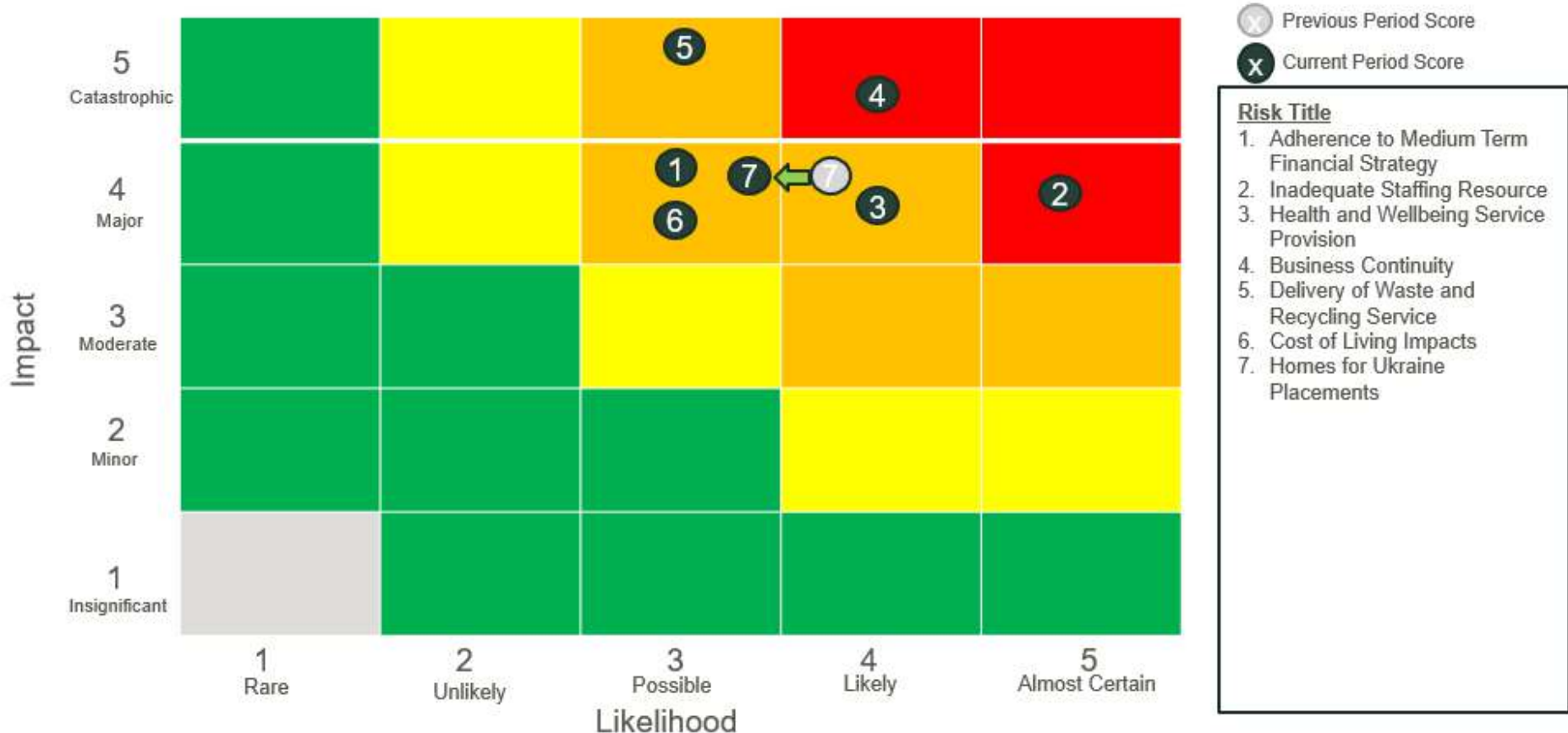
St Ann's Progress Update Q3



for all

Section 6 - Strategic Risks December 2022

The following section sets out an overview of the current strategic risks and on the following pages we provide detail for those that are within the 'Red' scoring. Each Council service area has their own risk register and where a risk reaches a level that it can no longer be managed by that service area alone, it escalates to the Strategic Risk Register. Overall, the Councils risk profile has remained static since the last report to Executive in December – with a slight decrease in the Homes for Ukraine placement risk in light of Government announcing an extension to the funding for Hosts .



Risk Title:	Insufficient Staff Resource			
What is the risk?	The risk is that the Council fails to have the right culture, organisational conditions or resources to deliver our priorities for our communities. Insufficient staffing arrangement resulting in a loss of staff morale and inadequate resources for training and re-skilling in an ongoing period of change. Failure to engage staff resulting in uncertainty regarding changes in working practices and job security. Particular risk in relation to future terms and conditions. Cost and time of retraining / upskilling staff. Unrealistic expectations in relation to staffing capacity			
What could cause the risk to occur?	The last few years have seen Local Government stepping up to provide significant and varied support to our residents, communities and businesses in addition to maintaining our core service delivery, This has been a sustained period of the council delivering additional support and services and is only likely to continue in to the short-medium term.			
Risk Scoring	Likelihood of risk occurring	5 (Almost Certain)	<p>What are we doing to reduce the risk?</p> <ol style="list-style-type: none"> Continuing to review services and update service plans to ensure they can meet future demands Reviewing our recruitment campaigns – ensuring that they are effective and targeted Filling key roles with temporary resources to ensure that services can continue to meet statutory requirements while we continue to recruit permanent employees Developing a programme of developing our own talent within the organisation through apprenticeships Identifying local recruitment events with a view to attending and highlighting roles available within the Council Assessing the 'offer' with other similar organisations to identify benefits that may enable us to attract staff 	
	Impact	Financial		4 (Major)
		Service Quality		4 (Major)
		Reputation		4 (Major)
		Legal / Regulatory		4 (Major)
		Health and Safety		4 (Major)
		Morale / Staffing		4 (Major)
Current Update (Dec 2022)	<p>The position remains broadly as in November 2022 update. There are still challenges in recruiting to key roles within the Council - currently Legal recruitment remains challenging. ONS data sets out that private sector salaries increase on average 6.9% in 2022 compared to an average of 2.7% in the public sector. While the recently agreed Local Government pay award of £1,925 per employee has increased the salaries we are offering, we know from recent recruitment attempts that the salary on offer is the biggest challenge.</p> <p>We are continuing to explore different ways of ensuring our workforce meets our future needs including the development of new recruitment campaigns and branding, clearly setting out the additional 'non-pay' benefits of working for the Council and looking at the longer term, developing our own talent through apprenticeships and looking at the T-Levels scheme.</p>			

Overall Scoring

Risk Score (Current)

20

Likelihood 5 x Impact 4

Risk Score History

Month	Risk Score
Jul-21	10
Oct-21	15
May-22	18
Dec-22	20

Risk Direction

➔

Risk Title:	Business Continuity		
What is the risk?	The risk is that we do not develop and keep maintained robust processes to ensure business continuity in the event of a significant event occurring, e.g. Failure to ensure the continuous availability of critical IT systems leading to inability to deliver key council services.		
What could cause the risk to occur?	Developing and maintaining robust Business Continuity Plans requires significant and sustained focus. During Covid-19 response, the Councils risk profile has changed as we have relied much heavier on working in different ways (for example more staff working from home the majority of time) and with significant pressures being placed on some of our key delivery partners/ contractors. Work is required to update our BCP's to the changing environment that we are operating in. International events could lead to an increase in cyber attacks on UK government domains over the coming months. We could also see an increase in Covid-19 cases impacting on availability of staff.		
Risk Scoring	Likelihood of risk occurring	4 (Likely)	<p><u>What are we doing to reduce the risk?</u></p> <ul style="list-style-type: none"> • Having two HQ locations is main mitigating factor - however an outage of power/ICT at either location would lead to a serious disruption of service. • We continue to encourage safe systems of working in respect of Covid-19 • Locality workers can be despatched more easily to ensure customer engagement can be maintained during any incident. • Business Continuity plans have been updated - priority areas - ICT Networking - Payroll & Creditors Payments; other plans need to be made more robust – further work underway for the new year
Impact	Financial	5 (Catastrophic)	
	Service Quality	5 (Catastrophic)	
	Reputation	4 (Major)	
	Legal / Regulatory	2 (Minor)	
	Health and Safety	3 (Moderate)	
	Morale / Staffing	3 (Moderate)	
Current update (Dec 2022)	<p>The position remains broadly as per the last update in November 2022. The Council continues to keep its business continuity plans updates although as is typical, the risk of a business continuity event being triggered remains high at this point in the year due to the increased likelihood of extreme weather events impacting on service delivery. Additionally, information from the police (as reported to the media in January) highlights that there is a significant risk as a result of recent thefts of electrical cable from the national grid within the South Hams area. The risk around this is that it could result in a power outage to our HQ which would require us to trigger our ICT business continuity plan. We are taking steps to ensure that this is further updated in light of this additional information.</p> <p>An Officer planning day is scheduled for Mid January to fully consider our Business Continuity Plans to ensure they remain fit for purpose.</p>		

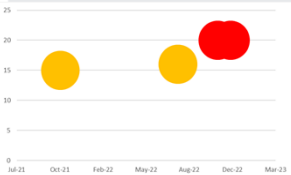
Overall Scoring

Risk Score (Current)

20

Likelihood 4 x Impact 5

Risk Score History



Risk Direction

