

<b>Service:</b>	Corporate
<b>Service Area:</b>	N/A

Key Objective: Ref. No. 1	
<p><b>Effective Financial Management and Internal Control in compliance with Use of Resources assessment</b>                      Responsibility: Head of Financial Services</p>	
<b>Links to Council Objective:</b>	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	
Technical	
Legal	✓
Environmental	

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

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

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

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

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 Key Controls
<p>Quarterly Integrated Financial and Performance report and Monthly Monitoring reports reported to CMT, PMB and Cabinet. Include action plans on issues arising. Monthly meetings with accountancy to discuss financial position</p>
<p>Procedures in place to monitor compliance with statutory legislation. Accounts quality checked by management and internal &amp; external audit review.</p>
<p>Financial Regulations, Standing orders in place and financial training courses with budget holders to explain the policies.</p>
<p>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.</p>
<p>Robust training plan in place for accountancy staff and qualified technicians/accountants to support service departments</p>

Current Key Controls
<p>Weekly meetings between Chief Executive and Leader. Summary notes are produced and actions arising documented and reviewed.</p>
<p>Regular meetings between Portfolio Holder and HOS. Actions arising documented and reviewed. Monthly reports prepared by HOS to inform Portfolio Holder and CEO of current issues, financial and performance information</p>
<p>Council Vision &amp; 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.</p>
<p>Acting Joint Chief Executive appointed between Redditch Borough Council and Bromsgrove District Council which will mean decisions taken will consider opportunities for both authorities.</p>
<p>Chief Executive regularly attends Group Leaders and Leaders Group meetings (both informal and formal)</p>

Current Key Controls
<p>Regular meetings between Portfolio Holder and HOS. Actions arising documented and reviewed. Monthly reports prepared by HOS to inform Portfolio Holder and CEO of current issues, financial and performance information and Portfolio Holders present service reports at Committee meetings. In addition HOS provide training to Members in relation to their service area.</p>
<p>Monitor adherence with the Council Constitution and action taken where required. Monitored by the Monitoring Officer through the Standards Committee.</p>
<p>Chief Executive regularly attends Group Leaders and Leaders Group meetings (both informal and formal)</p>
<p>Monthly meetings between Leader of the Opposition and Chief Executive</p>
<p>Monitor adherence with the Council Constitution and action taken where required. Monitored by the Monitoring Officer through the Standards Committee.</p>

Key Objective: Ref. No. 4	
Effective Member / Member relations Responsibility: Head of Legal, Equalities & Democratic Services and Head of HR & OD	
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
Medium	Medium
Risk Colour (Score)	
AMBER (4)	

Key Objective: Ref. No. 5	
Full compliance with the Civil Contingencies Act and effective Business Continuity Responsibility: Head of Planning & Environment	
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)	

Key Objective: Ref. No. 6	
Effective partnership working Responsibility: Assistant CEO and Head of Street Scene & Community	
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
High	Low
Risk Colour (Score)	
AMBER (3)	

Current Key Controls
Regular meetings between Leader and Group Leaders. Actions arising documented and reviewed. Leader feeds back to Chief Executive.
Independent Political Groups occupy key roles to ensure opposition leaders take a proactive role. Note: at the time the risk register compiled Labour Members are not participating.
Monitor adherence with the Council Constitution and action taken where required. Monitored by the Monitoring Officer through the Standards Committee.
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.
Ethical standards position in place to undertake member investigations following transfer of responsibility from Standards Board

Current Key Controls
Trained and Experienced Emergency Planning Officer in post (at County and funded by BDC) as first point of contact in the event of an emergency working to agreed policies and procedures.
Emergency Plan which is subject to a regular review and action taken where required. Emergency Plan has been subject to testing.
Level of service provided by Worcestershire County Council who are the principal coordinators for Worcestershire is detailed in a Service Level Agreement.
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.
HOS undertake Emergency Planning Lead role on a weekly basis to ensure continuity of leadership in issues arising

Current Key Controls
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.
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)
Regular meetings between BDC and partners. Actions arising documented and reviewed. Meetings are minuted.
Monitor adherence with the Corporate Project Management Methodology and action taken where required. Monitored by the responsible Head of Service and the Programme Board
Procedures in place to monitor compliance with Contract Procedure Rules and Financial Regulations. Monitored by the Section 151 Officer.

Key Objective: Ref. No. 7	
<p>Equalities and diversity agenda embedded across the Authority                      Responsibility: Head of Legal, Equalities &amp; Democratic Services</p>	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	
Political	✓
Social	✓
Technical	
Legal	✓
Environmental	

Key Objective: Ref. No. 8	
<p>Effective employee recruitment and retention                      Responsibility: Head of HR &amp; OD</p>	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	
Political	
Social	✓
Technical	✓
Legal	
Environmental	✓

Key Objective: Ref. No. 9	
<p>Full compliance with all Health and Safety legislation                      Responsibility: Head of HR &amp; OD</p>	
Links to Council Objective:	Improvement (02)
High Impact Areas	
Financial	
Political	
Social	✓
Technical	
Legal	✓
Environmental	✓

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
Medium	Medium	Low	Medium
Risk Colour (Score)		Risk Colour (Score)	
RED (6)		GREEN (2)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	High	Medium	Medium
Risk Colour (Score)		Risk Colour (Score)	
RED (9)		AMBER (4)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
Medium	Medium	Low	Medium
Risk Colour (Score)		Risk Colour (Score)	
AMBER (4)		GREEN (2)	

Current Key Controls
<p>Equalities Officer in place to monitor the action plan over the next 12 months to ensure the achievement of Level three.</p>
<p>Inclusive Equalities Scheme published and six sub groups established to develop and improve each strand.</p>
<p>Mandatory Staff training on equalities and diversity for council employees including scheduled Impact Assessment Surgeries for line managers.</p>
<p>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.</p>
<p>Established Disabled User Group and Equalities &amp; Diversity Focus Group who meet regularly to consult and involve members of the community in the way we deliver our services.</p>

Current Key Controls
<p>Training and development opportunities supported by a 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.</p>
<p>Annual PDR process which has been reviewed and delivers focus by ensuring that all employees, including the CEO, have development plans and are set appropriate targets that are aligned to Council objectives.</p>
<p>The short term People Strategy is operational. Compliance with the strategy is monitored via the CEO/Head of HR &amp; OD 1:2:1's and via the Head of HR &amp; OD/direct reports 1:2:1's. Summary notes of 1:2:1's are produced and actions arising documented and reviewed.</p>

Current Key Controls
<p>Updated Health &amp; Safety policy sets out aims and objectives for improving H&amp;S at work. Includes organisational responsibilities and arrangements currently in force for achieving those objectives. Policy subject to regular review.</p>
<p>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.</p>
<p>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&amp;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 &amp; trips.</p>
<p>H&amp;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.</p>

Key Objective: Ref. No. 10	
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. 11	
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. 12	
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	

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
Medium	Medium
Risk Colour (Score)	
AMBER (4)	

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

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

Current Key Controls
Regular item on SMT & CMT agenda. Meetings are minuted and actions arising documented and reviewed.
Parish Council Forum meets Quarterly. Actions arising are documented and reviewed. PACT meetings attended by a Senior officer of BDC and Chat with the Chief sessions held
Bi-monthly Leaders from all the councils in Worcestershire meet with Chief Executive Officers. Actions arising documented and reviewed. Monthly Chief Execs Panel attended by BDC.
Regular meeting with Corporate Director to identify areas for further work
Headline items in Staff Forums and Briefing sessions held by Chief Executive Officer and Leader. Included on Core Brief when relevant

Current Key Controls
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.
Regular updates provided to staff, for example, via Connect Bulletins and Intranet page.
CMT share ownership of project with Single Status being a CMT agenda item.
Job Evaluation Framework in operation. Key elements include software, identification of unique jobs, local conventions, pilot scheme undertaken, appeals mechanism, agreed timetable for main evaluation exercise and WMLGA engaged to facilitate process.

Current Key Controls
On an annual basis each Head of Service submits Performance Indicator certificates to the Senior Policy & Performance Officer. PI's are subject to exception checking by Corporate Communications, Policy and Performance Team, that is, are checked to Performance Indicator certificates.
External Audit review data in accordance with Key Lines of Enquiry. For identified issues, action plans are implemented and reviewed.
The Council has an information retention schedule and has conducted an information audit.
The Council has a data sharing protocol in place.
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.

Key Objective: Ref. No. 13	
<b>Effective Projects Management Responsibility: Assistant CEO</b>	
<b>Links to Council Objective:</b>	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	
Technical	
Legal	✓
Environmental	

Key Objective: Ref. No. 14	
<b>Effective Business and Performance Management Responsibility: Assistant CEO</b>	
<b>Links to Council Objective:</b>	Improvement (02)
High Impact Areas	
Financial	✓
Political	✓
Social	✓
Technical	✓
Legal	✓
Environmental	✓

Key Objective: Ref. No. 15	
<b>Effective Customer Focused Authority Responsibility: Assistant CEO and Head of E-Gov &amp; Customer Services</b>	
<b>Links to Council Objective:</b>	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	Low
Risk Colour (Score)	
AMBER (3)	

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)	
GREEN (2)	

Current Key Controls
Project Management Framework has been reviewed.
Programme Monitoring Board has been established to monitor project progress across the organisation.
Project Management Methodology in place. Key elements of the Project Management framework documentation include project initiation, implementation and closure.
Training in using the Project Management Methodology is available as detailed in the 2007/08 Training Directory.
Capital Monitoring Group established - Monthly capital budget monitoring of actuals against targets and actions arising documented and reviewed as part of the Asset Management Group

Current Key Controls
Three year targets subject to annual review by CMT, PMB and Cabinet.
Monthly monitoring of performance against targets and actions arising documented and reviewed.
DMTs meet monthly to discuss performance and actions arising are documented and reviewed.
Budget consultation focus groups meet regularly and actions arising are documented and reviewed.
Quarterly Integrated Financial and Performance report discussed and actions arising documented and reviewed.

Current Key Controls
Monitoring and review of RLAs between Customer Service Centre and back office and action taken where required.
Monitoring of adherence with the corporate Customer Service Standards, and action taken where required.
Annual review of Customer First Strategy.
Regular attendance at strategic Worcestershire Hub meetings.
Monthly management information on Customer Service Centre is reviewed and acted upon where issues and/or problems are flagged.

Key Objective: Ref. No. 16		Key Objective: Ref. No. 17		Key Objective: Ref. No. 18	
Successful implementation of Joint Chief Executive Initiative		Ensure the Council achieves at least a CPA fair rating and is prepared for CAA: CEO and Assistant CEO		To have effective VFM arrangements to deliver efficiencies across the Council	
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	
Financial	✓	Financial	✓	Financial	✓
Political	✓	Political	✓	Political	✓
Social	✓	Social	✓	Social	✓
Technical		Technical	✓	Technical	✓
Legal	✓	Legal	✓	Legal	✓
Environmental		Environmental	✓	Environmental	✓

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

Current Key Controls	Current Key Controls	Current Key Controls
Regular meetings with Leaders of all Political Groups to ensure that role serves all members not just controlling group	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.	VFM Strategy in place together with VFM action plan presented to members on quarterly basis for update
The determination of clear arrangements for 'locally focused' management and adequate support / backfill arrangements. To be kept under review – management capacity at BDC addressed following last CPA. Funds available to address any concerns under Improvement Plan – further discussions with WMRIEP.	In areas of concern additional resources made available. For example, staff drafted into Planning, Improvement Director funded as part of the Improvement plan.	VFM training delivered to officers and members
Open, frank and transparent discussions with 'lead official' and other GMB members prior to decision making	Demonstrable leadership from Portfolio holders with responsibilities linked to improvements action plan.	Effective procurement procedures and processes in place including: procurement strategy, code, framework for corporate contracts and training for officers and members
Clearly identified and communication 'local' management arrangements and regular and effective strategic dialogue at SMT level		Efficiency gains monitored within the integrated performance and finance report presented to members quarterly
Investment of time by acting Chief Executive in building relationships and respecting local expertise, knowledge and intelligence		VFM considerations included in Committee reports to ensure all projects & services address issues of delivering VFM to residents.

Key Objective: Ref. No. 19		Key Objective: Ref. No. 20	
To deliver a regenerated town centre through improved retail and public service		To effectively address external influences that impact on the community ( climate change, economic impact )	
Links to Council Objective:	Regeneration (01)	Links to Council Objective:	Sense of Community & Well Being (03)
High Impact Areas		High Impact Areas	
Financial	✓	Financial	✓
Political	✓	Political	✓
Social	✓	Social	✓
Technical		Technical	
Legal		Legal	
Environmental	✓	Environmental	✓

Current		Acceptable		Current		Acceptable	
Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood
High	Medium	Medium	Medium	High	Medium	Medium	Medium
Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)	
RED (9)		AMBER (4)		RED (9)		AMBER (4)	

Current Key Controls	Current Key Controls
Regeneration Steering Group in place that meet 6 weekly - including external & internal officers and members. Project Plan for delivery	Climate change identified as key priority for the Council for realignment of funding and resource
Operations team in place for low level strategy and operations - part of overall plan	Joint working group in place with external stakeholders to address economic concerns ( benefit, homelessness, worklessness) - meet on a quarterly basis
Theme / Stakeholder group - LSP group to include traders and principle stakeholders	Welfare officer in place in benefits to discuss concerns with individual claimants
Public consultation through the area action plan. Surveys conducted through issues and options survey	Travel plan, air quality strategies developed to support the climate change agenda
Regular discussions with County Council re planning etc - specialist legal and commercial advice	Staff trained in debt management advice and support