

REPORT OF THE DIRECTORS
TO THE EXECUTIVE
2 DECEMBER 2005
Corporate Governance Report Second Quarter (July, Aug, Sept) 2005/06

1.0 Introduction and Report Summary

- 1.1 To receive the Corporate Governance Report for the second quarter of 2005/06.
- 1.2 The Contact Officer for this report is Tim Sadler, Strategic Director (01235) 540360.

2.0 Recommendations

The Executive is recommended to:

- (a) *Note the Directors' Group Corporate Governance Report for the second quarter 2005/06.*
- (b) *Congratulate the benefits staff for the outstanding performance in respect of accuracy of benefit calculation.*
- (c) *Note the continued poor performance, as compared with the Best Value Performance Indicators, in respect of major planning applications:*
- That the Council is being consulted about being placed on "special measures" due to performance in respect of major and minor applications during the 12 months ending 30th June 2005*
 - The steps taken and planned to improve performance*

3.0 Relationship with the Council's Vision, Strategies and Policies

This report

- (a) relates primarily to Vision Statement.
- (b) relates to the Best Value Performance Plan, and
- (c) Complies with Corporate Planning Timetable.

4.0 Background and Supporting Information

- 4.1 The Directors' "Corporate Governance Report" for the second quarter looks at the key areas of:-
- Key issues
 - CPA Improvement Action Plan monitoring
 - Corporate
 - Housing
 - Open Spaces
 - Implementing Electronic Government (IEG)
 - Best Value Performance Indicators
 - Local Performance Indicators linked to priorities for improvement
 - Financial Information
 - Key staffing data

4.2 Key Issues

A small number of schemes have slipped significantly, essentially due to external pressures such as Local Area Agreements and Children and Young People's Plan. These are being dealt with via the Service Review meetings and where necessary will be re-prioritised through the service and budget planning process.

4.3 CPA Improvement Action Plans

These have been reviewed and updated.

4.4 Best Value Performance Indicators

A full report including first quarter performance with updated national quartiles is attached.

Of particular note are:

BVPI 8: and the continued improvement towards top quartile performance for invoice payment.

BVPI 12: the good performance in the second quarter in respect of sickness.

BVPI 76 a&b: and the improvement in benefit fraud investigations reflecting implementation of the service and budget planning decision to increase resources.

BVPI 79a: and the achievement of 100% accuracy of benefit calculations.

BVPI 82b & bii: reflecting the commencement of the composted waste collection scheme.

BVPI 109a: Major planning applications decided in 13 weeks. Despite modest improvement in the quarter we remain in the bottom quartile. We have been notified by GOSE that they intend placing the authority under "special measures" because of such 'poor performance' in the 12 months ending 30th June 2005.

The steps taken to date, which have impacted primarily thus far on the speed of dealing with minor and other applications include:

- Reorganisation of planning administration and workflow
- Increased delegation in respect of straightforward applications.

We are contemplating the introduction of voicemail in the planning teams to improve efficiency.

We have raised with the County Council the impact, particularly on major applications, of delays in responding for requests regarding highways and other County matters. They have committed to look into this.

We are also looking into taking advice from the IDEA/Planning Advisory Service on best practise.

4.5 Local Performance Indicators

Local Performance Indicators to support the Affordable Housing and Access to Services corporate aims have been identified and collection has commenced.

Work continues on identifying and refining those in respect of "cleaner, greener, safer and healthier community and environment.

It is hoped to be able to commence reporting all of these next quarter.

4.6 Financial Issues

See commentary attached

4.7 Staffing Issues

Compared to last quarter average sickness has reduced by 38%. This may be due to the time of year as generally sickness is lower during the summer months. The following service areas had more sickness per full time equivalent on average this quarter compared to last quarter:

Building Control and Contact Services.

Service Areas that have reduced their average sickness include: Audit & ICT, Benefits, Environmental Health, Housing & Community Safety and Planning

In respect of turnover, this has risen this quarter compared with last, with an average of just over four leaving per month compared to just under two in the last quarter.

4.8 Risk Management

A major review was carried out in June. No significant changes.

DIRECTORS GROUP

Background Papers: Corporate Governance Report of the Directors Group

CORPORATE GOVERNANCE – KEY ISSUES AND PROJECTS REPORT

2nd Quarter 2005-06

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
HELP FACILITATE THE PROVISION OF AFFORDABLE HOUSING	TDV	TS/PS	Improve the data held and its collation by the Council to support planning policies and negotiation of affordable housing at new developments	<p>Housing needs survey refreshed for Local Plan Enquiry.</p> <p>Agreed in principle to joint Housing Needs Assessment for Oxon.</p> <p>Officers assigned tasks</p> <p>Council agreed to take part in Thames Valley Survey of gypsy and traveller housing needs.</p> <p>Vale now part of a County-wide bid to be a pathfinder for a housing market assessment.</p> <p>Has been prioritised in Planning Strategy team</p>	<p>.Officers to work on scoping available data to establish a gap analysis and then develop methodologies to capture data.</p> <p>Receipt of report – Spring 2006</p> <p>Decision on pathfinder bid expected in new year.</p> <p>Dependant upon outcome OMAHG to consider timing of central Oxfordshire survey.</p>
	TDV	TS/RH	Focus on and prioritise the Local Plan process to prevent delays		IEP completed September 05
	TDV	TS/RH	Complete Supplementary Planning Guidance on the provision of affordable housing	Draft published	Inspector's Report Jan 06

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
	MDV	TS/PS	Introduce local performance indicators to track the performance in respect of housing provision.	List agreed between Planning and Housing and being built into service plans.	First publication Oct 05
	MDV	TS/PS	Strengthen the housing services input into the development team approach	Pick up good practise across South East.	Team training & Development exercise confirmed for December 05
	MDV	TS	Integrate the aims for the provision of affordable housing with planning policies and budget provision	Housing Strategy achieved "Fit for purpose"	Report to Executive on capital programme November 05
	MDV	TS/PS	Provide an outline business case to re-model hostel accommodation in time for budget process 2006/07	Director/Portfolio holder briefed Report provided to SMG October 05. Indicative capital bid for feasibility study submitted.	Decision to move forward to detailed feasibility study February 06

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
	MDV	TS/PS	Review Hostel allocation policy Sept 05	Approval by executive July 05.	Review of policy – Spring 06
	MDV	TS/PS	Put forward proposal re BVPI 176 domestic violence grant in time for budget 2006/07		No longer required, this BVPI now withdrawn by ODPM - Close
CREATE A CLEANER, SAFER AND HEALTHIER COMMUNITY & ENVIRONMENT	TDV	TS/RH	Implement an action plan agreed with the Government Office for the South East (GOSE) for housing delivery	On target	Next review meeting with GOSE
	TDV	SB/DS	Achieve Recycling Rate of 25% from existing green box and bring schemes	Rate is up on 2004/05 but waste arising up too. Cleanaway capacity constraint being addressed.	½ yearly Service Area Report Oct. 05
	TDV	SB/DS	Improve the Recycling Rate by an additional 2% from the introduction of a pilot composting scheme	Scheme collections commenced w/c 15 th August 05. 3K customers achieved by November 05	½ yearly Service Area Report Oct. 05
	TDV	TS/RH	Achieve the milestones in the Local Development Scheme 2005-08	Local Plan inquiry commenced 16 th May. Closure programmed for 15 th Sept 05	Receipt of Inspector's report Dec.05/Jan06 Pre-production & evidence gathering for the

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
					LDF "statement of Community Involvement", "Core Strategy" and "Dev. Control Policy" documents Sept-Dec 05 Check progress of BVPI's
	TDV	TS/RH	Improve planning performance against national Best Value Performance Indicators and ensure all are out of bottom ¼ and on target	Re-structure of Admin Support agreed. Investigated route to improved backfill where experiencing high staff turnover. Investigating voicemail. Reviewing Scheme of Delegation	
	MDV	TS/PS	Introduce a twice a year update on Community Safety for staff/members/partners on community safety issues		First edition October 05
	JH	TS/NG	Improve Leisure, Culture and Recreational Facilities by the conclusion of agreements in respect of the future use of: <ul style="list-style-type: none"> • Tugwell Fields • Stockham Park • Mably Way 	Tugwell Field – Discussions continue with County Council & Wantage Silver Band. Stockham Park – Options for play facility are being pursued	Tugwell Field – Exec. Report going to November meeting. Board to submit planning position. Stockham Park – Under 12's play area is being designed and Town Council is to be approached to identify how they are to take forward development of

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
				<p>Mably Way – Negotiations continue with Grove Parish Council. Potential for agreement has been identified and is likely to be presented to Executive in September</p> <p>BVR Improvement Plan being drafted. Scrutiny Committee consulted and confirmed by November 05 Executive.</p>	<p>land adjacent to allotments. Mably Way – Exec. Agreed basis for scheme, specification and funding are being developed, head of terms with Parish Council to be developed.</p> <p>October Executive and Scrutiny cycle. Future reporting via Key Issues report</p>
	TDV	SB/DS	<p>Improve our waste management services following the recent Best Value Review – implementation of Action Plan</p>	<p>Vale comments on the South East Plan: Draft for Public Consultation (Jan.05) agreed by Council & forwarded in time to meet SEERA deadline.</p>	<p>Provide a response to consultation on strategy options for Central Oxon. Sub-region Sept/Oct 05</p>
	JP	TS/RH	<p>Provide an effective contribution which protects the interests of the Vale in the development of the regional spatial strategies for the South East and South West</p> <p>As above</p>	<p>Regional Spatial Strategy for the South West: Vale comments on Swindon sub-regional study delivered at Joint Member and Officer Steering Group meetings Mar/Apr 2005</p>	<p>Respond to formal consultation on draft Regional Spatial Strategy Spring 06</p>
	JP	TS/RH			

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
	JH	TS/NG	Develop a Parks and Open Spaces Strategy which includes playground provision	Brief complete and proposal received. Proposal to be analysed.	Proposal analysed and consultant engaged November 05
	JH	TS/NG	Carry out review to enable Council as planning authority to optimise contributions from new developments towards leisure, culture and recreation	Brief complete and proposal received. Proposal to be analysed.	Proposal analysed and consultant engaged November 05
	TDV	SB/DS	Street Cleansing - Investigate ways which will incentivise our contractors to higher performance	Raised at Scrutiny presentation in July. New fast roads service successfully trialled	Scrutiny Committee Report Oct 05 Confirm fast roads service in contract Nov. 05
	TW	SB/DS	Publish an enforcement policy and implement associated procedures for "environmental crime"	Adoption of policy of presumption towards prosecution for fly tipping offences. Produce Draft Fixed Penalty Notices policy	Draft Plan by October 05 Report to December Executive
	TDV	SB	Improve our waste services following the recent Best Value Review	BVR Improvement Plan drafted. Scrutiny Committee consulted and confirmed by November 05 Executive	October Executive and Scrutiny cycle. Future reporting via Key Issues Report
	JH	TS/AM	Provide a Skate Park in Abingdon.	Initial consultation on long list of sites completed.	Report recommencing the preferred site to January 06 Executive

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				To recommend preferred site.	
	JH	TAS/DQ	Adopt a Child Protection Policy	Prepare Child Protection Policy – Consulted Benchmarking and Oxfordshire Authorities for examples of Best Practice on the 10th June and NG on Leisure issues. Next milestone is to prepare draft for September SMG. Aligning this work with Children and Young People's Action Plan.	Draft policy went to SMG in September and was approved for consultation purposes. The consultation period ended on 31 st Oct. Awaiting comments from NSPCC before revised draft goes to the Executive.
	JH	TS/NG	Carry out review of children's and young people's services and integrate with Children's and Young Peoples Plan	Draft plan has been produced by County Council.	Analysis of proper plan and process for development of youth strategy end of November 05
	TDV	SB	Future use of Old Gaol	Receive feasibility report	Report to Executive
IMPROVE AND MODERNISE ACCESS TO SERVICES	RS	TS/HB	Complete the integration of Environmental Health back office processes into the local services points and customer contact centre	First 3 processes completed Next 6 processes in test form on CRM	Will be implemented end November 05
	MDV	SB	Investigate the improvement of revenues	Appoint temp to lead on shared service bid.	Sept 05

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
			and benefits services by integrating business process re-engineering, workflow and customer contact centre (now incorporated into Vale-South Oxon District Council financial Shared Service project)	Submit bid Procurement decision	Nov 05 Feb 06
	RS	TS/HB	Implement a programme to develop Customer Focus	Programme being developed alongside Customer Contact Strategy	Linked to Customer Contact Strategy to be discussed by Directors & Leader Nov. 7 th meeting
	RS	TS/HB	Continue roll out of call centre approach to services with high volume telephone contacts		Linked to Customer Contact Strategy - as above
	RS	TS/HB	Introduce Service Standards progressively across all service areas	Environmental Health ready to publish	Linked to Customer Contact Strategy – as above
	RS	TS/HB	Complete and implement a Customer Contact Strategy	In draft form, discussion taking place with Directors and Leader	Executive December 05 - possibly
	RS	TS/HB	Investigate the potential for sharing Customer Contact Centre with other authorities	Initial talks with County Council & adjoining authorities Access to Services workshop completed	Discuss options SMG November 05 Next workshop scheduled within next 8 weeks

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	TDV	TS/RH	Implement public access to planning applications and link to planning portal to enable planning applications to be made on-line via the national portal	November 05 System selected. Connection to Planning Portal made. Beginning to receive applications on line.	Go live Phase 1 September 05
	JH	TS	View of residents on ease of access – views of marginalised groups	Awaiting support from newly appointed Communications Officer	Nov. 05
	TDV	TS	IEG – 2004-05 programme including: E-Planning, Applications Procurement/e-procurement	In progress	Review by IEG Board
BUILD OUR CAPACITY THROUGH MANAGERIAL & ORGANISATIONAL DEVELOPMENT	JP	BMcA	Design and implement an organisational development programme	Following extensive consultation a new structure and selection process has been proposed and is set for discussion at the November meeting of Council. Individual development plan	November 05 Council Team building exercises – February 06 Prepare draft
	RF	TB	Publish and implement our Pay and Workforce Strategy	Working Group established to develop People Strategy and Pay	

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
	MDV	SB	Streamline accounting processes to reduce workload whilst providing necessary information and controls (now incorporated into Vale-South Oxon District Council financial Shared Service project)	& Workforce Strategy Work up Shared Service proposition incl. new Accountancy unit structure, working arrangements & Vale-SODC agreement	Feb 06
	JP	TS	Re-confirm role and resources available to the "Corporate Core" to support our improvement programme		Resolve third tier, and beyond, structures. December 05
	RS	TS/ST	Draw up action plan from the Procurement Health Check carried out in 2004 and implement new Procurement Strategy	Have engaged IDEA to work up action plan with us.	Action Plan adopted Oct. 05
	RS	TS/ST	Review, integrate and implement our risk and project management and procurement processes	Preliminary work commenced June 05	Pending re-structure & procurement & contracting post
	RS	TS/ST	Improve performance management by rolling	Started in June 05	Audit progress Oct. 05

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
			out performance review meetings to all service areas		
	RS	TS/ST	Publish a guide for staff and members to Performance Management in the Vale	In draft form	Publish Sept. 05
	RS	TS/ST	Update our Information and Communications Technology Strategy to support themes and priorities of the Council	Possible bid to Capacity Fund	Prepare brief
	JP	DQ	Review our Standing Orders and Financial Regulations in light of Procurement Strategy	Initial work underway. Consultation with other neighbouring Councils complete	Put to Council in December. A part of overall review of the Constitution after restructuring report approved.
	TDV	SB	Meet the earlier statutory timetable for accounts to close down 2004/05 by 31.7.05 and make preparations to ensure close down of 2005/06 by	2005-06 closedown	30.6.06

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
			30.6.06 (31.7.05 target achieved)		
	RF	TAS/TB	Complete the Investors in People Re-assessment in the autumn of 2005	Investors in People (IiP) Planning meeting completed. Agree revised standard.	IiP assessment February 06
	RF	TAS/TB	Implement our Human Resources system to improve workflow	Gateway review being planned.	Report from TAS November 06
	RF	TAS/TB	Resolve Pay and Grading competency bars	Discussion around principles commenced. Working group established	Group to meet November 05
	RF	TAS/TB	Review our appraisal scheme to contribute to improvements in performance management	Review completed by sub-group and being confirmed as basis for consultation.	New scheme proposed. Consultation by end December 05. New scheme in place March 06
	RS	TS/ST	Devise a 5-year Audit Plan to meet current needs of the Council		Report to Executive Dec.05
DELIVER THE MEDIUM TERM FINANCIAL PLAN	TDV	SB	Co-ordinate & report on the delivery of the Service Prioritisation Plans approved in the budget	Formal reporting of SPP achievements & transfer of saved budgets to Contingency	Quarterly Report
	JH	TS/NG	Re-align Community &	Executive received	Executive Report

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
			Partnership Grants	report. Tendering complete and condition survey complete	September 05
	JH	TS/NG	Replace Abingdon Open Air Pool with water feature	Proposal from pool campaigners received July 05	Executive Report November 05
	JH	TS/NG	Replace grant to Tourism Information Centres with Tourist Information points	Tourist Information Points running	Electronic information points available Work continues on electron information proper. Company engaged
	JH	TS/NG	Transfer Halls managed by Council to Non Profit Distributing Organisation	Shortlisting complete.	Tenders due back mid November 05
	TDV	TS/RH	Increase Car Park income by redistributing staff parking	Monitoring impact	Review staff car parking December 05
	MDV	TS/PS	Reduce expenditure on discretionary housing grants	Review Policy being looked at by SRC Budget proposition achieved in 2005/06 budget.	Revised grants policy to Strategic Review Committee November 05
	RS	SB/BF	Ensure the Direct Services Organisation reduces its deficit	Undergoing investigation and realignment of organisation and	Review position after half year.

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
				financial management – initial report on viability due in Aug 05	
	JP	TAS	Reduce staff travel costs	Negotiations concluded	Council decision 16 th November 2005
	TDV	SB	Reduce support costs	Notify Assistant Directors of service saving targets in 2006 Budget-setting process	30.9.05
	JH	TS/NG	Reduce subsidy grant paid to SOLL (Vale) through development of gym and fitness extension at Tilsley Park	Agreed	Project management contractor is being sought. Project detail is being finalised. Building tendering to commence before Christmas. Work to start early in new year and project complete by Summer 06
	MDV	SB	Implement Action Plan from Best Value Review of Revenues and Benefits Services (now incorporated into Vale-South Oxon District Council Financial Shared Service project)	Implement Action Plan after procurement decision	Feb 06
	MDV	SB	Achieve additional benefit fraud income to at least match all costs arising from additional fraud	Monitor financial performance to ensure cost neutral appointment	Review if covering costs Dec. 05

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
	JM	SB/AM	officer Continue to seek to increase investment income through sound commercial property investment	Canterbury & Hatfield completed. Will continue to monitor market for golden opportunities	None until golden opportunities arise
IMPROVE BOTH INTERNAL AND EXTERNAL COMMUNICATION	TW	TAS	Review both internal and external communication strategies	Officer in post 24 th October 05	Work programme to be agreed by end of December 2005
	TW	TAS	Develop and implement action plans	To follow agreement to work programme.	January 2006 onwards

CPA Corporate High Level Improvement Plan

	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME- SCALE	PROGRESS AS AT 21st Oct 2005
1.1	JP / TAS	Refine and simplify vision, aims, and objectives	Review vision	Nov 04	To Council November 05
			Identify Community Strategy themes for Council to lead on.	Nov 04	Agreed by VSP Sep 04. Completed.
			Produce a Corporate Plan linked to priorities(TS)	Feb 05	Draft Corporate Plan completed. Going to Print November 05.
			Link priorities into the Integrated Service and Financial Planning process	Feb 05	Completed. Reflected in 05/06 budget – influencing service planning and will underpin budget 06/07. Specific links to priorities are identified in individual Service Plans.
			Identify Management Values		Management Values approved by PRAC March 05. Completed.
			Build understanding & commitment	Oct 05	To be linked into development programme
1.2	JP / TS	Identify resources to support and facilitate the remaining strands in the Community Strategy led by other partners	Other partners volunteer		Completed

	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME- SCALE	PROGRESS AS AT 21st Oct 2005
			Partners propose structure and work programme		Some evidence of leads being taken. We are providing support and guidance to support leads. We are examining future role of VSP in light of Local Area Agreements.
			ISFP Process	Feb 05	Will feed into ISFP 06/07.
1.3	JP / TAS	Implementation of Communication Strategy	Ensure approved Consultation and Communication Strategies, in which feedback requirements are explicit, are delivered.	From Nov 04	New communications officer starts 24/10/05.
			Structure and Staffing of Communications & Consultations posts needs to be determined.	Nov 04	Taken into account in new structure proposals. Going to Council November 2005.
			Appointment of Communications officer(s).	Nov 04	Completed.
2.1	TAS	Improve internal leadership through alignment of Portfolios and service areas and the working of Executive and Directors	Portfolios linked to service areas.	Completed May 04	Completed
			SMG created to provide focus on medium to long term issues.	Completed May 04	Completed
			Re-consider management structure post leisure trust	Completed Oct 04	Interim Structure in place. Interim Director commenced. New structure going to Council November 2005 for approval.

	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME- SCALE	PROGRESS AS AT 21st Oct 2005
2.2		Review working of & resourcing the Policy Overview and Scrutiny Committees	Review of constitution and decision making arrangements	Completed Apr 04	Completed.
			Introduction of Strategic Review Committee (SRC)	Sep 04	Completed
			Review working of SRC/Scrutiny	Sep 05	Reviewed by Audit Commission Nov 2004. Final Report rec'd Feb 2005. Scrutiny Cttee explicitly identify packages of work & resources which includes time & skills of Scrutiny Cttee members.
			Need to conclude Audit Commission report Action Plan	Oct 05	Recommendations and responses were reported to Council July 05. Outstanding actions remain e.g. amendments to the constitution.
			Resourcing of SRC and Scrutiny Committees to be addressed through ISFP.	Feb 05	SRC model is less well developed. Will be exploring how work of this committee can more explicitly support the agenda of the council and what support it in turn requires.
2.3		Priorities for planned service improvements need to be clear	Executive to assign priority order to planned service improvements.	Feb 05	Reviewed in detail at SMG. Reflected in BVPP & Service Plans. Reflected in Corporate Plan.

	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME- SCALE	PROGRESS AS AT 21st Oct 2005
			Cut off on priorities needs to be realistic to allow time both to develop skills and to address strategic issues	Feb 05	Reflected in Service Plans signed off by AD, Director and Portfolio Holder. Reviewed at monthly service review meetings.
3.1	TS	An effective change management process needs to be embedded	Ensure an appropriate level of Project Management is utilised for all projects.	Sep 05	Expected timescale Apr 06. Proposal to make Project Manager posts permanent going to November 05 Exec. During 2005/06 we are working on clarifying links between project management and service planning.
			Ensure Risk Management methodology is fully applied.	Sep 05	Risk Registers complete. Review of most risk registers completed in May/June 05. Risk Registers reviewed as part of service and budget planning. Strategic Risks reviewed 6 monthly at SMG.
			National Procurement Strategy adopted and implemented.		In Progress. E.g. SPPO (strategic procurement partnership for Oxfordshire); Joint stationary tender; alternative service provision being actively explored ("Appendix F").
			IDEA procurement Healthcheck action plan approved	Oct 05	IDEA Healthcheck undertaken. Action Planning with IDEA commenced July 05.

	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME- SCALE	PROGRESS AS AT 21st Oct 2005
3.2	BMcA	Sharing lessons learnt	Tie internal and external lessons learnt into performance management.	Feb 05	Expected timescale Feb 06. Council has engaged Interim Director to assist in development of this & other issues. Interim Director commenced. Proposals for whole organisation now development emerging.
4.1	TAS	Ensure sufficient and appropriate staffing resources are available to deliver agreed priorities	Pay and Grading completed	Nov 04	Expected timescale Nov 05. "main" P&G completed. Consequential actions incl. competency criteria are scheduled until Oct 05. Turnover being monitored through corp gov reporting. 2002/03 19.07% 2003/04 15.99% 2004/05 15.41%
			Restructuring report.	Oct 04	Proposed Structure to Council November 2005.
4.2	BMcA	Management skills not developed	Management training being planned, programme established	Feb 05	Interim Director in place. Mgt Devt programme to follow. Assessment of senior managers complete.
4.3	BMcA	Capacity of key staff needs to be appropriate	Capacity planning to be linked to ISFP and identified priorities	Feb 05	This is expected to be addressed through the new structure and whole organisation development programme.

	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME- SCALE	PROGRESS AS AT 21st Oct 2005
5.1	TS	Performance Management Culture needs to be embedded	CEO, Directors & Executive Members to take greater leadership in performance management through Corporate Governance process at SMG and Executive	Implemented	SMG quarterly review of corporate governance reports embedded. Guide to PM due December 05. Review of appraisals has commenced. Monthly Service Review meetings implemented. Contribution to SOLACE/ODPM performance workshops pilot has commenced.
5.2	Directors Group.	Use management information to manage	Cascade use of Corporate Governance information throughout the management of the Council.	Dec 04	Completed. Regular monitoring in place. Format agreed for Exec Member involvement in regular performance reviews. Commenced June 05. Performance Management IT Project – standard format for presenting data completed. Implemented in Corp Gov report 4th Qtr 2004/05. Evidence of data driving decisions. Improving BVPIs.

	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME- SCALE	PROGRESS AS AT 21st Oct 2005
5.3	TS/ST/RW pending restructure	Best Value 4Cs need to be more consistently applied	Review approach to Best Value.	Dec 04	Report to Jan Exec approved review programme & approach. BVR of waste mgmt completed. Action Planning commenced. BVR of Revenues and Benefits. Joint review. Reported to Exec June 05. BVR of LSP commenced July 05. To be reported to Exec Dec 05.

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 2
2. Paul Staines	Outdated housing needs and private sector stock condition surveys	Consider revising frequency surveys carried out	Cost benefit analysis on more up-to-date data.	Dec 04	No clear advice from Government Office of the South East (GOSE) or Housing Inspectorate on 'correct' frequency. Will be picked up as part of work to develop a new approach to housing market assessment.
3. Paul Staines	Affordable housing is not an explicit aim	Update Council priorities against community strategy - Affordable Housing becomes explicit priority	Consider at Executive Reflect affordable housing as a priority in ISFP Reflected in budget	June 05	Affordable Housing now a Corporate Aim.
4. Rodger Hood	Slow development of the Local Plan	Ensure sufficient resources to prevent slippage of local plan timetable Consider refocusing and increasing resources in development policy teams to give greater priority to the local plan/development plan.	<ul style="list-style-type: none"> Inquiry date for current local plan to 2011 fixed for May 2005 Bid to Executive (November 2004) to use Planning Delivery Grant to provide additional resources for local plan inquiry 	May 05 Nov. 04 Jul. 06	<p>Inquiry completed Sept 05</p> <p>Portfolio holder agreed to retention of £50K of Planning Delivery Grant award as contingency sum to ensure sufficient resources available for the Local Plan inquiry. Consultants used during inquiry session dealing with affordable housing to help</p>

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 2
		Improved project management	<ul style="list-style-type: none"> • Adopt Local Plan to 2011 • Prepare Local Development Scheme (LDS) for submission to Secretary of State by 31st March 2005 LDS will specify Local Development Framework (LDF) for preparation of future planning policy documents and will allocate resources, set out project management methods and timescales. 	July 06	<p>present the Council's case.</p> <p>Inspector's report awaited. Target for adoption of Local Plan July 2006</p> <p>Local Development Scheme (LDS) submitted to GOSE end of Feb 2005 and now agreed by GOSE.</p> <p>Work on LDF documents in progress in accordance with the LDS milestones</p>
5. Rodger Hood	Ensure that service planning adequately reflects the desired compromise between timescales, quality and resources	<ul style="list-style-type: none"> • Update Service Plan to reflect the Local Plan and LDS requirements 		April 05	Initial stages of new Local Development Framework (as set out in the LDS) included as core service objective in the

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 2
6. Rodger Hood		Consider reduction in scope of consultation to reduce pressure on staff resources and decision making processes to enable speedier progress	<ul style="list-style-type: none"> Consultation on LDF to be determined through preparation of the Statement of Community Involvement as required by latest Planning Regulations - consultation on level of Community Involvement 	Nov 05	<p>2005/06 service plan with resource implications for 2005/06 spelt out.</p> <p>Service Plan agreed by Portfolio Holder, awaiting Executive approval.</p> <p>Work on LDS programme in progress</p>
7. Katie Barrett	No Supplementary Planning Guidance	Draft published for consultation Consider responses – publish revised draft, then	<ul style="list-style-type: none"> Revised draft to be published after inspector's report received 	May/June 2006	Action not required

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 2
	(SPG) on affordable housing	final version when Local Plan to 2011 adopted			until May/June 2006
8. Katie Barrett	Currently behind Structure Plan targets for the delivery of affordable housing	Draft Structure Plan targets first published September 2003 Support draft targets at the examination in public (EIP) Defend draft targets in Local Plan at Local Plan Inquiry	<ul style="list-style-type: none"> Attending Structure Plan EIP affordable housing session Local Plan 2011 Inquiry programmed 	Oct. 04 May 05 (comment)	Achieved Oct. 04 Affordable Housing Local Plan Inquiry round table session conducted on 7 th June 05. Now awaiting Inspector's report.
Rodger Hood		Implement draft affordable housing SPG and linkage to Social Housing grant.	<ul style="list-style-type: none"> Seek maximum possible affordable housing provision through development control process using draft Local Plan Policy and draft SPG Full implementation of 	Oct. 04 onwards Nov. 06	Ongoing. Dev. Control staff negotiating with Developers as appropriate. Joint training & sessions with housing officers to optimise performance and broaden understanding of key issues.

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 2
Rodger Hood/Katie Barrett		More explicit monitoring against current targets. From local PI to incorporate in service delivery statement and corporate governance report.	<p>SPG including new targets upon adoption of Local Plan</p> <ul style="list-style-type: none"> Establish local performance indicator for achievement of affordable housing 	Jan 06	<p>Final targets and indicators to be set following receipt of Inspector's report on Local Plan Inquiry which will determine affordable housing percentage target and development site size thresholds.</p> <p>Interim local indicators implemented for 2nd quarter 2005/06.</p>
9. Tim Sadler		Strengthen Housing Services input into the development control team approach to advise on the amount and type of affordable housing needed (see review below)	Report to Executive	Dec 04 Nov 05	This to be developed as part of the joint training outlines in section below. This is to take place in November 05
10.	No strategic	Strategic response to loss of	Identified three strands to		

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 2
Tim Sadler/ Paul Staines	response to loss of Local Authority Social Housing Grant (LASHG)	LASHG in place -Report to Executive stating our position in time to feed into integrated service and financial plan	strategic approach 1. Capital funding 2. Appropriate local plan policies 3. high level of joint working between housing and planning officers	Nov. 05 ? Nov/Dec 05	Report to Executive on establishment of capital funding – Nov. 05 Local Plan enquiry report due 2006. Draft SPG on affordable housing presented to SLAG, awaiting report before implementation Joint training between housing and planning officers arranged Nov/Dec 05. Funded by capacity fund withdrawal.
11. Tim Sadler/ Paul Staines	Limited mechanisms in place to maintain information base	Review enabling role as part of report to Executive on loss of LASHG. - Enabling role re-focused to provide relevant and up-to-date information to support bids, planning and negotiations on individual sites	Report to Executive	Dec 04	Staff resources found from existing to develop comprehensive database. Project and SDP to be developed for 2006/07.
12. Tim Sadler/	Worst quarter performance on	Implement existing Service Development Plans for	BVPI's monitored monthly Improve understanding of	Done	BV64- out of bottom quartile

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 2
Paul Staines	Best Value Performance Indicators (BVPI's)	BVPI's for 62, 64, 183a (Vale Value Proposition (VVP)) Re-consider position in respect of 183b	calculation and what indicator sensitive to. Review targets etc for BVPI 62 following HCS in Feb 05 Report to Executive on managing BV 183b	Feb 05 June 05	BV62- improvement takes us out of bottom quartile BV 183a out of bottom quartile. Report to Executive on managing BV 183b out of bottom quartile July 2005. Second quarter performance (YTD) out of bottom quartile.
13. Katie Barrett 14. Rodger Hood/Katie Barrett	Failing to deliver against the targets set in Structure Plan	Implement action plan for housing delivery and monitoring framework agreed with GOSE Defend the increase in the amount of housing land identified in the second	<ul style="list-style-type: none"> Action Plan first revision to be completed by November 2004 Review revised action plan with Government Office for South East, as required Local Plan Inquiry 	Nov 05 May 05	Action plan agreed with GOSE January 05. Monitoring in progress. Forward monitoring meeting with GOSE programmed for mid Nov
Rodger Hood					

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 2
		deposit plan at the local plan inquiry	programmed to commence May 2005		Local Plan Inquiry Housing Land Supply round table session conducted on 24 th May 05. Now awaiting Inspector's report.

OPEN SPACES ACTION PLAN

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 1
Rodger Hood	Slow to finalise Local Plan	Consider adjusting priorities or allocating more resources	Strengthen Local Plans team and speed up Local Plan	March 2005	See Housing Diagnostic Action Plan
David Stevens	Service Standards not well developed or communicated	Develop and publish service standards for key environmental services	Standards published	March 2005 Sept 05	<ul style="list-style-type: none"> Environmental Health (EH) Services all described on website EH Standards table under development, due Dec. 05
Steve Bishop	Little focus on wider sustainability issues	Consider the wider sustainability role sustainability should play in environmental issues	Resolve its future role	March 2005	Preliminary work commenced, currently under discussion with Councillor Ward/S Bishop
David Stevens	Street cleaning an area of dissatisfaction	Work with new contractors to direct resources at key areas	Improved satisfaction	March 2005	<ul style="list-style-type: none"> Continued progress in Fast Roads Service (A34) Contractor performance improved. Satisfaction to be tested Jan 06
David Stevens	Longer term plans for refuse	Develop and agree plans for refuse collection	Clearer plans and better services	June 2005	<ul style="list-style-type: none"> Continued participation in

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 1
	collection unclear				<p>County-wide strategy through Member and other groups</p> <ul style="list-style-type: none"> Adoption of joint service provision research as a service priority for 05/06 Contractor recommendations discussed by Scrutiny Committee Recycling Plan 2005/06 confirmed by Nov. Executive
David Stevens	New contract does not provide incentives for improvements	Negotiate and agree incentives with contractor	Improved performance through clear incentives	June 2005	Some improvement identified through negotiations
David Stevens	No focus on enforcement	Develop and publish enforcement strategy for key areas	Reduced complaints through more effective enforcement	March 2005	<ul style="list-style-type: none"> Environment Warden post created Principle Environmental Health Officer (EHO) transferred to Environmental ProtectionP team

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 1
Paul Staines	Community safety not embedded	The Council will consider the relative priority of community safety as part of its reflection on the actions contained within the Vale Community Strategy and the implications for service areas and action plans	New Community Safety Strategy drafted. New Strategy communicated internally	March 2005	<ul style="list-style-type: none"> EH Public Spaces Programme constructed and in progress Prosecution presumption for fly tipping adopted by Council
Nick Garnett	No needs analysis undertaken and no strategy for youth provision	Carry out needs analysis and develop and publish a youth strategy	Better awareness of and provision for the needs of youth	April 2005	<ul style="list-style-type: none"> Strategy adopted by Executive May 05. S17 Crime & Disorder Act seminar held for Members and Senior Officers June 05 First twice-yearly community safety briefing due October 05. <p>With the advent of the need for a County-wide Children and Young People's Plan a revised timescale has yet to be determined due to the County work.</p>

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 1
Nick Garnett	No playground strategy	Develop and publish a playground strategy	Improved playground provision and use through production of strategy	Sept. 2005	To be incorporated into Parks and Open Spaces Strategy work identified for the 2005/06 Service Plan. Timescale needs to be revised to marry with the Service Plan, April 2006. Brief has been drawn up and initial proposal received. Following analysis of this proposal appointment of consultant is hoped to be able to be made.
David Quayle	No overall child protection	Develop and publish a child protection policy	Greater safety through preparation of policy	March 2005	Timescale will need revising

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 1
	policy				

PWS Priorities

- a) **Developing Leadership Capacity** –among both officers and members, including attracting effective leaders into local government from outside the sector.
- b) **Developing the skills and capacity of the workforce** – across the corporate centre of authorities, specific services, management and the frontline workforce.
- c) **Developing the organisation** – to achieve excellence in people and performance management, partnership working, equality and diversity and the efficient delivery of services.
- d) **Resourcing local government** – ensuring that authorities recruit, train and retain the staff they need.
- e) **Pay and Rewards** – Having pay and reward structures that attract, retain and develop a skilled and flexible workforce while achieving value for money in service delivery.

Actions	Milestones	Target date	Owner	CPA Ref	CPA Action
PWS Implementation	<ul style="list-style-type: none"> • All authorities should have assessed the implications of the Strategy for their future workforce development and have plans in place to address priority issues. • Strategy agreed - post restructuring • Strategy has necessary resources for its preparation and delivery 	<ul style="list-style-type: none"> • Completed • January 2006 • Budget 	<ul style="list-style-type: none"> • Exec/PRA C • Exec/PRA C • Exec 		

Actions	Milestones	Target date	Owner	CP A Ref	CPA Action
<p>Developing the skills and capacity of the workforce</p>	<ul style="list-style-type: none"> • Expanded In-House Training Programme based on performance appraisals • LSP2 • Establishment of e-skills training programme of 3-year Workforce Development Plans - post restructuring and embracing new VWHDC Management values • Conduct a skills audit to include skills for financial management, performance management, project management, procurement, partnership working, strategic thinking and change management • Improve workforce planning information • Introduce succession planning and have systems to identify and bring on 'high fliers' for future leadership positions • Define any further career grades • Develop Competency-bar criteria • Adopt agreed framework of leadership skills and competencies for officers and members. • Review and relaunch of Performance Appraisal Scheme to include fair but robust arrangements to deal with poor performance where it occurs • Consider extending flexible working arrangements • Implement actions in Stress Risk Assessment Action Plans 	<ul style="list-style-type: none"> • October 2005 • March 2006? • March 2006 • March 2006 • March 2007 • - if still required after senior management restructuring • March 2007 • Part of organisation development programme • December 2005 • January 2006 • June 2006 • February 2006 • March 2008 • March 2006 	<ul style="list-style-type: none"> • JP / TB • TS • JP / TB • PRAC / TB • PRAC / TB • PRAC / TB • PRAC / TB • PRAC / TB • PRAC / TB • PRAC / TB • PRAC / TB • PRAC / TB • PRAC / TB • PRAC / TB 	4.3	Capacity of key staff needs to be appropriate

Actions	Milestones	Target date	Owner	CPA Ref	CPA Action
<p>Developing the organisation</p> <p>D:\moderngov\data\published\Intranet\0000661554\1600061441\accplafcyGovernanceReport2hdDec0510.doc</p>	<ul style="list-style-type: none"> Investors in People Re-assessment Review and relaunch of Performance Appraisal Scheme Equality Action plan re Workforce monitoring Equal Pay Audit Communications Strategy to be formulated Structure and Staffing of Communications & Consultations posts needs to be determined Appointment of Communications officer(s) Exploration of Partnership working Exploration of new ways of working using the BV 4 Cs Extended production of management information and access to employee data via Employee Self-Service Module of HR System Develop stress risk action plans Introduce succession planning and have systems to identify and bring on 'high fliers' for future leadership positions Define any further career grades Develop Competency-bar criteria 100% capability in electronic delivery of priority services by 2005 in ways that customers will use Identifying efficiency savings in the ways the Council organises, procures and delivers services in line with the Government's Efficiency Review Redesigning internal workflow processes to 	<ul style="list-style-type: none"> Nov 2005 (Planning), Feb 2006 (assessment) June 2005 - January 2006 April 2007 October 2006 April 2006 Post -restructuring Completed Oct 2005 Ongoing Ongoing October 2006 Post-restructuring March 2007 Part of organisation development plan December 2005 January 2006 December 2005 March 2008 October 2006 	<ul style="list-style-type: none"> Exec/PRA C/TB PRAC/TB PRAC/TB PRAC/TB NM/Exec JP / TAS TAS Exec Exec PRAC/TB JP/TB PRAC/TB/BMc PRAC/TB PRAC/TB IEG Project Board/Exec 	<ul style="list-style-type: none"> 1.1 1.3 2.1 2.3 3.1 3.2 5.1 5.2 5.3 	<ul style="list-style-type: none"> Refine and simplify vision, aims, and objectives Implementation of Communication Strategy Improve internal leadership through alignment of Portfolio and service areas and the working of Executive and Directors Priorities for planned service improvements need to be clear An effective change management process needs to be embedded Sharing lessons learnt Performance Management Culture needs to be embedded Use management information to manage Best Value 4Cs need to be more consistently applied

Actions	Milestones	Target date	Owner	CP A Ref	CPA Action
Resourcing local government	<ul style="list-style-type: none"> • Re-consider management structure post leisure trust • Consider recruitment & retention initiatives • Review Managing Organisational Change Procedures • Produce People Strategy embracing new VWHDC Management values • Address staff turnover (LPI HR1) • Equal Pay Audit • Implement Green Travel proposals • Improve sickness absence procedures • Increased diversity of senior management and workforce • Improved employee satisfaction rates • Resource local development framework for Planning • Consider recruitment difficulties arising from a shortage of affordable housing • Develop on-line recruitment 	<ul style="list-style-type: none"> • November 2005 • March 2007 • Completed • January 2006 • March 2006 • October 2006 • October 2005 • March 2007 • April 2006 • April 2007 • Considered Feb 2005 • March 2007 • Completed 	<ul style="list-style-type: none"> • TAS • JP/TB • PRAC/TB • PRAC/TB • PRAC/TB • Exec • PRAC/TB • JP/TB • PRAC/TB • Exec • Exec • TB 	<ul style="list-style-type: none"> 1.2 4.1 	<ul style="list-style-type: none"> Identify resources to support and facilitate the remaining strands in the Community Strategy lead by other partners Ensure sufficient and appropriate staffing resources are available to deliver agreed priorities
Pay and Rewards	<ul style="list-style-type: none"> • Consider whether to become Employer of Choice • Equal Pay Audit • Define any further career grades • Develop Competency-bar criteria 	<ul style="list-style-type: none"> • April 2007 • October 2006 • December 2005 • December 2005 	<ul style="list-style-type: none"> • PRAC/TB • PRAC/TB • PRAC/TB • PRAC/TB 		

IEG ACTION PLAN

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 2
Jeremy Beach	<p>BVPI 157 score is</p> <p>a) is in middle quartile (national rankings)</p> <p>b) has fallen short of Council's target of 85% for end March 2005</p> <p>c) Is in severe danger of not achieving 100% target by end December 2005.</p> <p>ODPM will regard authorities with BVPI 157 scores less than 100% and with no detailed plans for compliance in the short term as failing.</p>	<p>Council to take strategic decision for delivery of online services.</p> <p>Council to implement online forms and payments solution (draft plan in place, but needs confirmation)</p>	<p>BVPI 157 Score = 75%</p> <p>BVPI 157 Score = 100%</p> <p>IEG5 Report, due for submission 19 December 2005.</p>	<p>31st March 2005</p> <p>31st December 2005</p>	<p>BVPI 157 = 76.1%</p>
Jeremy Beach	<p>ODPM IEG Priority Outcomes.</p> <p>The Council's IEG4.5 statement shows the current and expected status of these outcomes: this is published on our web site.</p> <p>An assessment of our progress was undertaken in September. The report can be found on the intranet at http://intra/Images/VWHDC%20Assessment%20of%20ODPM%20Priority%20Services%20Guidelines%20Sept%2005_tcm6-</p>	<p>Careful monitoring of individual lines and overall situation is required in order to keep Council on track to completion.</p> <p>Non compliance with any line must be approved by an explicit decision at Executive level so that a demonstrable audit</p>	<p>Completion of all "R" and then all "G" Outcomes.</p> <p>IEG5 Report, due for submission 19 December 2005.</p>	<p>All "R" Outcomes must be achieved by end December 2005.</p> <p>All "G" Outcomes must be achieved by end March</p>	<p>See IEG4.5 Statement on our web site.</p> <p>See assessment of progress at http://intra/Image/s/VWHDC%20Assessment%20of%20ODPM%20Priority%20Services%20Guidelines%20Sept%2005</p>

	8970.doc	trail can be provided. Sanctions may include poor CPA rating, mandatory consultants, and claw-back of IEG funding.	2006.	tom6-8970.doc
Jeremy Beach	The following ODPM Priority Outcomes are reliant in part on the conclusion of the Revs & Bens review. R11, G15, R16 (related to CT and Housing Benefit)	Come to conclusion on review of Revenues and Benefits service provision. Identify project sponsor and create project activity plan. Assign resources. Follow activity plan.	Finalised activity plans Achievement of relevant outcomes	31 st March 2005 31 st December 2005

Any successful bid for these services must include e-enabled service delivery via the access channels promoted by the Council as part of its customer contact strategy.

STRATEGIC RISK REGISTER

Ref.	The Threats: What can happen How it can happen	Category of Risk	Inherent Score	Mitigation	Residual Score / Impact Level	Risk Acceptable or further action needed to reduce it	Owner/ Member/ Officer	Contingency Action Plan
16	Failure of Financial Management	Operational	25	<ul style="list-style-type: none"> Financial Regulations & Contract Standing Orders Appropriately Trained Staff & members Segregation of duties Robust Financial management system Reporting regime Insurance 	19 Most Severe	Risk acceptable subject to mitigations remaining in force and valid	JP/SB	<ul style="list-style-type: none"> Emergency meeting of SI to take contric situation involving S15 deputy
24	Failure to plan corporately – ISFP	Change	24	<ul style="list-style-type: none"> ISFP Process in place Reporting & Monitoring Scrutiny Strong financial position SMG Review Corporate Plan Resource planning Capacity planning Further review of ISFP to better match outcomes & Capacity 	18 Major	Risk acceptable but can be mitigated further by continuous improvement of existing mitigations	JP/SB	<ul style="list-style-type: none"> Continued fo by SMG and improved engagement wider Membe and Officers. Revise Corp Planning Pro Timetable. Service Plan - finance - Audit, PM ICT

Ref.	The Threats: What can happen How it can happen	Category of Risk	Inherent Score	Mitigation	Residual Score / Impact Level	Risk Acceptable or further action needed to reduce it	Owner Member/ Officer	Contingency Action Plan
25	Failure to achieve overall VVP package; Failure to achieve budget reductions required for MTFP; Failure to achieve a Sharper Commercial Focus.	Change	24	<ul style="list-style-type: none"> • Assigned member & director responsibilities to achieve regularly • Planned & Monitored • Spread of risks with multiple projects • Regular monitoring of progress on VVPs • Corporate Commitment • Taking external advice • Monitoring progress by SMG • Internal Audit Report 	14 Major	Risk acceptable subject to mitigations remaining in force and valid	JP/SB	Identify alternative budget savings to meet MTFP requirement. Revise Procurement Strategy & Processes; Agree Shared Services initiatives

Ref.	The Threats: What can happen How it can happen	Category of Risk	Inherent Score	Mitigation	Residual Score / Impact Level	Risk Acceptable or further action needed to reduce it	Owner Member/ Officer	Contingency Action Plan
15	Recruitment & retention of key staff	Operational	23	<ul style="list-style-type: none"> Market Premia policy Training programmes IIP Working environment Specialist Personnel Committee(PRAC) responsible for establishment Joint Consultative Committee Staff Consultative Advisory Group Flexible working Reviewed suite of HR policies & Procedures "Working at the Vale" SPP Pensions 	17 Moderate	Risk acceptable subject to mitigations remaining in force and valid, and actions plan being completed	JP/TAS	<ul style="list-style-type: none"> Pay & Workforce Strategy Conclude pay grading implementation (Competency based)
19	Major IT Failure	Operational	23	<ul style="list-style-type: none"> Anti virus software Distributed systems Disaster recovery plan Back ups maintained off site Manual system back ups Effective user training 	13 Moderate	Risk acceptable subject to mitigations remaining in force and valid	RS/SB	

Ref.	The Threats: What can happen How it can happen	Category of Risk	Inherent Score	Mitigation	Residual Score / Impact Level	Risk Acceptable or further action needed to reduce it	Owner Member/ Officer	Contingency Action Plan
12	Major Health & Safety incident	Operational	21	<ul style="list-style-type: none"> • Health & Safety Management Group • H&S Procedures – addressed at every service area • Reports to Executive • Specialist H&S Advisor • Reduced likelihood of negligence through procedures • Insurance • DDA Policy 	9 Moderate	Risk acceptable subject to mitigations remaining in force and valid	JP / TAS	
18	Poor Communication with stakeholders and staff	Operational	21	<ul style="list-style-type: none"> • Resource Posts • Communication Strategy • Internal & External Newspapers • Membership on outside bodies • Network contacts 	13 Moderate	Risk acceptable subject to mitigations remaining in force and valid, subject to actions being implemented.	JP / TAS	<ul style="list-style-type: none"> • Appointment of communicative staff • Implementation of consultative communicative strategy

Ref.	The Threats: What can happen How it can happen	Category of Risk	Inherent Score	Mitigation	Residual Score / Impact Level	Risk Acceptable or further action needed to reduce it	Owner Member/ Officer	Contingency Action Plan
20	Political Instability	Operational	21	<ul style="list-style-type: none"> Constitution Annual Budget statement provides over view of medium term direction Key issues list reported & monitored by Executive SMG – to ensure clarity & positive relationships between members & officers 	13 Moderate	Risk acceptable subject to mitigations remaining in force and valid	JP/TAS	<ul style="list-style-type: none"> Clear Corporate Plan & MTFP
22	Failure to manage major projects effectively	Change	21	<ul style="list-style-type: none"> Project Management methodology Contract Standing Orders & Financial Regulations 	18 Major	Risk acceptable subject to mitigations remaining in force and valid, subject to actions being implemented.	JP/SB	<ul style="list-style-type: none"> Service Plan Audit, PM & I
4	Changes arising from Central Government Legislation/ EU	External	23	<ul style="list-style-type: none"> LGA membership – spot things coming over horizon County networks to deal with changes Resourcing reports done once change is identified Financial strength Reserves 	12 Minor	Risk acceptable subject to mitigations remaining in force and valid	JP / DMQ	

Ref.	The Threats: What can happen How it can happen	Category of Risk	Inherent Score	Mitigation	Residual Score / Impact Level	Risk Acceptable or further action needed to reduce it	Owner Member/ Officer	Contingency Action Plan
6	Failure to address rising public expectations	External	20	<ul style="list-style-type: none"> Communications Community Strategy approach – self help for communities Medium term plan – budget statement Implementation of Community Strategy 	17 Moderate	Risk acceptable subject to mitigations remaining in force and valid, subject to action being implemented.	JP/TAS	<ul style="list-style-type: none"> Implementation of communications and consultation strategies
10	Failure of partners/contractor to deliver services	External	20	<ul style="list-style-type: none"> Selection processes – including financial aspects/contract standing orders Contract process – creation of robust contracts SLAs Local Strategic Partnership – good communication/shared understanding Learning from past experience 	13 Moderate	Risk acceptable subject to mitigations remaining in force and valid	TdV/DM Q	<ul style="list-style-type: none"> Intervention Board form at senior level to take over service provision. Business continuity
1	Industrial Action impacting on our services	External	18	<ul style="list-style-type: none"> Sound HR Policies Union recognition for internal aspects Business continuity plans 	13 Moderate	Risk acceptable subject to mitigations remaining in force and valid, and subject to action being implemented.	JP/TAS	<ul style="list-style-type: none"> Business Continuity plan need updating.

Ref.	The Threats: What can happen How it can happen	Category of Risk	Inherent Score	Mitigation	Residual Score / Impact Level	Risk Acceptable or further action needed to reduce it	Owner Member/ Officer	Contingency Action Plan
14	Loss of physical infrastructure	Operational	18	<ul style="list-style-type: none"> Business continuity plans Alarm systems ICT Disaster recovery Post room procedures Links to county emergency planning PAT testing 	18 Major	Risk acceptable subject to mitigations remaining in force and valid, and subject to action being implemented.	JM/DMQ	<ul style="list-style-type: none"> Business Continuity plan need updating.
26	Allegations of illegal act by Member/Officer	Reputation	18	<ul style="list-style-type: none"> Standards Committee Comments & Complaints Procedures Code of Conduct Member Induction Register of Interests/Gifts 	9 Moderate	Risk acceptable subject to mitigations remaining in force and valid, and subject to action being implemented.	JP/TAS	<ul style="list-style-type: none"> CEO/Monitor Officer/Leader of Oppositions t control of the situation Prepare Communicati Procedure
7	Major External Natural or Deliberate Disaster	External	15	<ul style="list-style-type: none"> Emergency plan Practises with the County & emergency services 	6 Moderate	Risk acceptable subject to mitigations remaining in force and valid	JP/TAS	<ul style="list-style-type: none"> Emergency F
9	Failure of external institutions affecting financial position	External	15	<ul style="list-style-type: none"> Policy re maximum levels – limits liability Credit ratings Financial management Reserves 	6 Moderate	Risk acceptable subject to mitigations remaining in force and valid	RS/SB	

Ref.	The Threats: What can happen How it can happen	Category of Risk	Inherent Score	Mitigation	Residual Score / Impact Level	Risk Acceptable or further action needed to reduce it	Owner Member/ Officer	Contingency Action Plan
2	Poor Media Relations	External	13	<ul style="list-style-type: none"> Issue regular media releases Network with press Media invited to events Openness 	5 Minor	Risk not mitigated actions to be implemented	JP/TAS	<ul style="list-style-type: none"> Implementation of corporate communication strategy Profile to be raised
17	Failure of Operational Management	Operational	13	<ul style="list-style-type: none"> Recruitment & retention of properly qualified and trained staff Service plans Performance indicators Reactive portfolios Clear management responsibilities ISO procedures Regular monitoring of service plans & performance 	8 Minor	Risk acceptable subject to mitigations remaining in force and valid	JP/TAS	<ul style="list-style-type: none"> Intervention t SMG
21	External Intervention	Operational	13	<ul style="list-style-type: none"> CPA Assessment completed Improvement Plan Maintain statutory duties 	6 Moderate	Risk acceptable subject to mitigations remaining in force and valid, and subject to action plan	JP / TAS	<ul style="list-style-type: none"> CPA Action Plans

Ref.	The Threats: What can happen How it can happen	Category of Risk	Inherent Score	Mitigation	Residual Score / Impact Level	Risk Acceptable or further action needed to reduce it	Owner Member/ Officer	Contingency Action Plan
8	Minor External Natural or Deliberate Disaster	External	12	<ul style="list-style-type: none"> Emergency planning Flood defence schemes 	12 Minor	Risk acceptable subject to mitigations remaining in force and valid	JP/TAS	
11	Major Legal Claim against the Council	External	12	<ul style="list-style-type: none"> Standing Orders Financial regulations Insurance Monitoring officer report Understanding of staff for their statutory duties Training programmes 	5 Minor	Risk acceptable subject to mitigations remaining in force and valid	JM/DMQ	<ul style="list-style-type: none"> Legal Fund
3	Loss of major economic player	External	6	<ul style="list-style-type: none"> Economic development strategy Economic buoyancy of SE Economic diversity 	3 Minor	Risk acceptable subject to mitigations remaining in force and valid	JH/TS	
5	Debate starting on Local Government Re-organisation in SE	External	3	<ul style="list-style-type: none"> Nothing 	3 Minor	Risk acceptable	JP / TAS	