| | | | Distri | ct of Easingtor | n Risk Assessi | ment | | |
|---|--|---|--------------------------|---|---------------------|---------------------|--------------|---|
| Identification Number: CRR 2008-09 | | | | | | | | SHEET 1 OF 1 |
| | | | | RISK ASSE | SSMENT MATR | RIX | | |
| Risk Group: Summary of 2008-09 Corporate Risks | | | | | | | | |
| Risk Group: Summary of 2008-09 Corporate Risks | | | | | | | | ISSUED BY |
| e | | A | Very High | | | 0001 | | Risk Management Strate Group (RMSSG) & Manag |
| | | | | | | | | ISSUED TO |
| e la | | | High | | | 0002, 0003, | | Executive |
| District of easington . | | | | | | 0004, 0005, 0006 | | DATE ISSUEL |
| District of easington . | | В | | | | 0000 | | 14.10.08 |
| | | | | | | | | APPROVED B |
| | | | | | | | | Executive |
| | р | | Significant | | 0009 | 0007, 0008 | | DATE APPROVI 14.10.08 |
| | elihoo | С | | | | | | RISK ASSESSMENT ACC |
| | Risk Likelihood | D | Low | | | 0010, 0011, 0012 | | Executive |
| | | Е | Very Low | | 0014, 0015, 0016 | 0013 | | |
| | | | Almost Impossible | 0017, 0018, 0019, 0020, 0021, 0022, | | | | |
| | | F | | 0023, 0024, | | | | |
| | | Г | | 0025, 0026, | | | | |
| | | | | 0027, 0028, | | | | |
| | | | | 0029, 0030, 0031 | | | | |
| 1. | | | N THE RISKS | 4 | 3 | 2 | 1 | |
| | | | ORE THEM. RISK NUMBER | Negligible | Marginal | Critical | Catastrophic | |
| | FROM THE LEFT HAND COLUMN BELOW INTO THE RELEVANT BOX | | | Im | pact | | | |

| | Likelihood | Impact | Current Risk Rating | Target Risk Rating | No | Action Required | Person Responsible |
|---|---|--|---|---|---|--|--|
| Implications on the District of Easington as a result of Local Government Re-organisation | A | 2 | A2 | D2 | 0001 | | Janet Johnson (Chief Executive) / Management Team |
| Impact of regional policy changes - Northern Way / City Regions and the ability to influence the regional debate | В | 2 | B2 (Changed from A1) | D3 | | the Alliance for Regional aid for the North East | Regeneration & Partnerships) |
| | | | | | 0002 | regional and national policy consultation rounds in | Peter Coe (Head of Regeneration & Partnerships) |
| | | | | | 0003 | Politicians and officers will continue to positively represent the district in sub regional, regional and national forums where the issue requires the local view to be promoted to ensure benefit to the locality. | |
| East Durham homes does not achieve 2* rating | В | 2 | B2 (Changed from A1) | D2 | 0001 | Monitor and review progress against the 3-Year Action Plan contained within the Council's Housing Strategy 2008-11 and EDH Delivery Plan. | lan Morris (Head of Housing Strategy) |
| | | | | | 0002 | | lan Morris (Head of Housing Strategy) |
| | | | | | 0003 | | lan Morris (Head of Housing Strategy) |
| | Easington as a result of Local Government Re-organisation Impact of regional policy changes - Northern Way / City Regions and the ability to influence the regional debate | Easington as a result of Local Government Re-organisation | Easington as a result of Local Government Re-organisation Impact of regional policy B 2 Impact of regional policy B 2 Changes - Northern Way / City Regions and the ability to B 2 Influence the regional debate B 2 East Durham homes does B 2 | Easington as a result of Local Government Re-organisation B 2 B2 Impact of regional policy changes - Northern Way / City Regions and the ability to influence the regional debate B 2 B2 Impact of regional policy changes - Northern Way / City Regions and the ability to influence the regional debate B 2 B2 Impact of regional policy changes - Northern Way / City Regions and the ability to influence the regional debate B 2 B2 Impact of regional debate B 2 B2 B2 Impact of regional debate B 2 B2 Impact of regional debat | Implications on the District of Easington as a result of Local Government Re-organisation A 2 A2 D2 Impact of regional policy changes - Northern Way / City Regions and the ability to influence the regional debate B 2 B2 D3 East Durham homes does not achieve 2* rating B 2 B2 D3 | Implications on the District of Easington as a result of Local Government Re-organisation A 2 A2 D2 0001 Impact of regional policy changes - Northern Way / City Regions and the ability to influence the regional debate B 2 B2 D3 0001 Impact of regional policy changes - Northern Way / City Regions and the ability to influence the regional debate B 2 B2 D3 0001 Impact of regional debate B 2 B2 D3 0001 Impact of regional policy changes - Northern Way / City Regions and the ability to influence the regional debate B 2 B2 D3 0001 Impact of regional debate B 2 B2 D3 0001 Impact of regional debate B 2 B2 D3 0001 Impact of regional debate B 2 B2 D3 0002 Impact of regional debate B 2 B2 D2 0001 Impact of regional debate B 2 B2 D2 0001 Impact of regional debate B 2 B2 D2 0001 Impact of regional debate <td< td=""><td>Implications on the District of Easington as a result of Local Government Re-organisation A 2 A2 D2 0001 Refer to separate risk assessment outlining LGR risks. Impact of regional policy Changes - Northern Way / City Regions and the ability to influence the regional debate B 2 B2 D3 0001 The council will continue to host the secretariat of the Alliance for Regional aid for the North East region. Members and Officers will continue to influence the regional debate 0002 The Team will respond to local, sub regional, regional and national policy consultation rounds in order to ensure that representations of the council's views are made to the appropriate bodies. 0003 Politicians and officers will continue to positively represent the district in sub regional and national policy consultation rounds in order to ensure that representations of the council's views the promoted to ensure benefit to the locality. East Durham homes does not achieve 2* rating B 2 B2 Q001 Monitor and review progress against the 3-Year Action Plan contained within the Council's Housing Strategy 2008-11 and EDH Delivery Plan. 0002 Finance and support to EDH Decent Homes Programme funding</td></td<> | Implications on the District of Easington as a result of Local Government Re-organisation A 2 A2 D2 0001 Refer to separate risk assessment outlining LGR risks. Impact of regional policy Changes - Northern Way / City Regions and the ability to influence the regional debate B 2 B2 D3 0001 The council will continue to host the secretariat of the Alliance for Regional aid for the North East region. Members and Officers will continue to influence the regional debate 0002 The Team will respond to local, sub regional, regional and national policy consultation rounds in order to ensure that representations of the council's views are made to the appropriate bodies. 0003 Politicians and officers will continue to positively represent the district in sub regional and national policy consultation rounds in order to ensure that representations of the council's views the promoted to ensure benefit to the locality. East Durham homes does not achieve 2* rating B 2 B2 Q001 Monitor and review progress against the 3-Year Action Plan contained within the Council's Housing Strategy 2008-11 and EDH Delivery Plan. 0002 Finance and support to EDH Decent Homes Programme funding |

| | | | | | | 0004 | Monthly Joint Management Team and Senior Management Review meetings with DOE and EDH. | lan Morris (Head of Housing Strategy) |
|------|--|---|---|----|----|------|---|--|
| | | | | | | 0005 | Monitor progress against EDH Delivery Plan. | Ian Morris (Head of Housing Strategy) |
| | | | | | | 0006 | Monitoring and review via established EDH/DOE Improvement Board. | Ian Morris (Head of Housing Strategy) / Janet Johnson (Chief Executive) |
| 0004 | Community aspirations/expectations not met by Decent Homes Standard | В | 2 | B2 | D2 | 0001 | EDH Business Plan | Ian Morris (Head of Housing Strategy) |
| | | | | | | 0002 | EDH/EDC Service Improvement Plan | Ian Morris (Head of Housing Strategy) |
| | | | | | | 0003 | EDH 3* Service Plans | Ian Morris (Head of Housing Strategy) |
| | | | | | | 0004 | EDC Capital Programme / GF / HRA Business Plan | Ian Morris (Head of Housing Strategy) |
| | | | | | | 0005 | Monitor and review progress against the 3-Year Action Plan contained within the Council's Housin Strategy 2008-11 | lan Morris (Head of Housing Strategy) |

| | | | | | | 0006 | Comprehensive communications arrangements in place via EDH work with tenants on development of the Decent Homes Standard works programme | |
|------|---|---|---|----|----|------|--|---|
| | | | | | | 0007 | New and updated EDH Delivery Plan adopted and in place July 2008 to reflect changes in circumstances | lan Morris (Head of Housing Strategy) |
| | | | | | | 0008 | Housing Strategy 2008-11 in place. | lan Morris (Head of Housing Strategy) |
| | | | | | | | | lan Morris (Head of Housing Strategy) |
| 0005 | The Council do not fully implement or integrate the adopted Partnership Framework. | В | 2 | B2 | D2 | 0001 | agreed the development of an Action Plan to be | Stuart Wardle (Governance and Risk Manager) |
| | | | | | | 0002 | the Council's Partnership arrangements are | Stuart Wardle (Governance and Risk Manager) |
| | | | | | | 0003 | Partnership Framework adopted and in place March 2007. | Joy Brindle (Asst Chief Executive) |

| The identified gap between short term strategic approach of the District Council in in the District and managing deprivation versus the long term strategic approach that is required | В | 2 | B2 | D2 | Index of Multiple Deprivation (IMD) Position - Easington moved from 4th in 2000 to 7th in 2004 and remained at 7th for 2007. | Joy Brindle (Asst Chief Executive) |
|---|---|---|----|----|--|---------------------------------------|
| | | | | | Working Neighbourhoods Fund (WNF) for 2008- 11. Other grant streams have now been wrapped up within a new settlement for Local Authorities called Area Based Grant (ABG). Given the situation with LGR the three-year settlement for all areas with ABG is not so straightforward as all LA's in Durham will cease to exist to become the new Unitary in 2009. Negotiations are taking place to resolve and to try and ensure the District of Easingtons local needs and priorities are not disadvantaged. | |
| | | | | | The Community Strategy is being updated as a legacy document for the East Durham Trust. The LSP has commissioned ECOTEC Ltd (they are undertaking the national evaluation of the Govt's Neighbourhood Renewal Strategy) to evaluate the effectiveness of the LSP in narrowing the gap in E Durham. This will report back in September. As part of their National Commission from DCLG, ECOTEC are also examining the areas of Murton East and Horden North in more detail. Report due in Oct 08. | Joy Brindle (Asst Chief Executive) |
| | | | | | Master Plans and Community Appraisals - Info at Super Output level is held on the LSP web site. Master Plans such as the Housing Strategy and the Regeneration Statement continue to feed in to the LSP. | Joy Brindle (Asst Chief Executive) |

| | | | | | | | | Joy Brindle (Asst Chief Executive) |
|------|--|---|---|----|----|------|---|---|
| 0007 | Impact of World wide credit crisis and financial implications on Council objectives | С | 2 | C2 | C2 | | Monitoring arrangements are in place and any necessary action will be taken in line with the Councils adopted medium term financial strategy. (Ref: also to Risk # 20) | Tom Bell (Director of Finance and Corporate Services) |
| 0008 | Council does not effectively manage it's Asset base | С | 2 | C2 | C3 | 0001 | | Dale Clarke (Head of Asset and Property Management) |
| | | | | | | | the implementation of the AMP. Create Asset | Dale Clarke (Head of Asset and Property Management) |
| | | | | | | 0003 | service departments . | Dale Clarke (Head of Asset and Property Management) |
| 0009 | Costs from Contractors for East Durham Homes are higher than budgeted | С | 3 | C3 | D3 | 0001 | Monitor program for improvement | lan Morris (Head of Housing Strategy) |
| | | | | | | | Strategic Repairs Group meet on a quarterly basis to review VFM | Ian Morris (Head of Housing Strategy) |

| | | | | | 0003 | Completion of outsourcing arrangements for 100% of repairs and maintenance service. | Ian Morris (Head of Housing Strategy) |
|--|---|---|----|----|------|---|---|
| | | | | | 0004 | Strategic Repairs Group monitoring performance and VFM issues | Ian Morris (Head of Housing Strategy) |
| Local Area Agreement (LAA) doesn't deliver or recognise local need | D | 2 | D2 | C3 | | Revised LAA in place. Continue to monitor and review actions/outcomes against narrowing the gap in deprivation expectation. | Joy Brindle (Asst Chief Executive) |
| | | | | | 0002 | Review County Durham Partnership Board's locality input to partnerships to ensure gap narrowing. | Joy Brindle (Asst Chief Executive) |
| Risk Management does not remain an integral part of business planning and decision making | D | 2 | D2 | E2 | | Monitoring of Corporate Risk Register to ensure that it is being used | Stuart Wardle (Governance and Risk Manager) |
| | | | | | 0002 | Regular audit of usage of software | Gordon Fletcher (Audit Manager) |
| | | | | | | Management Team, Audit Committee & Executive Portfolio Members encourage software usage by Service Heads | Stuart Wardle (Governance and Risk Manager) |
| | | | | | | Call in by Scrutiny Committee and/or Audit Committee | Stuart Wardle (Governance and Risk Manager) |
| | | | | | | Support to HOS provided by Governance, Risk & Legal Function. | Stuart Wardle (Governance and Risk Manager) |

| 0012 | Data and Information security arrangements are insufficient leading to data loss | D | 2 | D2 | C3 | 0001 | Dealt with as part of the existing I.S. security arrangements. | Barry Nicholson (Head of I.S.) |
|------|---|---|---|----------------------------|-----|------|--|---|
| 0013 | The Council with EDH are unable to effectively utilise a large increase in housing funding | E | 2 | E2 | E2 | 0001 | Draft Strategic Partnering Agreement proposal with 3 Decent Homes Standard partners in place, subject to EDH achieving 2 * status | Ian Morris |
| 0014 | Implications arising from changing future service delivery arrangements | E | 3 | E3 | E3 | 0001 | Transitional plan in place and regularly monitored and reviewed to focus on corporate priorities during the lead up to LGR. | Joy Brindle (asst Chief Executive) |
| 0015 | Quality / accuracy of data for performance indicators | E | 3 | E3 (Changed from B2) | N/A | 0001 | Transitional plan in Place to focus on corporate priorities during the lead up to LGR has led to the de-prioritisation of developing and implementing a Data Quality Strategy. Data quality is now subject to review via the Policy and Partnerships LGR workstream going forward for the new Unitary authority. | |
| | | | | | | 0002 | Data Quality audits scheduled to be completed by CDU during the transitional period and arrangements strengthened to be carried forward to the Unitary Authority | Corporate Development |
| 0016 | Business Continuity and Emergency Plans are not embedded | E | 3 | E3 (Changed from A3) | E3 | 0001 | Monitor and keep under review Business Continuity Plan | Ann Carr (Senior Corporate Development Officer) |
| | | | | | | 0002 | Develop and implement briefing/training on Business Continuity Plan | Ann Carr (Senior Corporate Development Officer) |

| 0017 | Lack of customer focus (engagement) / Public apathy towards effective community engagement / Resident / Community resistance to change and participation | F | 4 | F4 Risk Deleted (Changed from C2) | N/A | | Community Engagement Action Plan developed and implemented as a result of the Council's 2007 review of community engagement activities. | Joy Brindle (Asst Chief Executive) |
|------|---|---|---|--|-----|------|---|--|
| | | | | | | | Community Advisory Panel set up to shape service design. | Joy Brindle (Asst Chief Executive) |
| | | | | | | 0003 | Communications and Marketing Action Plan. | Mike Lavender (Head of Communications & Marketing) |
| | | | | | | | Neighbourhood forums in conjunction with East Durham Community Trust developed, piloted and reviewed. | Barry Garside (Head of Democratic Services & Admin) |
| | | | | | | | Respond to the proposed Performance Standards Framework set out the Electoral Commission's consultation paper "Performance Standards for Electoral Officers in Great Britain" and particularly the Participation section. | Democratic Services & Admin) |
| | | | | | | 0005 | Ensure resident participation in decision making | Peter Coe (Head of Regeneration & Partnerships) |
| | | | | | | 0007 | Publicity campaigns to be implemented | Paul Penman (Environmental Operations Manager) / Keith Parkinson (Environmental Health & Licensing Manager) |

| | | | | | | 0008 | Regular Consultative meetings | Paul Penman (Environmental Operations Manager) / Keith Parkinson (Environmental Health & Licensing Manager) |
|------|--|---|---|--|-----|------|--|--|
| | Projects proceed without a formal business case, leading to project failure (delay, overspend, outcomes not achieved etc). | F | 4 | F4 Risk Deleted (Changed from B2) | N/A | | Service Plan wide. Refer to individual Service Plar risk assessments and Management Action Plans. | |
| | | | | | | | Encourage all Service Heads/Managers/Project Managers to utilise effective Project Management methodologies within their area of responsibility. | Janet Johnson / Management Team |
| | | | | | | 0003 | Promote the Gateway Review | Peter Faill (Corporate Procurement Manager) |
| | | | | | | 0004 | Process to Senior Members and Managers | Peter Faill (Corporate Procurement Manager) |
| | Succession of the Council's leadership is not developed (Community & Democratic Engagement) | F | 4 | F4 Risk Deleted (Changed from C2) | N/A | | Completed review of political Governance arrangements (Scrutiny) by end January 2007 | Joy Brindle & Barry Garside |
| 0020 | Allocated funding does not match with long term financial plans | F | 4 | F4 Risk Deleted (Changed from C3) | N/A | | Service and Financial Planning is integrated with Corporate Planning | Tom Bell |

| | | | | | | | Ensure Medium Term Financial Plan is reviewed and updated to take account of changes/risks(February/September Annually) | Tom Bell |
|------|--|---|---|--|-----|------|--|------------------------------------|
| 0021 | Partners do not buy back Council support services | F | 4 | F4 Risk Deleted (Changed from A3) | N/A | | Keep under review impact of services and functions not being purchased from the Council | Joy Brindle & Tom Bell |
| | | | | | | | Completion of East Durham Homes Value for Money Exercisewill support identification of budget and human resource issues | Joy Brindle & Tom Bell |
| 0022 | Don't realise the benefits of the new systems (e- government) | F | 4 | F4 Risk Deleted (Changed from C2) | N/A | | Produce Corporate Council wide "Benefits Realisation Programme" | Barry Nicholson |
| 0023 | Not able to influence regional debate | С | 2 | F4 Risk Deleted (Changed from C2) | D2 | 0001 | Risk incorporated into risk #1 | Janet Johnson (Chief Executive) |
| 0024 | Performance management does not drive performance improvement I.e. Performance indicators i.e. BVPI's, LPI's etc. not achieved / Performance Management does not remain an integral part of business planning and decision making | F | 4 | F4 Risk Deleted (Changed from C2) | N/A | | Develop a basket of Key Corporate PI's linked to Corporate Plan to focus not just on low performing areas but those which are most important to us | Joy Brindle Mary Readman |

| | 0002 | Improve joint work with zonal operational teams, still on going into 2007/08 | Keith Parkinson (Environmental Health & Licensing Manager) / Ian Hoult (Environmental Services Manager) |
|--|------|--|---|
| | 0003 | BVPI 199 reporting procedure | Keith Parkinson (Environmental Health & Licensing Manager) |
| | 0004 | LAA reporting system | Keith Parkinson (Environmental Health & Licensing Manager) |
| | 0005 | 5 Implement dog control order for the district | Keith Parkinson (Environmental Health & Licensing Manager) |
| | 0006 | Implement no side waste policy | Keith Parkinson (Environmental Health & Licensing Manager) |
| | 0007 | Work with partner agencies to put action plans in place to address failing areas and improve BVPI performance | Steve Arkley (Head of Neighbourhood Initiatives) |
| | 0008 | Improve joint working with enforcement teams and educational campaigns through Pride in Easington by attending Pride in Easington Steering Group meetings and developing joint work programmes. On going into 2008/09. | |

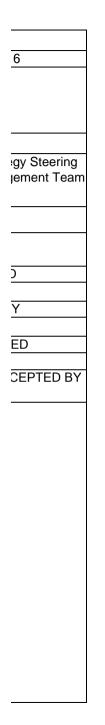
| | 0 | | | (Environmental Operations Manager) |
|--|---|-----|---|--|
| | | | mechanical sweepers | Paul Penman (Environmental Operations Manager) |
| | 0 | | remove detritus. | Paul Penman (Environmental Operations Manager) |
| | 0 | | Action completed 31/3/07 | Paul Penman (Environmental Operations Manager) |
| | | | remove detritus, carry forward rejected, now planned for 2007/08. | Paul Penman (Environmental Operations Manager) |
| | 0 | | enforcement manager programmed | Paul Penman (Environmental Operations Manager) |
| | 0 | | into 2008/09 | Paul Penman (Environmental Operations Manager) |
| | 0 | 016 | | Paul Penman (Environmental Operations Manager) |
| | | 017 | | Alan Dobie (Principal Planning Services Officer) |
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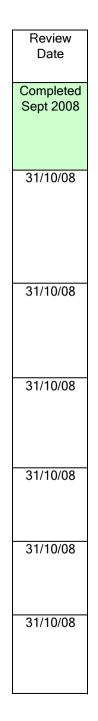
| | 001 | | Alan Dobie (Principal Planning Services Officer) |
|--|-----|--|--|
| | 001 | 9 Report to seek to extend green waste scheme Plan to renew or replace kerb-it contract effective from 1/4/08. Park-it implemented, monitor progress through 2007/08 and 2008/09. Waste Policy to be implemented from 01/10/07 | Keith Parkinson (Environmental Health & Licensing Manager) |
| | 002 | 20 Review recycling bring sites and make improvements | Keith Parkinson (Environmental Health & Licensing Manager) |
| | 002 | 1 Service PI's linked to Service Plan focus not just on low performing areas but those which are most important to us and our customers | Ian Morris (Head of Housing Strategy) |
| | 002 | | Ian Morris (Head of Housing Strategy) |
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| 0025 | Unable to corporately measure Value For Money (VFM) | F | 4 | F4 Risk Deleted (Changed from B2) | N/A | | VFM Framework adopted January 2007. | Tom Bell (Director of Finance and Corporate Services) |
|------|---|---|---|--|-----|------|---|---|
| | | | | | | | Develop a simple matrix to position services illustrating VFM (Cost : Performance : Customer Satisfaction) - Completed and included within the VFM Framework | Tom Bell (Director of Finance and Corporate Services) |
| | | | | | | 0003 | VFM toolkit developed. | Mick Devine / Mary Readman |
| 0026 | Continuous improvement not maintained | F | 4 | F4 Risk Deleted (Changed from D2) | N/A | 0001 | Corporate approach to VFM developed - VFM Framework adopted January 2007. | Joy Brindle & Mick Devine Tom Bell (Director Finance & Corporate Services) |
| | | | | | | 0002 | Transitional plan in Place to focus on corporate priorities during the lead up to LGR. | Joy Brindle (asst Chief Executive) |
| 0027 | Low staff turnover | F | 4 | F4 Risk Deleted (Changed from D3) | N/A | 0001 | No further action required | Reg Gott |
| 0028 | Back Office changes not delivered into Customer Service Centre (CSC) causing disruption to service delivery | F | 4 | F4 Risk Deleted (Changed from C2) | N/A | | CSC Project plan reviewed and services prioritised for delivery into CSC as appropriate and proportionate to LGR and aligned with the Council's Transitional Plan. | Joy Brindle (Asst Chief Executive) |
| 0029 | Insufficient resource attracted locally to deal with fuel poverty | F | 4 | F4 Risk Deleted (Changed from A3) | N/A | | Fuel Poverty Strategy in place and updated July 2008 | Cliff Duff (Energy Manager) |

| | | | | | | | Ensure adequate levels of funding are allocated from Capital Programme to qualify for external Warm Front funding. | lan Morris (Head of Housing Strategy) |
|------|--|---|---|--|-----|------|--|--|
| 0030 | Target for private sector decent homes standard by 2010 not achieved | F | 4 | F4 Risk Deleted Changed from A2) | N/A | | Regular Performance Reports to Service Delivery Committee | lan Morris (Head of Housing Strategy) |
| | | | | | | 0002 | PI arrangements in place | lan Morris (Head of Housing Strategy) |
| | | | | | | 0003 | Review of private sector housing policy due 2007 | lan Morris (Head of Housing Strategy) |
| | | | | | | 0004 | SHIP 3 bid will be made in Q2 2007/2008 | lan Morris (Head of Housing Strategy) |
| 031 | Lack of availability of quality contractors | F | 4 | F4 Risk Deleted (Changed from E3) | N/A | | Action completed - Contractors selected and 100% Outsourcing for repair/maintenance currently underway and target for completion Mar. 2009. | lan Morris (Head of Housing Strategy) |

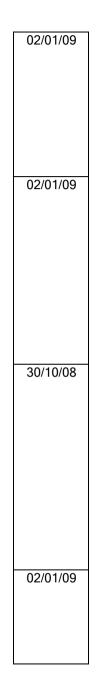
Risks with an initial and/or final assessment outside of the shaded boxes in the project for acceptance must be referred to the Stakeholders in the project for acceptance

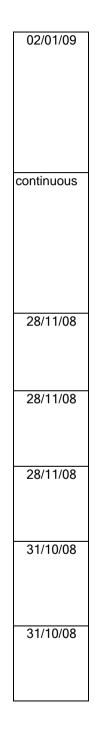




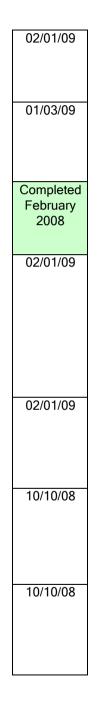
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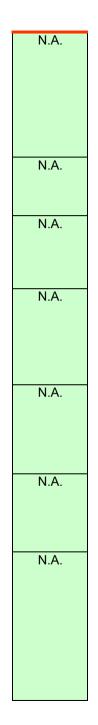


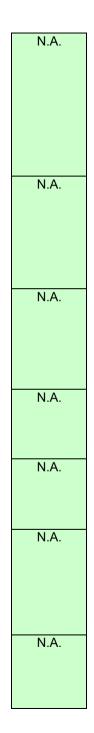


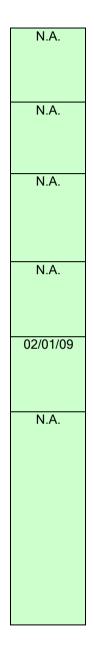


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