

Bromsgrove District Council Risk Register

APPENDIX 1

Service: Corporate	
Service Area: N/A	

Key Objective: Ref. No. 1	
Effective Financial Management Responsibility: Head of Financial Services	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	
Technical	
Legal	✓
Environmental	

Key Objective: Ref. No. 2	
Effective corporate leadership Responsibility: CEO	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	
Legal	✓
Environmental	

Key Objective: Ref. No. 3	
Effective Member / Officer relations Responsibility: CEO	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	
Legal	✓
Environmental	

Key Objective: Ref. No.4	
Effective Member / Member relations Responsibility: Head of Legal & Democratic and Head of HR & OD	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	
Political	✓
Social	✓
Technical	
Legal	✓
Environmental	

Current	
Impact	Likelihood
High	Medium
Risk Colour (Score)	
RED (6)	

Acceptable	
Impact	Likelihood
Medium	Low
Risk Colour (Score)	
GREEN (2)	

Current	
Impact	Likelihood
High	High
Risk Colour (Score)	
RED (9)	

Acceptable	
Impact	Likelihood
High	Medium
Risk Colour (Score)	
RED (6)	

Current	
Impact	Likelihood
High	High
Risk Colour (Score)	
RED (9)	

Acceptable	
Impact	Likelihood
Medium	Medium
Risk Colour (Score)	
AMBER (4)	

Current	
Impact	Likelihood
High	High
Risk Colour (Score)	
RED (9)	

Acceptable	
Impact	Likelihood
Medium	Medium
Risk Colour (Score)	
AMBER (4)	

Risks
Budget overspend resulting in a suspension / reduction in service provision.
Poor Use of Resources scoring - possible intervention by government departments.
Misappropriation of funding received (e.g. grants, S106).

Risks
Council's resources not allocated in accordance with priorities.
Council's resources not focused on visible improvements that the customer can see.
Negative impact on reputation and future CPA score.

Risks
Lack of clarification of responsibilities.
Lack of trust.
Fragmented decision making.
Poor image of the Council.
Intervention.

Risks
Poor member/member relations leads to intervention.
Poor decision making.
Poor reputation.

Key Objective: Ref. No. 5	
Full compliance with the Civil Contingencies Act Responsibility: Head of Planning & Environment	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	
Political	
Social	✓
Technical	
Legal	✓
Environmental	✓

Key Objective: Ref. No. 6	
Maximising the benefits of investment in ICT equipment and training Responsibility: Head of E-Gov & Customer Services	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	
Social	✓
Technical	✓
Legal	
Environmental	

Key Objective: Ref. No. 7	
Effective partnership working Responsibility: Assistant CEO and Head of Street Scene & Waste Management	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	
Legal	
Environmental	✓

Key Objective: Ref. No. 8	
Effective communications (internal and external) Responsibility: Assistant CEO	
Links to Council Objective:	Sense of Community & Well Being (03)
High Impact Areas	
Financial	
Political	✓
Social	✓
Technical	
Legal	✓
Environmental	✓

Current	
Impact	Likelihood
High	Medium
Risk Colour (Score)	
RED (6)	

Acceptable	
Impact	Likelihood
High	Medium
Risk Colour (Score)	
AMBER (4)	

Current	
Impact	Likelihood
High	High
Risk Colour (Score)	
RED (9)	

Acceptable	
Impact	Likelihood
High	Medium
Risk Colour (Score)	
RED (6)	

Current	
Impact	Likelihood
High	Medium
Risk Colour (Score)	
RED (6)	

Acceptable	
Impact	Likelihood
High	Low
Risk Colour (Score)	
AMBER (3)	

Current	
Impact	Likelihood
Medium	Medium
Risk Colour (Score)	
AMBER (4)	

Acceptable	
Impact	Likelihood
Low	Medium
Risk Colour (Score)	
GREEN (2)	

Risks
Ineffective response to an emergency/incident.
Adverse Impact on Council Reputation.
Chaos.

Risks
System fails to meet the need of most services.
Technology failure, virus corruption, supplier failure, data loss, corruption to GIS base.

Risks
Key partnership fails to work properly.
Fail to engage effectively with partnerships.
Adverse comment from DCLG Minister.
Impacts on future CPA inspection.
Not embracing enhanced two tier.

Risks
Poor staff morale due to lack of communications.
Poor Member relations due to lack of communications.
Poor reputation with customers due to lack of communication on good news stories and service changes.
Council's decisions do not reflect customer's views due to poor consultation.
Council's priorities do not reflect customer's views.

Key Objective: Ref. No. 9	
<p>Equalities and diversity agenda embedded across the Authority Responsibility: Head of Legal & Democratic Services</p>	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	
Political	✓
Social	✓
Technical	
Legal	✓
Environmental	

Key Objective: Ref. No. 10	
<p>Appropriate investment in employee development and training Responsibility: Head of HR & OD</p>	
Links to Council Objective:	
High Impact Areas	
Financial	
Political	
Social	✓
Technical	✓
Legal	
Environmental	

Key Objective: Ref. No. 11:	
<p>Effective employee recruitment and retention Responsibility: Head of HR & OD</p>	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	
Political	
Social	✓
Technical	✓
Legal	
Environmental	✓

Key Objective: Ref. No. 12	
<p>Full compliance with all Health and Safety legislation Responsibility: Head of HR & OD</p>	
Links to Council Objective:	
High Impact Areas	
Financial	
Political	
Social	✓
Technical	
Legal	✓
Environmental	✓

Current	
Impact	Likelihood
High	High
Risk Colour (Score)	
RED (9)	

Acceptable	
Impact	Likelihood
Low	Medium
Risk Colour (Score)	
GREEN (2)	

Current	
Impact	Likelihood
Medium	Medium
Risk Colour (Score)	
AMBER (4)	

Acceptable	
Impact	Likelihood
Low	Medium
Risk Colour (Score)	
GREEN (2)	

Current	
Impact	Likelihood
High	High
Risk Colour (Score)	
RED (9)	

Acceptable	
Impact	Likelihood
Medium	Medium
Risk Colour (Score)	
AMBER (4)	

Current	
Impact	Likelihood
High	Medium
Risk Colour (Score)	
RED (6)	

Acceptable	
Impact	Likelihood
Low	Medium
Risk Colour (Score)	
GREEN (2)	

Risks
Council fails to fully address equalities and diversity agenda.
Legal Challenge.
Service delivery inadequate and unable to meet the community needs.

Risks
Lack of investment in personal development and training of staff/managers.

Risks
Fail to recruit/retain staff in key areas e.g. planning/Revenues and Benefits.

Risks
H&S culture does not exist throughout the Council.
Serious incident occurs.
H&S Executive standards not being fully met.
H&S profile not high enough on the senior management agenda.
Insufficient H&S training at all levels.

Key Objective: Ref. No. 13	
Effective two tier working and Community Engagement Responsibility: CEO	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	
Political	✓
Social	✓
Technical	
Legal	
Environmental	✓

Key Objective: Ref. No. 14	
Successful implementation of Job Evaluation Responsibility: Head of HR & OD	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	
Legal	
Environmental	

Key Objective: Ref. No. 15	
All Council data is accurate and of high quality Responsibility: Assistant CEO and Head of E-Gov & Customer Services	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	✓
Legal	✓
Environmental	✓

Key Objective: Ref. No. 16	
The Council no longer in recovery Responsibility: CEO and Assistant CEO	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	✓
Legal	✓
Environmental	✓

Current	
Impact	Likelihood
High	Medium
Risk Colour (Score)	
RED (6)	

Acceptable	
Impact	Likelihood
Medium	Medium
Risk Colour (Score)	
AMBER (4)	

Current	
Impact	Likelihood
High	Medium
Risk Colour (Score)	
RED (6)	

Acceptable	
Impact	Likelihood
Medium	Medium
Risk Colour (Score)	
AMBER (4)	

Current	
Impact	Likelihood
High	High
Risk Colour (Score)	
RED (9)	

Acceptable	
Impact	Likelihood
High	Medium
Risk Colour (Score)	
RED (6)	

Current	
Impact	Likelihood
High	High
Risk Colour (Score)	
RED (9)	

Acceptable	
Impact	Likelihood
Medium	Low
Risk Colour (Score)	
GREEN (2)	

Risks
Intervention.
Budget Cuts.
Inability to achieve Council Priorities.

Risks
Financial risks in relation to back pay and pay protection.
PR risk, for example, costs; outcome; potential disruption; industrial actions; industrial relations.
Legal contractual risks.

Risks
Poor quality data resulting in poor decisions making which could impact on all aspects of risk.
Potential Service failure/reduction if urgent budget savings need to be made.

Risks
Political instability leading to intervention.
Officer instability leading to intervention.
Performance reversal leading to intervention.
Failure to make visible improvements leading to intervention.

Key Objective: Ref. No. 17	
Effective Projects and Events Management Responsibility: Head of E-Gov & Customer Services and Head of Culture & Community	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	✓
Legal	✓
Environmental	✓

Key Objective: Ref. No. 18	
Effective Business Continuity (Adverse weather, industrial action, capacity etc) Responsibility: Head of Planning & Environment	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	✓
Legal	✓
Environmental	✓

Key Objective: Ref. No. 19	
Effective Business and Performance Management Responsibility: Assistant CEO	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	✓
Legal	✓
Environmental	✓

Key Objective: Ref. No. 20	
Effective Customer Focused Authority Responsibility: Assistant CEO and Head of E-Gov & Customer Services	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	✓
Legal	✓
Environmental	✓

Current	
Impact	Likelihood
High	High
Risk Colour (Score)	
RED (9)	

Acceptable	
Impact	Likelihood
High	Medium
Risk Colour (Score)	
RED (6)	

Current	
Impact	Likelihood
High	High
Risk Colour (Score)	
RED (9)	

Acceptable	
Impact	Likelihood
High	Medium
Risk Colour (Score)	
RED (6)	

Current	
Impact	Likelihood
High	Medium
Risk Colour (Score)	
RED (6)	

Acceptable	
Impact	Likelihood
High	Low
Risk Colour (Score)	
AMBER (3)	

Current	
Impact	Likelihood
Medium	Medium
Risk Colour (Score)	
AMBER (4)	

Acceptable	
Impact	Likelihood
Medium	Low
Risk Colour (Score)	
AMBER (3)	

Risks
Events - major incident/death of member of public.
Projects - lack of understanding how a project achieves Council objectives.

Risks
Adverse Impact on Council Reputation.
Inability to carry out statutory functions.
Chaos.
Inability to deliver environmental and community services.

Risks
Unable to drive performance levels up to standard required for excellent council.
Performance slips backwards.
Performance not being managed at departmental and team level (CPA rec.).

Risks
Customer experience not good enough.
Customer satisfaction not comparable with good councils.
Professional culture dominates rather than customer culture.
Customer experience negatively impacts on future CPA.

Service:	Corporate
Service Area:	N/A

Key Objective: Ref. No. 1		Key Objective: Ref. No. 2		Key Objective: Ref. No. 3		Key Objective: Ref. No. 4		Key Objective: Ref. No. 5	
Effective Financial Management Responsibility: Head of Financial Services		Effective corporate leadership Responsibility: CEO		Effective Member / Officer relations Responsibility: CEO		Effective Member / Member relations Responsibility: Head of Legal & Democratic and Head of HR & OD		Full compliance with the Civil Contingencies Act Responsibility: Head of Planning & Environment	
Links to Council Objective:	Improvement (02)	Links to Council Objective:	Improvement (02)	Links to Council Objective:	Improvement (02)	Links to Council Objective:	Improvement (02)	Links to Council Objective:	Improvement (02)
High Impact Areas		High Impact Areas		High Impact Areas		High Impact Areas		High Impact Areas	
Financial	✓	Financial	✓	Financial		Financial		Financial	
Political	✓	Political	✓	Political	✓	Political	✓	Political	
Social		Social	✓	Social	✓	Social	✓	Social	✓
Technical		Technical		Technical		Technical		Technical	
Legal	✓	Legal	✓	Legal	✓	Legal	✓	Legal	✓
Environmental		Environmental		Environmental		Environmental		Environmental	✓

Current		Acceptable		Current		Acceptable		Current		Acceptable		Current		Acceptable	
Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood
High	Medium	Medium	Low	High	High	Medium	Medium	High	High	Medium	Medium	High	High	Medium	Medium
Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)	
RED (6)		GREEN (2)		RED (9)		AMBER (4)		RED (9)		AMBER (4)		RED (9)		AMBER (4)	

Current Key Controls		Current Key Controls		Current Key Controls		Current Key Controls		Current Key Controls	
Monthly Monitoring reports (budget holders and committee reports). Discussed with accountancy and actions arising documented and reviewed monthly.		Monitor adherence with the Council Constitution and action taken where required. Monitored by the Monitoring Officer through the Standards Committee.		Regular meetings between Portfolio Holder and HOS. Actions arising documented and reviewed.		Regular meetings between Leader and Group Leaders. Actions arising documented and reviewed. Leader feeds back to Chief Executive.		Trained and Experienced Emergency Planning Officer in post as first point of contact in the event of an emergency working to agreed policies and procedures.	
Procedures in place to monitor compliance with statutory legislation. Accounts quality checked by management and internal & external audit review.		Weekly meetings between Chief Executive and Leader. Summary notes are produced and actions arising documented and reviewed.		Monitor adherence with the Council Constitution and action taken where required. Monitored by the Monitoring Officer through the Standards Committee.		Other Political Groups occupy key roles to ensure opposition leaders take a proactive role.		Emergency Plan which is subject to a regular review and action taken where required. Emergency Plan has been subject to testing.	
Financial Regulations, Standing orders in place and financial training courses with budget holders to explain the policies.		Regular meetings between Portfolio Holder and HOS. Actions arising documented and reviewed.				Monitor adherence with the Council Constitution and action taken where required. Monitored by the Monitoring Officer through the Standards Committee.		Level of service provided by Worcestershire County Council who are the principal coordinators for Worcestershire is detailed in a Service Level Agreement.	
Monitor Use of Resources compliance that includes an action plan to develop the key areas of improvement to both maintain current scoring and improve for future.		Council Vision & Priorities in place which govern the approval of projects. All projects have to clearly link to the council priorities and objectives in order for approval to be considered.				Member/member protocol which has been endorsed by Group Leaders. Monitor adherence with the member/member protocol and action taken where required. Monitored by the Monitoring Officer.			

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Action Ref.	Actions / Improvements	Action Ref.	Action / Improvements	Action Ref.	Action / Improvements	Action Ref.	Action / Improvements	Action Ref.	Action / Improvements
1.1	Internal Control Framework being reviewed to improve the control of financial management and ownership within the Authority.	2.1	To implement Member development programme focusing on roles/responsibilities and discharge of duties.	3.1	Implement Member/Officer awareness training of the Constitution and working arrangements.	4.1	Review the scrutiny process to encourage involvement of back benchers in democratic process. (Action Ref 2.2 will also help to achieve involvement)	5.1	Develop and implement Emergency Planning training for staff and increase awareness of Emergency Planning Issues.
1.2	To demonstrate the relationship improvements to be made to linkage between financial management and Performance Management.	2.2	To organise and hold regular member forums with the CEO to proactively engage with Group Leaders.	3.2	Code of Conduct training for new members	4.2	Develop formal protocols for member / member operations.	5.2	Organise series of meetings with partners e.g. Police, other bordering local authorities to increase familiarity with those involved and improve links with partnership organisations.
1.3	To document monthly meetings with Portfolio holders in relation to financial matters to enable more focus and understanding.	2.3	Review of Constitution to ensure it is appropriate for the Council needs.	3.3	Regular meetings with group leaders to address any areas of concern	4.3	Undertake specific member coaching/ mentoring to proactively develop members e.g. visits to other councils.	5.3	Undertake a test of the Emergency Planning System and processes.
1.4	Further improvements to budget monitoring to include automatic generation of reports from the Agresso system and more accurate profiling of budgets.	2.4	To implement a Member Induction Programme to ensure roles and responsibilities are clearly communicated. Note: cross reference to programme when agreed.	3.4		4.4	Organise meetings with Group Leaders from BDC and other councils to share knowledge and experiences.	5.4	Draft Business Continuity plans for Service areas.
1.5	Review of Financial Regulations to ensure they are appropriate for the Council needs . To get sign off from each budget holder that they are aware and understand the fin regs and will comply with them.	2.5	Organise Joint Member/CMT events to proactively improve development of the Top Team.	3.5		4.5	Develop Member induction and Member development programmes to improve member capacity.	5.5	
1.6	To undertake Training events for budget holders to ensure understanding of financial reports and improve financial decision making.	2.6	To review the Council Priorities for 08/09 to ensure they are appropriate for the Council needs.	3.6		4.6	Provide awareness training for Members to ensure media coverage and press releases are appropriate.	5.6	
1.7	To implement the Purchase Order processing system to enable on-line ordering of goods and services and to account for commitments within the general ledger reports.	2.7		3.7		4.7		5.7	

1.8	To manage capital projects more effectively - through quarterly reports to members and more accurate profiling of budgets.	2.8		3.8		4.8		5.8	
1.9	To implement the actions relating to VFM within the service business plans and to review the achievement of outcomes quarterly.	2.9		3.9		4.9		5.9	
1.10	To review the VFM strategy to ensure it is appropriate to delivery VFM improvements within the Council.	2.10		3.10		4.10		5.10	
1.11	Develop and implement a more robust approach to budget consultation and challenge of bids.								

Completed by:	
Job Title:	
Date:	

Key Objective: Ref. No. 6		Key Objective: Ref. No. 7		Key Objective: Ref. No. 8		Key Objective: Ref. No. 9		Key Objective: Ref. No. 10																																																																																																					
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Risk Colour (Score)	Risk Colour (Score)	Risk Colour (Score)	Risk Colour (Score)																																																																																																										
AMBER (4)		GREEN (2)																																																																																																											
Current Key Controls		Current Key Controls		Current Key Controls		Current Key Controls		Current Key Controls																																																																																																					
ICT infrastructure e.g. Backup systems, firewalls, anti virus and system access controls in place and Help desk facility.		Local Strategic Partnerships in place to address the priorities within the Community Plan. Regular meetings are held to discuss and any actions are documented and reviewed.		Core brief distributed to all managers fortnightly following SMT, updating staff on key areas and provides staff with the opportunity to feedback.		Equalities Officer in place to monitor the action plan over the next 12 months to ensure the achievement of Level three.		Training section created, Training Directory in place and agreed corporate training budget. Courses are subject to evaluation from a VFM perspective (attendance and costs), via feedback sheets completed by attendees and by monitoring attendance.																																																																																																					
Trained, experienced and professional staff, working to agreed policies and procedures and subject to continuous review.		Monitor adherence with the LSA's and action taken where required. Monitored by Corporate Policy and Performance service area managed by Hugh Bennett (Assistant Chief Executive)		Quarterly staff and management forums with SMT, updating staff on key areas providing them with the opportunity to ask questions. Questions and answers communicated to all staff via Connect Bulletin.		Inclusive Equalities Scheme published and six sub groups established to develop and improve each strand.		Annual PDR process which ensures that all employees have development plans and are set appropriate targets that are aligned to Council objectives.																																																																																																					
Disaster Recovery site available at County Council. Site has servers; network connections; copies of systems and data. In the event of a disaster the site provides opportunity to link machines for core systems e.g. Academy, Agresso etc. The site has been subject to testing.		Regular meetings between BDC and partners. Actions arising documented and reviewed. Meetings are minuted.		Connect - Bulletin distributed to all staff via email as and when required, Connect Magazine distributed with payslips monthly and Intranet.		Mandatory Staff training on equalities and diversity for council employees including scheduled Impact Assessment Surgeries for line managers.		The short term People Strategy is operational. Compliance with the strategy is monitored via the CEO/Head of HR & OD 1:2:1's and via the Head of HR & OD/direct reports 1:2:1's. Summary notes of 1:2:1's are produced and actions arising documented and reviewed.																																																																																																					
Agreed process in place which provides a structured approach for business case specifications including the completion of adequate documentation to provide sufficient information for approval to be considered.		Monitor adherence with the Corporate Project Management Methodology and action taken where required. Monitored by the responsible Head of Service.		Procedures in place including approval requirements to monitor compliance with Press Office Protocol. Monitored by the Communications and Customer First Manager.		Procedures in place to monitor compliance with equality standards which includes completion of impact assessments and production of departmental Equality Action Plans, subject to ongoing monitoring.		Organisational Development Plan in place that is subject to IIP review. Interim IIP review (April 2007) acknowledged that significant progress has been achieved. Full re-assessment review planned for April 2008. See action 10.10.																																																																																																					

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Procedures in place to monitor compliance with Contract Procedure Rules and Financial Regulations. Monitored by the Section 151 Officer.
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Established Disabled User Group who meet regularly to consult and involve members of the community in the way we deliver our services.
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Action Ref.	Action / Improvements
6.1	Completion of ICT equipment inventory.
6.2	Develop and implement a rolling programme for the replacement of ICT Desktop equipment.
6.3	To carry out Council systems upgrades of all systems and be adequately supported.
6.4	Develop and implement ICT Security Policy.
6.5	Implement ICT training for staff.
6.6	Helpdesk to identify potential problems areas to establish what necessary action is required.
6.7	Organise and hold regular meetings ICT and support areas to improve communication of ICT issues.

Action Ref.	Action / Improvements
7.1	Identify Local Area Agreement contribution and reward grant to help towards achieving the Worcestershire Community Plan.
7.2	Develop performance management framework for LSP.
7.3	Review contractual arrangements for partnerships involving Council money.
7.4	Develop clear objectives for LSP.
7.5	Develop and maintain risk register for Community Plan.
7.6	Develop and maintain a Corporate partnership register to identify where partnerships exists at BDC and the benefits.
7.7	Assess and determine whether the Council and Partnership objectives are aligned.

Action Ref.	Action / Improvements
8.1	Review Communications Strategy and action plan.
8.2	Tackle reputation management through developing improved Member communications e.g. member forums and meetings with group leaders.
8.3	Develop and implement a Communications Planner to identify communication issues and take necessary action to improve reputation management.
8.4	Organise regular meetings between Communications Manager and SMT to work together and identify any issues, taking necessary actions to tackle reputation management.
8.5	Develop and implement a Communication Policy Document.
8.6	Develop and provide communication skills training to advise those who need to be involved in interviews etc.
8.7	Work with the Editorial Panel to develop "Together Bromsgrove" and Council Tax leaflet that include Members, but is politically neutral.

Action Ref.	Action / Improvements
9.1	The completion of impact assessments in respect of all service functions policies and procedures.
9.2	Develop methods to improve collection and analysis of demographic data at service and corporate level including a central log of data for sharing.
9.3	Identify and provide any appropriate training for all members of the Equalities and Diversity Forum.
9.4	Establish a Youth Panel to attend regular meetings in order to identify specific equality and diversity issues.
9.5	Establish a Disabled Involvement Group to attend regular meetings to identify any specific equality and diversity issues.
9.6	Disability Equality Project worker to be employed on 6 month contract to undertake research to enable us to identify ways to integrate disability equality.
9.7	

Action Ref.	Action / Improvements
10.1	Workforce planning activity commencing April 07. Review work undertaken last year, engage a consultant to lead on completion of work prior to development of gap analysis and implementation.
10.2	Implement a Management Development Strategy to enhance skills, and improve capacity and Customer First principals. Strategy supports IIP accreditation.
10.3	Management Top Team programme concludes in April 2007. A mid-term evaluation will be carried out to assess the value of the Ashridge Leadership programme.
10.4	Implement Management competencies as part of 2007 PDR process for all Managers to help identify learning needs, provide pathways to promotion and set clear and consistent standards across the organisation.
10.5	Hold Management conferences during October 2007 to provide a sense of united leadership, improve management relationships and put across key messages.
10.6	Coaching and mentoring. Note: currently on hold.
10.7	Implement succession planning for staff and managers to ensure business continuity.

6.8		7.8	Develop a Corporate approach to identifying partnerships.	8.8	Establishment of Older People's Panel and Young Persons consultation mechanism in order to gain an understanding of any specific issues they have and their perspective of the Council and the services provided.	9.8		10.8	Investigate and take decisions in relation to NVQ for and basic skills courses for staff
6.9		7.9	CEO to organise and hold regular meetings with Worcestershire County Council's CEO and Leader to improve and develop relationships.	8.9	Develop and implement methods of testing the quality and frequency of team meetings. E.g. record of team meetings.	9.9		10.9	Professional competencies. Note: staff competencies put back to 2008/9. To be implemented in PDR year in 2009.
6.10		7.10		8.10		9.10		10.10	Implement the OD action plan and review monthly as part of CMT meetings. This is to achieve full IIP accreditation.
								10.11	Staff competency. Note: put on hold to 2008/09.

Key Objective: Ref. No. 11:		Key Objective: Ref. No. 12		Key Objective: Ref. No. 13		Key Objective: Ref. No. 14		Key Objective: Ref. No. 15	
Effective employee recruitment and retention Responsibility: Head of HR & OD		Full compliance with all Health and Safety legislation Responsibility: Head of HR & OD		Effective two tier working and Community Engagement Responsibility: CEO		Successful implementation of Job Evaluation Responsibility: Head of HR & OD		All Council data is accurate and of high quality Responsibility: Assistant CEO and Head of E-Gov & Customer Services	
Links to Council Objective:	Improvement (02)	Links to Council Objective:	Improvement (02)	Links to Council Objective:	Improvement (02)	Links to Council Objective:	Improvement (02)	Links to Council Objective:	Improvement (02)
High Impact Areas		High Impact Areas		High Impact Areas		High Impact Areas		High Impact Areas	
Financial		Financial		Financial		Financial	✓	Financial	✓
Political		Political		Political	✓	Political	✓	Political	✓
Social	✓	Social	✓	Social	✓	Social	✓	Social	✓
Technical	✓	Technical		Technical		Technical		Technical	✓
Legal		Legal	✓	Legal		Legal		Legal	✓
Environmental	✓	Environmental	✓	Environmental	✓	Environmental		Environmental	✓

Current		Acceptable		Current		Acceptable		Current		Acceptable		Current		Acceptable	
Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood
High	High	Medium	Medium	Medium	Medium	Low	Medium	High	Medium	Medium	Medium	High	High	High	Medium
Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)	
RED (9)		AMBER (4)		AMBER (4)		GREEN (2)		RED (6)		AMBER (4)		RED (9)		RED (6)	

Current Key Controls		Current Key Controls		Current Key Controls		Current Key Controls		Current Key Controls	
New Head of HR & OD who provides a stable and consistent approach.		Updated Health & Safety policy sets out aims and objectives for improving H&S at work. Includes organisational responsibilities and arrangements currently in force for achieving those objectives. Policy subject to regular review.		Regular item on SMT & CMT agenda. Meetings are minuted and actions arising documented and reviewed.		Monthly meetings of the Single Status Working Group. A partnership approach adopted with the Unions with Union delegates being members of the Group and, therefore, have involvement in decision making process. Meetings are minuted and actions arising documented and reviewed.		On an annual basis each Head of Service submits Performance Indicator certificates to the Interim Senior Policy & Performance Officer.	
Training and development opportunities supported by a 'healthy' training budget. Includes internal courses and attainment of professional qualifications, where appropriate. The Training Directory is updated on a quarterly basis to ensure that training opportunities are pro-active and responsive.		Health and Safety training is mandatory for all new Members and Officers and is included within the Induction programme. Refresher training is provided for Fire Wardens and First Aiders and is included in the Training Directory for staff who choose refresher training.		Parish Council Forum meets Quarterly. Actions arising are documented and reviewed.		Regular updates provided to staff, for example, via Connect Bulletins and Intranet page.		Reports protocols are in operation that require reports to be circulated to relevant Heads of Service for review/comment prior presentation to CMT and Cabinet.	
Annual PDR process which delivers focus by ensuring that all employees, including the CEO, have development plans and are set appropriate targets that are aligned to Council objectives.		Government initiative to review long term sickness in public sector and reduce number of working days lost by 30% by 2010. Council has active engagement with the H&S Executive to deliver the reduction. Some of the key underlying work-related causes of sickness absence being addressed are work related stress, musculoskeletal disorder and slips & trips.		Quarterly Leaders from all the councils in Worcestershire meet with Chief Executive Officers. Actions arising documented and reviewed.		CMT share ownership of project with Single Status being a CMT agenda item.		PI's are subject to exception checking by Corporate Communications, Policy and Performance Team, that is, are checked to Performance Indicator certificates.	
The short term People Strategy is operational. Compliance with the strategy is monitored via the CEO/Head of HR & OD 1:2:1's and via the Head of HR & OD/direct reports 1:2:1's. Summary notes of 1:2:1's are produced and actions arising documented and reviewed.		H&S audits of the Council House, Depot, Sports Centres and Play Areas. A 90% compliance level has been achieved for each service and section. Individual reports are provided for Heads of Service that provide examples of methods of monitoring action plans.		Timely updates feature on Core Brief		Job Evaluation Framework in operation. Key elements include procurement of software, identification of unique jobs, development of local conventions, evaluation of pilot scheme, appeals mechanism, agreed timetable for main evaluation exercise and WMLGA engaged to facilitate process.		External Audit review data in accordance with Key Lines of Enquiry. For identified issues, action plans are implemented and reviewed.	

		Headline items in Staff Forums and Briefing sessions held by Chief Executive Officer and Leader		
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Action Ref.	Action / Improvements	Action Ref.	Action / Improvements	Action Ref.	Action / Improvements	Action Ref.	Action / Improvements	Action Ref.	Action / Improvements
11.1	Develop close liaisons with Heads of Service and the Head of HR & OD to ensure early interventions, consultancy and action.	12.1	All major Health and Safety policies reviewed and mostly re-written. Now subject to consultation with HoS and Unions.	13.1	Leader to provide updates at Council meetings.	14.1	Conduct main evaluation exercise.	15.1	Cleanse of geographic data included within the Spatial Project.
11.2	Raise awareness with CMT of alternative service delivery options.	12.2	Review of risk assessments, practices and inspections to ensure compliant and demonstrate management controls.	13.2	CEO to work with other Councils to identify and monitor developments. Proactively engage staff in implementing alternative methods of working.	14.2	Determine Pay Protection policy. Trade Unions have been asked to set out their expectations and are keen to agree policy asap.	15.2	Publication of Data Quality Strategy and implement Action Plan linked to Audit Commission key lines of enquiry.
11.3	Implement the medium to long term actions within the HR Strategy, for example, review of HR policies.	12.3	Senior Management to promote health and safety via 1:2:1's, through the PDR process and as a DMT agenda item.	13.3	Identify and address issues (regarding the White Paper) through the LSP.	14.3	Translate JE scores into pay structure.	15.3	Development of Data Sharing Protocol for services.
11.4	Job Evaluation - see Key Objective "Successful implementation of Job Evaluation"	12.4	Raise awareness of Corporate Manslaughter implications across the Authority and inter- agencies via seminars and CMT meetings.	13.4	Organise regular meetings and proactively interact with Parishes.	14.4	Purchase pay modeller software.	15.4	
11.5	Workforce and succession planning activity. See action 10.7	12.5		13.5	Work with North Worcestershire to identify joint working opportunities.	14.5	Develop pay structure options.	15.5	
11.6	Investigate methods of improving the recruitment and selection process.	12.6		13.6	CEO and Leader to meet with Worcestershire County Council CEO and Leader in order to improve relations with the County.	14.6	Notify employees of results.	15.6	
11.7		12.7		13.7		14.7	TU ballot employees for acceptance. Although this is a Union action it is a key milestone within the JE project.	15.7	

11.8		12.8		13.8		14.8	Implement.	15.8	
11.9		12.9		13.9		14.9		15.9	
11.10		12.10		13.10		14.10		15.10	

Key Objective: Ref. No. 16		Key Objective: Ref. No. 17		Key Objective: Ref. No. 18		Key Objective: Ref. No. 19		Key Objective: Ref. No. 20	
The Council no longer in recovery Responsibility: CEO and Assistant CEO		Effective Projects Management Responsibility: Head of E-Gov & Customer Services and Head of Culture & Community		Effective Business Continuity (Adverse weather, industrial action, capacity etc) Responsibility: Head of Planning & Environment		Effective Business and Performance Management Responsibility: Assistant CEO		Effective Customer Focused Authority Responsibility: Assistant CEO and Head of E-Gov & Customer Services	
Links to Council Objective:	Improvement (02)	Links to Council Objective:	Improvement (02)	Links to Council Objective:	Improvement (02)	Links to Council Objective:	Improvement (02)	Links to Council Objective:	Improvement (02)
High Impact Areas		High Impact Areas		High Impact Areas		High Impact Areas		High Impact Areas	
Financial	✓	Financial	✓	Financial	✓	Financial	✓	Financial	✓
Political	✓	Political	✓	Political	✓	Political	✓	Political	✓
Social	✓	Social	✓	Social	✓	Social	✓	Social	✓
Technical	✓	Technical	✓	Technical	✓	Technical	✓	Technical	✓
Legal	✓	Legal	✓	Legal	✓	Legal	✓	Legal	✓
Environmental	✓	Environmental	✓	Environmental	✓	Environmental	✓	Environmental	✓

Current		Acceptable		Current		Acceptable		Current		Acceptable		Current		Acceptable	
Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood
High	High	Medium	Low	High	High	High	Medium	High	Medium	High	Low	Medium	Medium	Medium	Low
Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)	
RED (9)		GREEN (2)		RED (9)		RED (6)		RED (9)		RED (6)		RED (6)		AMBER (3)	
RED (9)		GREEN (2)		RED (9)		RED (6)		RED (9)		RED (6)		AMBER (3)		AMBER (4)	
RED (9)		GREEN (2)		RED (9)		RED (6)		RED (9)		RED (6)		AMBER (3)		AMBER (4)	

Current Key Controls		Current Key Controls		Current Key Controls		Current Key Controls		Current Key Controls	
Improvement plan in place addressing areas of concern. Plan is monitored on a monthly basis (by CMT, PMB, Executive Cabinet and Government Monitoring Board) and adjustments made as required. Meetings are minuted and actions arising are reviewed.		Project Management Methodology in place. Key elements of the Project Management framework documentation include project initiation, implementation and closure.		Disaster Recovery site available at County Council. Site has servers; network connections; copies of systems and data. In the event of a disaster the site provides opportunity to link machines for core systems e.g. Academy, Agresso etc. The site has been subject to testing.		Three year targets subject to annual review by CMT, PMB and Cabinet.		Head of E-Gov & Customer Services and Head of Financial Services monitor adherence with the RLAs between Customer Service Centre and back office and action taken where required.	
In areas of concern additional resources made available. For example, staff drafted into Planning, Improvement Director funded as part of the Improvement plan.		Training in using the Project Management Methodology is available as detailed in the 2007/08 Training Directory.				Monthly monitoring of performance against targets and actions arising documented and reviewed.		PMB and CMT monitor adherence with the business plan, including adherence with Customer Service Standards, and action taken where required.	
Demonstrable leadership from Portfolio holders with responsibilities linked to improvements action plan.		Monthly capital budget monitoring of actuals against targets and actions arising documented and reviewed.				DMTs meet monthly to discuss performance and actions arising are documented and reviewed.		Monthly management information on Customer Service Centre is reviewed and acted upon where issues and/or problems are flagged.	
						Budget consultation focus groups meet regularly and actions arising are documented and reviewed.		Trained, experienced and professional staff, working to agreed policies and procedures and subject to continuous review.	

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Action Ref.	Action / Improvements	Action Ref.	Action / Improvements	Action Ref.	Action / Improvements	Action Ref.	Action / Improvements
16.1	Utilise and allocate actions to Staff Champions to help address agenda.	17.1	Implement a mechanism to monitor projects compliance with the Project Management Framework.	18.1	Draft and implement a Business Continuity Plan that includes maintaining good relations with partners.	19.1	Improvement Plan away day to identify blockages to performance improvement.
16.2	PDR's used to focus attention by providing clarity of actions needed to improve.	17.2	Review Business Case element of the Project Management Framework document to ensure that it is fit for purpose.	18.2	Draft and implement a Disaster Recover Plan for ICT.	19.2	Set 2008/09 budget and link to performance targets (and future years).
16.3	Review and develop Improvement Plan to reflect changing environment via CMT meetings.	17.3		18.3	Undertake a business impact analysis.	19.3	Establish a series of Business Process Engineering reviews.
16.4	Develop and implement Performance Management Framework to provide monitoring of performance improvement, in particular, the spread of indicators across the quartiles.	17.4		18.4	Business continuity plans to be developed.	19.4	Development of integrated consultation, performance and budget timetable.
16.5	Implement a method of external challenge and support as part of Improvement Plan away day post election.	17.5		18.5	Services to be prioritised.	19.5	
16.6		17.6		18.6	Ensure that critical information is secure.	19.6	
16.7		17.7		18.7	Consider use of alternative premises.	19.7	
						20.1	Undertake a Customer Service peer review during May '07.
						20.2	Identify 5 areas to be subject to Charter Mark and develop actions plans.
						20.3	Procure and implement Customer Feedback software.
						20.4	Customer Service Advisers to attain a recognised qualification (NVQ) in Customer Service.
						20.5	Procure and install a queue management system at the CSC.
						20.6	Develop and implement a Corporate Access strategy, that is, provide a clear picture of how individuals access Council services.
						20.7	Develop and implement a Customer Service Centre Strategy.

16.8		17.8		18.8	Training and testing to be carried out.	19.8		20.8	
16.9		17.9		18.9	Introduce a programme to ensure that Business Continuity plans are regularly reviewed.	19.9		20.9	
16.10		17.10		18.10		19.10		20.10	

Service:	Corporate	Current Position Key:
Service Area:	N/A	RED More than one month behind
		AMBER One month behind
		GREEN On Target

Key Obj. Ref. No.	Key Objective	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	2007/08 Qtr. 1 Position	Current Position Comments	2007/08 Qtr. 2 Position	Current Position Comments
1	Effective Financial Management Responsibility: Head of Financial Services	1.1	Internal Control Framework being reviewed to improve the control of financial management and ownership within the Authority.	Neil Shovell	Audit Services Manager	Sep-07				
		1.2	To demonstrate the relationship improvements to be made to linkage between financial management and Performance Management.	Jayne Pickering	Head of Financial Services	Sep-07				
		1.3	To document monthly meetings with Portfolio holders in relation to financial matters to enable more focus and understanding.	Jayne Pickering	Head of Financial Services	Jun-07				
		1.4	Further improvements to budget monitoring to include automatic generation of reports from the Agresso system and more accurate profiling of budgets.	Helen Coleman	Accountancy Services Manager	Sep-07				
		1.5	Review of Financial Regulations to ensure they are appropriate for the Council needs . To get sign off from each budget holder that they are aware and understand the fin regs and will comply with them.	Helen Coleman	Accountancy Services Manager	Dec-07				
		1.6	To undertake Training events for budget holders to ensure understanding of financial reports and improve financial decision making.	Jayne Pickering	Head of Financial Services	Jun-07				
		1.7	To implement the Purchase Order processing system to enable on-line ordering of goods and services and to account for commitments within the general ledger reports.	Helen Coleman	Accountancy Services Manager	Dec-07				
		1.8	To manage capital projects more effectively - through quarterly reports to members and more accurate profiling of budgets.	Helen Coleman	Accountancy Services Manager	Sep-07				
		1.9	To implement the actions relating to VFM within the service business plans and to review the achievement of outcomes quarterly.	Jayne Pickering	Head of Financial Services	Jul-07				
		1.10	To review the VFM strategy to ensure it is appropriate to delivery VFM improvements within the Council.	Jayne Pickering	Head of Financial Services	Dec-07				
		1.11	Develop and implement a more robust approach to budget consultation and challenge of bids.	Christine Sanders	Senior Corporate Policy and Performance Officers	Feb-08				

Key Obj. Ref. No.	Key Objective	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	2007/08 Qtr. 1 Position	Current Position Comments	2007/08 Qtr. 2 Position	Current Position Comments
2	Effective corporate leadership Responsibility: CEO	2.1	To implement Member development programme focusing on roles/responsibilities and discharge of duties.	Kevin Dicks	Chief Executive Officer	Ongoing throughout the course of the year				
		2.2	To organise and hold regular member forums with the CEO to proactively engage with Group Leaders.	Kevin Dicks	Chief Executive Officer	Ongoing but to start from June 2007				
		2.3	Review of Constitution to ensure it is appropriate for the Council needs.	Kevin Dicks	Chief Executive Officer	Updated by May 2007				
		2.4	To implement a Member Induction Programme to ensure roles and responsibilities are clearly communicated. Note: cross reference to programme when agreed.	Kevin Dicks	Chief Executive Officer	May-07				
		2.5	Organise Joint Member/CMT events to proactively improve development of the Top Team.	Kevin Dicks	Chief Executive Officer	Starting from June				
		2.6	To review the Council Priorities for 08/09 to ensure they are appropriate for the Council needs.	Kevin Dicks	Chief Executive Officer	Jul-07				
		2.7								
		2.8								
		2.9								
		2.10								
3	Effective Member / Officer relations Responsibility: CEO	3.1	Implement Member/Officer awareness training of the Constitution and working arrangements (KD)	Kevin Dicks	Chief Executive Officer	Starting from June				
		3.2	Code of Conduct training for new members	Claire Felton	Head of Legal and Democratic	June				
		3.3	Regular meetings with group leaders to address any areas of concern	Kevin Dicks	Chief Executive Officer	Starting from June				
		3.4								
		3.5								
		3.6								
		3.7								
		3.8								
		3.9								
		3.10								
4	Effective Member / Member relations Responsibility: Head of Legal & Democratic and Head of HR & OD	4.1	Review the scrutiny process to encourage involvement of back benchers in democratic process. (Action Ref 2.2 will also help to achieve involvement)	Claire Felton	Head of Legal and Democratic	Apr-07				
		4.2	Develop formal protocols for member / member operations.	Claire Felton	Head of Legal and Democratic	Apr-07				
		4.3	Undertake specific member coaching/ mentoring to proactively develop members e.g. visits to other councils.	Kevin Dicks	Chief Executive Officer	Starting from August				

Key Obj. Ref. No.	Key Objective	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	2007/08 Qtr. 1 Position	Current Position Comments	2007/08 Qtr. 2 Position	Current Position Comments
		4.4	Organise meetings with Group Leaders from BDC and other councils to share knowledge and experiences.	Kevin Dicks	Chief Executive Officer	Dec-07				
		4.5	Develop Member induction and Member development programmes to improve member capacity.	Kevin Dicks	Chief Executive Officer	May				
		4.6	Provide awareness training for Members to ensure media coverage and press releases are appropriate.	Claire Felton Joanne Pitman	Head of Legal and Democratic Head of HR & OD	Starting from August				

5	Full compliance with the Civil Contingencies Act Responsibility: Head of Planning & Environment	5.1	Develop and implement Emergency Planning training for staff and increase awareness of Emergency Planning Issues.	Phil Street/Dave Hammond	Corporate Director (Services) and Head of Planning and Environment Services	Apr-07		Emergency Plan launched 29th March 2007		
		5.2	Organise series of meetings with partners e.g. Police, other bordering local authorities to increase familiarity with those involved and improve links with partnership organisations.	Phil Street/Dave Hammond	Corporate Director (Services) and Head of Planning and Environment Services	Sep-07		Organise series of meetings with partners to increase familiarity with those involved		
		5.3	Undertake a test of the Emergency Planning System and processes.	Phil Street/Dave Hammond	Corporate Director (Services) and Head of Planning and Environment Services and Head of HR and OD	Mar-08		Need to test procedures as part of review		
		5.4	Draft Business Continuity plans for Service areas.	Phil Street/Dave Hammond	Corporate Director (Services) and Head of Planning and Environment Services	On-going				
		5.5								
		5.6								
		5.7								
		5.8								
		5.9								
		5.10								

6	Maximising the benefits of investment in ICT equipment and training Responsibility: Head of E-Gov & Customer Services	6.1	Completion of ICT equipment inventory.	Deb Poole	Head of E Government and Customer Services	Oct-07				
		6.2	Develop and implement a rolling programme for the replacement of ICT Desktop equipment.	Deb Poole	Head of E Government and Customer Services	Sep-07				
		6.3	To carry out Council systems upgrades of all systems and be adequately supported.	Deb Poole	Head of E Government and Customer Services	Nov-07				
		6.4	Develop and implement ICT Security Policy.	Deb Poole	Head of E Government and Customer Services	Aug-07				
		6.5	Implement ICT training for staff.	Deb Poole	Head of E Government and Customer Services	Sep-07				

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		6.6	Helpdesk to identify potential problems areas to establish what necessary action is required.	Darren Webley	ICT Manager	Aug-07				
		6.7	Organise and hold regular meetings ICT and support areas to improve communication of ICT issues.	Darren Webley	ICT Manager	Sep-07				
		6.8								
		6.9								
		6.10								

7	Effective partnership working Responsibility: Assistant CEO and Head of Street Scene & Waste Management	7.1	Identify Local Area Agreement contribution and reward grant to help towards achieving the Worcestershire Community Plan.							
		7.2	Develop performance management framework for LSP.							
		7.3	Review contractual arrangements for partnerships involving Council money.							
		7.4	Develop clear objectives for LSP.							
		7.5	Develop and maintain risk register for Community Plan.							
		7.6	Develop and maintain a Corporate partnership register to identify where partnerships exists at BDC and the benefits.							
		7.7	Assess and determine whether the Council and Partnership objectives are aligned.							
		7.8	Develop a Corporate approach to identifying partnerships.							
		7.9	CEO to organise and hold regular meetings with Worcestershire County Council's CEO and Leader to improve and develop relationships.							
		7.10								

8	Effective communications (internal and external) Responsibility: Assistant CEO	8.1	Review Communications Strategy and action plan.	Anne Marie Darroch	Communications and Customer First Manager	Jul-07				
		8.2	Tackle reputation management through developing improved Member communications e.g. member forums and meetings with group leaders.	Anne Marie Darroch	Communications and Customer First Manager	Jul-07				
		8.3	Develop and implement a Communications Planner to identify communication issues and take necessary action to improve reputation management.	Anne Marie Darroch	Communications and Customer First Manager	Apr-07				

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		8.4	Organise regular meetings between Communications Manager and SMT to work together and identify any issues, taking necessary actions to tackle reputation management.	Anne Marie Darroch	Communications and Customer First Manager	Apr-07				
		8.5	Develop and implement a Communication Policy Document.							
		8.6	Develop and provide communication skills training to advise those who need to be involved in interviews etc.							
		8.7	Work with the Editorial Panel to develop "Together Bromsgrove" and Council Tax leaflet that include Members, but is politically neutral.	Anne Marie Darroch	Communications and Customer First Manager	Apr-07				
		8.8	Establishment of Older People's Panel and Young Persons consultation mechanism in order to gain an understanding of any specific issues they have and their perspective of the Council and the services provided.	Christine Sanders and Louise Berry	Senior Corporate Policy and Performance Officers	Sep-07				
		8.9	Develop and implement methods of testing the quality and frequency of team meetings. E.g. record of team meetings.							
		8.10								

9	Equalities and diversity agenda embedded across the Authority Responsibility: Head of Legal & Democratic Services	9.1	The completion of impact assessments in respect of all service functions policies and procedures.	Joanne Pitman	Head of HR & OD	Oct-07				
		9.2	Develop methods to improve collection and analysis of demographic data at service and corporate level including a central log of data for sharing.							
		9.3	Identify and provide any appropriate training for all members of the Equalities and Diversity Forum.	Claire Felton	Head of Legal & Democratic	Dec-07				
		9.4	Establish a Youth Panel to attend regular meetings in order to identify specific equality and diversity issues.							
		9.5	Establish a Disabled Involvement Group to attend regular meetings to identify any specific equality and diversity issues.	Claire Felton	Head of Legal & Democratic	Jun-07				

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		9.6	Disability Equality Project worker to be employed on 6 month contract to undertake research to enable us to identify ways to integrate disability equality.	Claire Felton	Head of Legal & Democratic	Apr-07				
		9.7								
		9.8								
		9.9								
		9.10								

10	Appropriate investment in employee development and training Responsibility: Head of HR & OD	10.1	Workforce planning activity commencing April 07. Review work undertaken last year, engage a consultant to lead on completion of work prior to development of gap analysis and implementation.	Joanne Pitman	Head of HR & OD	Oct-07				
		10.2	Implement a Management Development Strategy to enhance skills, and improve capacity and Customer First principals. Strategy supports IIP accreditation.	Joanne Pitman	Head of HR & OD	Oct-07				
		10.3	Management Top Team programme concludes in April 2007. A mid-term evaluation will be carried out to assess the value of the Ashridge Leadership programme.	Joanne Pitman	Head of HR & OD	Apr-07				
		10.4	Implement Management competencies as part of 2007 PDR process for all Managers to help identify learning needs, provide pathways to promotion and set clear and consistent standards across the organisation.	Joanne Pitman	Head of HR & OD	Oct-07				
		10.5	Hold Management conferences during October 2007 to provide a sense of united leadership, improve management relationships and put across key messages.	Joanne Pitman	Head of HR & OD	Oct-07				
		10.6	Coaching and mentoring. Note: currently on hold.	Joanne Pitman	Head of HR & OD	Oct-07				
		10.7	Implement succession planning for staff and managers to ensure business continuity.	Joanne Pitman	Head of HR & OD	Oct-07				
		10.8	Investigate and take decisions in relation to NVQ for and basic skills courses for staff	Joanne Pitman	Head of HR & OD	Jun-06				
		10.9	Professional competencies. Note: staff competencies put back to 2008/9. To be implemented in PDR year in 2009.	Joanne Pitman	Head of HR & OD	Feb-09				

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13	Effective two tier working and Community Engagement Responsibility: CEO	13.1	Leader to provide updates at Council meetings.	Roger Hollingworth	Leader	Ongoing				
		13.2	CEO to work with other Councils to identify and monitor developments. Proactively engage staff in implementing alternative methods of working.	Kevin Dicks	Chief Executive Officer	Ongoing				
		13.3	Identify and address issues (regarding the White Paper) through the LSP.	Kevin Dicks	Chief Executive Officer	Ongoing				
		13.4	Organise regular meetings and pro-actively interact with Parishes.	Kevin Dicks	Chief Executive Officer	Ongoing				
		13.5	Work with North Worcestershire to identify joint working opportunities.	Kevin Dicks	Chief Executive Officer	Ongoing				
		13.6	CEO and Leader to meet with Worcestershire County Council CEO and Leader in order to improve relations with the County.	Kevin Dicks	Chief Executive Officer	Ongoing				
		13.7								
		13.8								
		13.9								
		13.10								

14	Successful implementation of Job Evaluation Responsibility: Head of HR & OD	14.1	Conduct main evaluation exercise.	Joanne Pitman	Head of HR & OD	Oct-07				
		14.2	Determine Pay Protection policy. Trade Unions have been asked to set out their expectations and are keen to agree policy asap.	Joanne Pitman	Head of HR & OD	Dec-07				
		14.3	Translate JE scores into pay structure.	Joanne Pitman	Head of HR & OD	Dec-07				
		14.4	Purchase pay modeller software.	Joanne Pitman	Head of HR & OD	Oct-07				
		14.5	Develop pay structure options.	Joanne Pitman	Head of HR & OD	Jan-08				
		14.6	Notify employees of results.	Joanne Pitman	Head of HR & OD	TBD				
		14.7	TU ballot employees for acceptance. Although this is a Union action it is a key milestone within the JE project.	Joanne Pitman	Head of HR & OD	TBD				
		14.8	Implement.	Joanne Pitman	Head of HR & OD	Apr-08				
		14.9								
		14.10								

15	All Council data is accurate and of high quality Responsibility: Assistant CEO and Head of E-Gov & Customer Services	15.1	Cleanse of geographic data included within the Spatial Project.	Deb Poole	Head of E-Government and Customer Service	Mar-08				
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Key Obj. Ref. No.	Key Objective	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	2007/08 Qtr. 1 Position	Current Position Comments	2007/08 Qtr. 2 Position	Current Position Comments
18	Effective Business Continuity (Adverse weather, industrial action, capacity etc) Responsibility: Head of Planning & Environment	18.1	Draft and implement a Business Continuity Plan that includes maintaining good relations with partners.	Phil Street	Corporate Director (Services)	Dec-07				
		18.2	Draft and implement a Disaster Recover Plan for ICT.	Darren Webley	ICT Manager	Jan-08				
		18.3	Undertake a business impact analysis.	Phil Street	Corporate Director (Services)	Dec-07				
		18.4	Business continuity plans to be developed.	Phil Street	Corporate Director (Services)	Dec-07				
		18.5	Services to be prioritised.	Phil Street	Corporate Director (Services)	Dec-07				
		18.6	Ensure that critical information is secure.	Phil Street	Corporate Director (Services)	Dec-07				
		18.7	Consider use of alternative premises.	Phil Street	Corporate Director (Services)	Dec-07				
		18.8	Training and testing to be carried out.	Phil Street	Corporate Director (Services)	Dec-07				
		18.9	Introduce a programme to ensure that Business Continuity plans are regularly reviewed.	Phil Street	Corporate Director (Services)	Dec-07				
		18.10								

19	Effective Business and Performance Management Responsibility: Assistant CEO	19.1	Improvement Plan away day to identify blockages to performance improvement.	Hugh Bennett	Assistant Chief Executive	Apr-07				
		19.2	Set 2008/09 budget and link to performance targets (and future years).	Jayne Pickering	Head of Financial Services	Feb-08				
		19.3	Establish a series of Business Process Engineering reviews.	Deb Poole	Head of E-Government and Customer Service	Nov-07				
		19.4	Development of integrated consultation, performance and budget timetable.							
		19.5								
		19.6								
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20	Effective Customer Focused Authority Responsibility: Assistant CEO and Head of E-Gov & Customer Services	20.1	Undertake a Customer Service peer review during May '07.	Sharon Sharpe	Customer First Officer	Sep-08				
		20.2	Identify 5 areas to be subject to Charter Mark and develop actions plans.	Sharon Sharpe	Customer First Officer	Dec-07				
		20.3	Procure and implement Customer Feedback software.	Sharon Sharpe	Customer First Officer	Jun-07				
		20.4	Customer Service Advisers to attain a recognised qualification (NVQ) in Customer Service.	Hugh Bennett	Assistant Chief Executive	May-07				

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		20.5	Procure and install a queue management system at the CSC.	Roger Horton	CSC Manager	Jun-07				
		20.6	Develop and implement a Corporate Access strategy, that is, provide a clear picture of how individuals access Council services.	Deb Poole	Head of E Government and Customer Services	Sep-07				
		20.7	Develop and implement a Customer Service Centre Strategy.	Roger Horton	CSC Manager	Aug-07				
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Date:

APPENDIX 4

Risk Scorecard

Category	IMPACT		
	LOW	MEDIUM	HIGH
Financial	< £150k Minor non-compliance with internal financial procedures	£150k - £300k Significant non-compliance with internal financial procedures	> £300k Major non-compliance with internal financial procedures
Political	Minor issues identified by assurance reviews Minor adverse Local media Minor BVPI issues	Significant issues identified by assurance reviews Significant adverse Local media Significant BVPI issues	Major issues identified by assurance reviews Major adverse Local, Regional or National media Major BVPI issues
Social	Service delay Stakeholders consulted and concerns considered	Service suspended Limited stakeholder consultation	Service cancelled Stakeholders not consulted and concerns not considered
Technical	Minor system problems Minor impact on resources (staff, equipment, buildings, etc.)	Significant system problems Significant impact on resources (staff, equipment, buildings, etc.)	Major system problems Major impact on resources (staff, equipment, buildings, etc.)
Legal	Minor non-compliance with legislation or statutory requirements Minor penalty or warning	Significant non-compliance with legislation or statutory requirements Significant penalty or warning	Major non-compliance with legislation or statutory requirements Major penalty or warning
Environmental	Minor District health or cleanliness issues Minor schemes not consistent with stakeholder expectations	Significant District health or cleanliness issues Significant schemes not consistent with stakeholder expectations	Major District health or cleanliness issues Major schemes not consistent with stakeholder expectations

Category	LIKELIHOOD		
	LOW	MEDIUM	HIGH
Occurrence	> 18 months	6 - 18 months	< 6 months
Probability	< 30%	30% - 70%	> 70%

Risk Matrix

Likelihood	Category	Impact		
		LOW	MEDIUM	HIGH
	HIGH	3	6	9
	MEDIUM	2	4	6
	LOW	1	2	3