

Communities Service Delivery Plan 2010-11

Strategic Context

It continues to be recognised that a 'Gap' exists between the North and South of Warwickshire County (predominantly in the Nuneaton and Bedworth Borough area) as well as between the West and the East of Nuneaton and Bedworth Borough in terms of Areas of Deprivation and Super Output Areas and differential targeting of finite resources to address those issues is the challenge for both the Borough Council and its partners. The Local Area Agreement and Warwickshire Sustainable Community Strategy (LAA & SCS) has 56 targeted indicators leading to measured outcomes, together they are all focused on the main theme of the LAA\SCS, which is '*Warwickshire will be a fair, safe and prosperous place where inequalities that exist by geography or within communities are reduced, there is good access to services, choice and opportunities and sustainability is pursued through balancing our current needs with those of future generations*'. The LAA is focused in this context on creating strong and cohesive communities through the empowerment of people to have a greater say on how they are governed, how services are provided and to create the environment where people of all backgrounds can access the services they require within an overall atmosphere of tolerance and diversity. There is also a focus to create safe communities through the reduction of crime, the promotion of safety and to develop the basis for strong stable communities by reassuring the public and fostering the conditions that develop respect.

Nuneaton & Bedworth Sustainable Community Strategy aims to improve the wellbeing of the communities by helping people work together, support and understand each other and make Nuneaton and Bedworth a safer place for everyone, where the day-to-day quality of life is not marred by fear of crime. Nuneaton and Bedworth Local Strategic Partnership (LSP) is presently championing 'Narrowing the Gaps' and is driving forward its ambition to improve the quality of life for the residents of the Borough through targeted initiatives such as the Family Intervention Project. The Council is presently working in partnership to pro-actively deliver the Nuneaton and Bedworth Family Intervention Project, which will target those families within the Borough with the most complex needs predominantly within the areas where deprivation is highest therefore contributing to 'Narrowing the Gap's' initiative. The Sustainable Community Strategy (SCS) is presently being refreshed and will reflect the economic challenges within the Borough, the 'new' national indicators and a rationalisation of the existing targets to ensure their 'added value' contributes to the success of the SCS outcomes.

The Corporate Plan embraces these aims with a commitment on improving the quality of life and social justice for residents so it is much closer to that enjoyed by the rest of Warwickshire in particular to ensure local people are engaged with what we do and can influence service delivery within their own community. It also made a commitment to reduce anti-social behaviour by working in partnership providing services and facilities to engage with young people and to reduce the fear of crime and use of the Council's enforcement powers.

The Communities Service Delivery Plan is a priority and in particular the Plan will be reviewing Locality Working/Community Forums across the Borough, implementing the Community Cohesion Strategy, Service Inclusion Plan and embedding the Council's Single Equalities Strategy to ensure that all residents of the community (inclusive of the BME, hard to reach and vulnerable groups) have fair and equitable access to all Council services. The Crime and Disorder Substance Misuse Plan, the annual Crime and Disorder Strategic Assessment and the Council's responsibilities to embed within its core activities Section 17 of the Crime and Disorder Act will be instrumental in delivering the community crime reduction, reducing the fear of crime, reducing the perception of Anti Social Behaviour and where possible provide facilities to engage young people.

Table 1 – Link of Service Activities to Strategic Planning Framework

Corporate Aim/Priority - 1.4

Activities	How these contribute to the strategic priorities described in the strategic context above	Identified customer views/needs (information may come from Place Survey, People Panel Surveys or specific user groups)	Key Performance Indicators (National or local indicators / Service standards that are critical measures of success in the strategic context)	Value for Money (Cost per head / Cost per transaction)	Service Unit
<p>Support for the LAA Safer Communities, Stronger Communities and Economic Development & Enterprise Blocks reporting to the Warwickshire Public Services Board</p>	<p>Ensures the LAA maintains focus on the particular needs of the Borough with a key focus on 'Narrowing the Gaps' which exist within the County.</p>	<p>The Borough has the highest Areas of Deprivation and the most disadvantaged Super Output Areas within the County. The Borough has the most challenging results from the Place Survey 2008, which showed a poor perception of the quality of life within the Borough when compared to the rest of Warwickshire.</p>	<p>Warwickshire Local Area Agreement Indicators and Targets.</p>	<p>Within each of the partners planned budgets.</p>	<p>Chief Executive's Office</p>
<p>The Council in conjunction with Nuneaton and Bedworth Local Strategic Partnership (LSP) will deliver the refreshed Sustainable Community Strategy 2010-21.</p>	<p>The Council is a lead organisation within the LSP providing strategic direction to the Sustainable Community Plan (SCP), which in turn provides the foundation for the Council's Corporate Plan. There is a clear emphasis by the LSP to 'Narrow the Gap' in relation to the Index of Multiple Deprivation (IMD) and disadvantaged Super Output Areas (SOA) between the North and South of Warwickshire as well as the West and East of the Borough. The Council is presently working in partnership to actively deliver the Nuneaton and Bedworth Family Intervention</p>	<p>Consulted with over 1600 people i.e. during community road shows, public events, people's Panel, on-line questionnaire etc, which was fed into the existing strategy.</p>	<p>To deliver the SCS targets action plan and outcomes. Also the strategy will contribute to reducing and ultimately 'Narrow the Gaps' as measured by the IMD and SOAs.</p>	<p>Within each of the partners planned budgets.</p>	<p>Chief Executive's Office – Communities working with ALL the Council's service areas.</p>

	Project (FIP), which will target those families within with the most chaotic lifestyles and principally within the areas where deprivation is highest therefore contributing to 'Narrowing the Gap's' initiative.				
To develop a confident, cohesive and diverse community by working to implement the Community Cohesion Strategy	Ensures there are clear links and focus to the Local Area Agreement, Sustainable Community Plan, Core Strategy, Corporate Plan and Business Plans that is applied and delivered by the services the Council provides.	Consultation with 350 community groups, LSP, CDRP, Members, CMT, EMT etc.	<p>Targets for indicators below are listed in the Community Cohesion strategy Action Plan.</p> <p>NI 1 - % of people who from different backgrounds get on well together</p> <p>NI 4 - % of people who feel they can influence decisions in their locality</p> <p>NI 6 – Participation in volunteering</p> <p>NI 8 – Adult participation in sport.</p> <p>NI 21 – Dealing with local concerns about anti-social behaviour and crime (council and Police)</p> <p>NI 23 – People in the area treat one another with respect and dignity.</p> <p>NI 35 – Building resilience to violent extremism</p> <p>NI 37 – Awareness of Civil Protection arrangements in local area.</p> <p>NI 75 – Achievements on 5 or more GCSE A* - C</p>	Within each of the partners planned budgets.	Chief Executive's Office – Communities working with ALL the Council's service areas.

			grades or equivalent including English and Math's NI 140 – Fair treatment by local services.		
Review in partnership the Community Forums within the Borough or conduct joint reviews of the Community Forums.	Ensuring greater public involvement (especially the 'hard to reach groups') in the shaping of local services with the development of annual business action plans and championing neighbourhood working across the public sector, which influences the Local Area Agreement, Sustainable Community Plan, Core Strategy, Corporate Plan and Business Plan.	<i>NI-4 % of people who feel they can influence decisions in their locality.</i> Base Line 27.7% Warwickshire Average 28.3% Target 31.7%	In the Council's Corporate Plan we aim by 2013 - NI-4 % of people who feel they can influence decisions in their locality will be the same as for the average for Warwickshire. Target 31.7% Local Communities will recognise their respective contributions through influencing service delivery within the SCS and the CCP. By 2013 the Borough has 50% fewer SOA's in the top 10% most deprived wards and 25% fewer deprived SOA's in England. By 2016 the Borough will aspire to have no deprived SOA's in the 10% most deprived wards in England and 50% fewer in the 30% most deprived SOAs in England	Within each of the partners planned budgets.	Chief Executive's Office including engagement from respective Assistant Directors and partners

<p>Implement the Single Equalities Scheme and continue to review the Council Service Inclusion Strategy</p>	<p>The strategies will continue to deliver improvement in the Council's individual services to the vulnerable and hard to reach within the community.</p>	<p>The Council is presently at Level 1 of the Equality Framework and aims to achieve Level 2 by March 2011</p> <p>NI 140 – Fair treatment by local services</p> <p>Base line 70.7%</p> <p>Warwickshire Average 75.1%</p> <p>Target 72.7%</p>	<p>An equality Scheme Action Plan has been developed and is being implemented accordingly.</p> <p>NI 140 – Fair treatment by local services Level 1 of the Equality Framework and by March 2011 is at Level 2.</p> <p>Target 72.7%</p> <p>By 2016 the Borough will aspire to have no deprived SOA's in the 10% most deprived wards in England and 50% fewer in the 30% most deprived SOAs in England</p>	<p>Cost per head £0.82</p>	<p>All Service Units within the Council have a responsibility for equalities.</p>
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Corporate Aim/Priority Aims 2.1, 2, (& 3)

<p>The Council in partnership with Nuneaton and Bedworth Safer Communities Partnership (NABSCOP) deliver the Crime and Disorder Drug and Alcohol Plan and annual strategic assessment. To reduce the fear of crime and the perception of anti social behaviour and providing services and facilities to engage young people.</p>	<p>Ensures there are clear links and focus to the Local Area Agreement, Sustainable Community Plan, Core Strategy, Corporate Plan and Business Plan.</p> <p>Continue to use NABSCOP's Mobile CCTV (X16) and the Council's fixed CCTV to detect, deter and identify causers of crime and help reduce the fear of crime.</p> <p>Continue (dependant on funding availability from the Area Based Grant) the additional funding via</p>	<p>NI 17 – Perception of Anti Social Behaviour</p> <p>Base line 25.5%</p> <p>Warwickshire Average 16.2%</p>	<p>All the below indicator targets yet to be agreed by NABSCOP</p> <p>LAA Indicators</p> <p>NI 15 – Serious Violent Crime</p> <p>NI 16 – Serious Acquisitive Crime</p> <p>NI 21 – Dealing with local concerns about ASB & crime by LA's & Police</p> <p>NI 30 – RE-offending rate</p>	<p>Cost per head £5.93</p> <p>(NOTE - Area Based Funding not yet known therefore estimate used in overall cost and is inclusive of the operating cost for NBBC fixed</p>	<p>Chief Executive's Office – Communities</p> <p>Chief Executive's Office & Strategic Assets & Town Centres Management</p> <p>Chief Executive's Office & Public</p>
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	<p>NABSCOP of additional Youth Contact Team through NBLT and where possible provide facilities to engage young people.</p> <p>Provide legal powers/support to victims of Domestic Abuse in Council properties against perpetrators.</p> <p>Undertake proactive action through our licensing powers in partnership with the police, targeting high risk alcohol licensed premises to reduce alcohol related crime and disorder.</p>		<p>of PPO's</p> <p>NI 40 – Drug users in effective treatment</p> <p>NI 47 – People killed or seriously injured in RTA's</p> <p><u>NABSCOP NI's</u></p> <p>NI 1 - % of residents who feel that people from different backgrounds get on well together</p> <p>NI 4 - % of residents who feel they can influence decisions in their locality</p> <p>NI 7 – Perception of Anti Social Behaviour</p> <p>NI 15 - serious Violent Crime</p> <p>NI 16 - serious acquisitive crime</p> <p>NI 17 – Perception of anti-social behaviour</p> <p>NI 20 - assault with injury crime rate</p> <p>NI 21 - dealing with local concerns about ASB and crime etc</p> <p>NI 30 - reoffending rate of prolific offenders</p> <p>NI 40 - drugs users in effective treatment</p>	<p>CCTV)</p> <p>Within existing budgets</p> <p>Within existing budgets</p>	<p>Amenities</p> <p>Housing</p> <p>Planning and Public Protection</p>
Continue to encourage the use of Section 17 responsibilities within the Council.	Section 17 responsibilities are consistently applied within the services the Council provide contributes in the reduction of crime, the fear of crime and anti social behaviour within the Borough.	As above	As above	Within existing budgets within the respective service areas.	<p>Chief Executive's Office – Communities</p> <p>All service areas within the Council's has a responsibility for Sect 17.</p>
Reduce the fear of crime by using Council enforcement powers	The Council will take a proactive stance in discouraging ASB and therefore reduce the fear of crime and improve the quality of life of the	NI 17 – Perception of Anti Social Behaviour	All the below indicator targets yet to be agreed by NABSCOP	Within existing budgets	Legal & Democratic Services

	Boroughs residents	<p>Base line 25.5%</p> <p>Warwickshire Average 16.2%</p> <p>NI 21 - dealing with local concerns about ASB and crime etc</p> <p>Base line 18.8%</p> <p>Warwickshire Average 23.00%</p>	<p>NI 17 – Perception of anti-social behaviour</p> <p>NI 21 - Dealing with local concerns about ASB and crime etc</p>		
To give priority in the use of existing environmental health, planning and related enforcement powers to local environmental problems that are contributing to crime or the fear of crime.	Provides the means to resolve specific aspects of environmental problems associated with the condition of land and buildings; to prevent deterioration below a minimum enforceable standard.	Addresses longstanding public concerns about the state of the environment in the Borough	<p>NI 17 – Perception of anti-social behaviour</p> <p>NI 21 - dealing with local concerns about ASB and crime etc</p> <p>Local performance targets used to ensure timely response and prompt completion of investigations.</p>	Cost per head £2.53	Planning and Public Protection
Provide a licensing service for sales of alcohol, hackney carriages, private hire vehicles, gambling, sex establishments, and other licensable activities.	Premises licensing ensures the safety of users and controls disturbance to neighbours arising from activities at the premises. Licensing of taxis and private hire vehicles ensures that the vehicles are in roadworthy condition and that the drivers are suitable people.	Residents concerns about alcohol fuelled antisocial behaviour and noise from places of entertainment. The need for safe transport, particularly to get home safely at night.	<p>NI 17 – Perception of anti-social behaviour</p> <p>NI 21 - dealing with local concerns about ASB and crime etc</p> <p>Operational performance is measured by the speed with which licence applications are handled.</p>	The service aims to be financed entirely through licence fee income.	Planning and Public Protection

Table 2 – Priority Actions for Coming Year

Priority Actions (including equal opportunities and diversity actions)	Link to Annual Corporate Delivery Plan	Customer focused outcomes / milestones	Lead Officer	Partners & Staff Resources	Budget Impact	Timescale
Continue to work with LAA partners to reduce the inequalities in Warwickshire therefore contributing to ‘Narrowing the Gaps’, which exist between the north and south of the County and the East and West within the Borough	1.2 & 4 2.1, 2 & 3 3.2	The Borough has a reduction in the Areas of Deprivation and the most disadvantaged Super Output Areas within the County. The Borough results from the Place Survey 2010, to indicate that people’s perception of the quality of life within the Borough when compared to the rest of Warwickshire is improving.	Chief Executive/Assistant Director Chief Executive’s Office	Local Strategic Partnership & Chief Executive/Assistant Director Chief Executive’s Office and CEO Communities	Predominantly within existing partners budgets and grants, but exploring ‘Bend the Spend’ on mainstream resources.	2010/11 on going
In partnership implement the refreshed Sustainable Communities Strategy aligned with the Core Strategy.	Aims 1 to 4	To deliver in partnership (LSP) targets and outcomes to improve the quality of life in the Borough.	Chief Executive/Assistant Director Chief Executive’s Office	Local Strategic Partnership & Communities employees, etc	Within existing budgets	2010/11 on going
Continue to pro-actively support the Family Intervention Project and	1.4 (2.1)	The Borough has a reduction in the Areas of Deprivation and the most	Assistant Director Chief Executive’s Office	Local Strategic Partnership & CEO-	Heavily dependent on Area Based	Annual Review

Community Champion initiative to support 'Narrowing the Gaps'. These initiatives will take into account Short, Medium to Long Term Plans (5 years)		disadvantaged Super Output Areas within the County. The Borough results from the Place Survey 2010, to indicate that people's perception of the quality of life within the Borough when compared to the rest of Warwickshire is improving.		Communities Section	Grant Funding from the Public Service Board, which is continually reviewed. Main stream funding by Council and agencies need to be explored.	
Implement Single Equality Strategy Action Plan. Provide briefings/assistance to Council service units and Members on the implementation and embedding of the strategy.	1.4	Community confidence by all sectors indicates that their needs are being addressed.	Assistant Director Chief Executive's Office	CEO-Communities Section	Within existing budgets	March 2011 (then to be reviewed in line with strategy)
Implement the Community Cohesion Strategy	1.4	Community confidence by all sectors indicates that their needs are being addressed.	Assistant Director Chief Executive's Office	CEO-Communities Section	Within existing budgets	March 2011 (then to be reviewed in line with strategy)
Review Grant to the Voluntary Bodies in line with Cabinet report	1.2 & 4	Community satisfaction/perception of the services provided by the voluntary bodies is good.	Assistant Director Chief Executive's Office, Communities Manager	CEO-Communities Section	Within existing budgets	March 2011
Continue to implement the Civil Contingency Act ensuring the Council's Emergency Plan and Business Continuity Plan are fit for purpose.	1.4	The community feels confident in the Council's ability to respond to an emergency. NI 37 – Awareness of civil protection arrangements in the local area are improving.	Assistant Director Chief Executive's Office	CEO-Communities Section	Within existing budgets	Annual review

Continue with the Arts Development Plan	1.4	The community feels involved and participates in local cultural activities	Assistant Director – Public Amenities	Museum Section and Communities Section	Within existing budgets. Arts Officer post frozen	Review of policy to be conducted given limited resources.
Continue to develop and implement a schedule of regular Museum event and out-reach projects of works art	1.4	The community develops a better understanding and enjoyment of their local heritage and arts	Assistant Director – Public Amenities	Museum Section	Within existing budgets	Progress Report OSP Social before April 2010 Audience Development Plan being undertaken Report Feb 2010
Implement the Nuneaton and Bedworth Safer Communities Partnership Strategic Assessment ensuring Equality Impact Assessment is reviewed accordingly.	2.1, 2.2 (3)	NI 17 <i>perception of anti-social behaviour</i> will be the same as for the average for Warwickshire. Overall reported crime continues to reduce.	Chief Executive/Assistant Director Chief Executive's Office	NABSCOP & CEO - Communities Section.	Heavily dependent on Area Based Grant Funding from the Public Service Board, which is continually reviewed.	Annual Review
Continue to embed into the Council's services the Section 17 of the Crime and Disorder Act. Provide briefing sessions on the Section 17 Handbook to Councillors and employees.	2.1, 2, (3)	Section 17 is embedded into the planning, policy and operational day-to-day activity of each Council service area function.	Head of Communities and Communications/Communities Manager	CEO - Communities Section	Within existing budgets	Annual Review
Increase support of Domestic Abuse victims via the domestic abuse hostel and by referring to other agencies	2.1	Reduction in violent crimes (domestic abuse related)	Assistant Director - Housing	Housing Section, WCCDV, Police, NABSCOP CEO - Communities Section	Within existing budgets	Annual review

Continue to provide support to MAPPA in Council accommodation	2.1	Reduction in all reported crime	Assistant Director - Housing	Housing Section, WCCDV, Police, NABSCOP	Within existing budgets	Annual review
Pro-actively manage prosecutions for anti-social behaviour (ASB)	2.1 & 2.2	NI 17 <i>perception of anti-social behaviour</i> will be the same as for the average for Warwickshire. Discourage ASB and improve the quality of life of the Boroughs residents	Assistant Director – Legal & Democratic Services	Legal Section, Chief Executive's Office & NABSCOP	Within existing budgets	Annual review
Review Management of Town Centre activities in relation to the public/customers feeling safe and experience a pleasant environment to shop	2.1, 2.2/3	Results obtained from annual town centres surveys carried out for Nuneaton and Bedworth	Assistant Director – Asset Management and Strategic Development	Legal Section, Housing Section, Env. Health Planning & Development Sections & Public Amenities	Within existing budgets	March 2011
Review the fixed CCTV systems to align (if possible) with NABSCOP's mobile CCTV systems	2.2	To further reduce the fear of crime and ASB within the Town Centres and potentially within 'Hot Spot' areas of the Borough	Assistant Director – Asset Management and Strategic Development & Assistant Director Chief Executive's Office	Town Centres Section, CEO - Communities Section & NABSCOP	Dependant on ABG (Safer Block)	Annual review
Inspect, maintain and improve playgrounds and where possible provide further facilities to engage young people.	2.1	Safe and accessible play areas to current safety standards, which provide diversionary activities for youngsters	Assistant Director – Public Amenities	Parks Section	Within existing budgets Year 6 of the Capital Refurbishment programme plus play Builder grants	Sites to be improved in 2010-11 Tiverton Drive Heckley Rec St Giles Rec New Road Rec Inchford Close Ironbridge Way

NBBC Operational Risk Register - Communities	
Service Unit:	Chief Executive's Office
Assistant Director:	Jerry Doherty
Date of this version:	16 th November 2009

Risk Ref No	Risk Description (Cause & Consequence)	Gross Risk	Mitigation Control (Stating whether 'Existing' or 'Planned')	Mitigation Owner	Net Risk	Status (Red / Amber / Green)	"Action By" Date	Sources of Assurance (How Monitored?)	Risk Owner
1	<p>Emergency Planning – Civil Contingency Act potential failure to respond to an emergency therefore potential further risk of harm, injury, death to persons.</p> <ul style="list-style-type: none"> • Catastrophe occurs in the Borough (response failure) • Failure to realistically prepare for the impact of a possible 'Bird Flu' pandemic • Intervention by the government for non compliance • Media disaster (bad publicity) • Legal liability increases • Loss or reduction in 	Low / Mod	<ul style="list-style-type: none"> • Emergency Plan in place and being updated as and when required. • Emergency Planning Room enabled with lap tops (wire free) facilities. • Civil Contingencies Bill, action being taken to address requirements • Continuous training happening and being planned, this will ensure that adequate backup is available in the event that a problem actually occurs • Considering a database sharing arrangement (with Warwickshire authorities & authorities beyond the A5) • Assistance from other LA's & the military actively being explored. • CMT 	Communications Manager Andrew Daw	Low/Moderate	G	On going	Managed and monitored on a daily basis by the Assistant Director CEO, Head of Regeneration & Policy and Regeneration and Policy Manager and Principal Regeneration & Policy Officer.	Assist Dir CEO Jerry Doherty

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	<p>Council and or Business service delivery</p> <ul style="list-style-type: none"> Reduced Public Confidence 		<ul style="list-style-type: none"> HASCOG Borough Safety Committee Business Continuity Plans in place <p>'Existing and being Planned'</p>						
2	<p>Business Continuity: Failure to adequately provide Business Continuity for essential services within the CEO may leave the Council exposed to a serious disruption in services to the Community & Employees therefore increasing the potential for:- Reduced Public Confidence</p> <ul style="list-style-type: none"> Failure to provide adequate training corporately on Business Continuity 	Low / Mod	<ul style="list-style-type: none"> Business Continuity Plan in place and being updated as and when required. Civil Contingencies Bill, action being taken to address requirements Business Continuity Plan in place and being updated as and when required. Civil Contingencies Bill, action being taken to address requirements Continuous training happening and being planned, this will ensure that adequate backup is available in the event that a problem actually occurs <p>'Existing'</p>	Head of Communities & Communications & Communications Manager Andrew Daw	Low / Mod	G		Audited by the Risk Management Group. Reviewed on a regular basis by the assistant Director CEO	Assistant Director Chief Executive's Office
3	<p>Grants to Voluntary Bodies</p> <ul style="list-style-type: none"> Financial Loss from not obtaining all funding entitled to Financial Loss due to funds provided to voluntary bodies (e.g. body goes bankrupt or 	Low / Mod	<ul style="list-style-type: none"> Reviewed Service Level Agreements Reviewed Voluntary Sector Finance Strategy Reviewed Service Level Agreements Reviewed Voluntary Sector Finance Strategy 6 month and Annual Reporting 	Rachel Jackson – Communities Manager	Low / Mod	G		Managed and monitored on by the Communities Manager and overseen by the Head of Communities & Communications through Service Level Agreement.	Assistant Director Chief Executive's Office

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	<p>funds not used for correct</p> <ul style="list-style-type: none"> Media disaster (bad publicity) Reduced Public confidence Loss of Council money/funds 		<p>to social Scrutiny Panel</p> <p>'Existing'</p>						
4	<p>Local Strategic Partnership (LSP) & (inclusive of Narrowing the Gap) and Sustainable Community Plan</p> <ul style="list-style-type: none"> Failure to deliver on 'outcomes and or targets' Inadequate partnership working Inadequate resources Media disaster (bad publicity) Reduced Public confidence Potential impact on PSA2 funding Government intervention Political issues LAA implications 	High/Serious	<ul style="list-style-type: none"> Performance management robustly reviewed Strong leadership (Chair LSP– Chief Executive) Robust partnership collaboration Scrutiny of LSP by panel LSP should challenge each agency as required (apparitional) <p>'Existing'</p> <p>Review of the LSP taking place</p>	Gail Hudson – Head of Communities & Communications	Low/Serious	A		Managed by the Chief Executive and supported by respective AD's and Managers as and when. Performance managed by LSP and Advisory Group	Assistant Director Chief Executive's Office
5	<p>Crime & Disorder Partnership Crime & Disorder Strategy 2010 - 11</p> <ul style="list-style-type: none"> Failure to deliver on 'outcomes and or targets' Inadequate partnership working Government 	High - Serious	<ul style="list-style-type: none"> Performance management robustly reviewed Strong leadership (Chair NABSCOP – Chief Executive) Robust partnership collaboration <p>Risk Assessment in place</p> <p>'Existing'</p>	Rachel Jackson – Communities Manager	Low/Serious	A		Managed on a daily basis by the Communities Manager closely supported by Assistant Director CEO.	Assistant Director Chief Executive's Office

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	<ul style="list-style-type: none"> intervention Media disaster (bad publicity) Reduced Public confidence Potential impact on PSA2 funding Political issues LAA implications 								
6	<p>Corporate Plan 2007 – 2021</p> <ul style="list-style-type: none"> Failure to deliver on 'outcomes and or targets' Audit Commission find the Council's management of their responsibilities unsound therefore the following implications may occur:- Government intervention Media disaster (bad publicity) Reduced Public confidence Potential impact on PSA2 funding Political issues LAA implications 	High/Serious	<ul style="list-style-type: none"> Performance management robustly reviewed Cabinet CMT EMT <p>'Existing'</p>	Steve Gore Performance & Quality Manager	Low/Serious	A		Strong leadership (Chair – Chief Executive) Performance Managed by CMT, EMT, LSP and HLIP. (See individual 'risk assessment') OSP & Cabinet	Supporting CMT - Assistant Director Chief Executive's Office
7	<p>Warwickshire Local Area Agreement</p> <ul style="list-style-type: none"> Failure to deliver the targets agreed Media disaster (bad 	High/Serious	<ul style="list-style-type: none"> Performance management robustly reviewed Cabinet CMT EMT 	Assistant Director Chief Executive's Office	Low/Serious	A		Regular meetings with Partners and active monitoring by CMT Robust performance management	Supporting CMT - Assistant Director Chief

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	<ul style="list-style-type: none"> publicity) Reduced Public confidence Government intervention Political issues Potential to access additional funding is curtailed. 		<ul style="list-style-type: none"> Strong governance arrangements developed Strong leadership from the Chief Executive etc <p>'Existing'</p>						Executive's Office
8	<p>Section 17 responsibilities</p> <p>Failure to implement effectively & efficiently within the services this Council delivers</p> <ul style="list-style-type: none"> Government intervention Media disaster (bad publicity) Reduced Public confidence Potential impact on PSA2 funding Political issues Potential LAA implications on delivery of agreed targets. 	High/Serious	<ul style="list-style-type: none"> Review of SDP's Employee & Member briefings on Section 17 Handbook Section 17 Officer Group <p>'Existing'</p>	Rachel Jackson – Communities Manager	Low/Serious	A		SDP monitored by respective AD's Employee/Member Handbook produced for guidance/direction	Assistant Director Chief Executive's Office
9	<p>Communications Strategy and Marketing and Publicity</p> <p>Failure to deliver an effective and efficient corporate image of the Council may cause:-</p> <ul style="list-style-type: none"> Employee, Union and Political implications Morale issues 	Low / Mod	<ul style="list-style-type: none"> Robust Business & Project Plan being developed Will be supported by a Communications Strategy being developed and implemented <p>'Planned & Existing'</p>	Head of Communities & Communications & Communications Manager Andrew Daw	Low / Mod	G	March 10	Championed by the Chief Executive Assisted by the Assist Director - CEO	Assistant Director Chief Executive's Office

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	<ul style="list-style-type: none"> Serious media issues Government Inspection implications Negative affect on the Council's image & perception 								
10	<p>Equality & Diversity Failure to comply with the Equality & Diversity legislation may cause:-</p> <ul style="list-style-type: none"> Government intervention Media disaster (bad publicity) Reduced Public confidence Employee, Union and Political implications 	Low / Mod	<ul style="list-style-type: none"> Equality Impact Assessments Dedicated resource to Equalities and Diversity to ensure Council meets all requirements <p>'Existing'</p>	Rachel Jackson – Communities Manager	Low / Mod	G		Embedded into Policy and Strategy documents Equality and Diversity Training for all employees compulsory Equality and Diversity issues and requirements audited by the Equalities Officer and actions taken.	Assistant Director Chief Executive's Office
11	<p>Locality forums Failure to provide Locality Forums within the Borough:-</p> <ul style="list-style-type: none"> Media disaster (bad publicity) Reduced Public confidence Political issues & implications 	Low / Mod	<ul style="list-style-type: none"> Working in partnership with Warwickshire County Council and Warwickshire Police and Members on a regular basis to ensure meeting take place and provide robust outcomes <p>'Existing'</p>	Assistant Director Chief Executive's Office	Low / Mod	G		Managed directly by AD – CEO and WCC Area Manager reporting to respective Corporate Director.	Assistant Director Chief Executive's Office