No	Issue	Action Planned	Latest progress as at February 2006	Proposed remedial Action (if required)
1	There is a need to ensure that risk management is embedded in the culture of the organisation	Review the function of the Risk Management Group and appoint 'risk champions' to represent each service area and be fully trained in all aspects of risk management. By May 2005 Develop the risk register and improve accessibility to the risk management database by enabling a web browser access to the system for 'risk champions' and other relevant staff By June 2005	The proposed review of the Risk Management Group has been carried out and representatives (champions) from each service area have been nominated. They have met 4 times on a quarterly basis, and greater attention has been given to the subject of risk throughout the Council. Access to the Council's risk database has been provided to all champions and all those directly responsible for managing individual risks. Despite this , there is insufficient evidence that a risk management culture is embedded within the Council.	
2	The Council Constitution has been recently reviewed, however requires further refinement to accommodate bedding in of new administration and governance structures	Awareness sessions planned with stakeholders and partners; development of new intranet/web based resource to ensure available governance documents are more accessible By October/November 2005	The Council's Constitution is under continual review. Any changes to be made to the Constitution itself will be notified to the WP Unit at County Hall who will make those amendments to the Constitution and will then arrange for the updated version to be available on the intranet. It is proposed that	

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			there will be more accessible links to the various parts of the Constitution, but the WP Unit are awaiting further software to enable them to carry out this process	
3	Executive decision making requires more clarity around member role in gate-keeping corporate change management plan and performance management	New arrangements for change management plan and performance management structures adopted by Cabinet By September 2005		
4	Overview and scrutiny functions need to be refined to ensure they are sufficiently independent and robust	Revised arrangements in place to allow appointments to be made to both Scrutiny Committee and Audit Committee By October 2005	Constitution now allows for appointments to be made to both Scrutiny and Audit Committees, within guidelines. In addition, the Constitution allows for the appointment of two public co-optees and a Town & Parish Council representative to the Scrutiny Committee, thereby increasing its independence.	

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5	There is no systematic review of new/emerging legislation to ensure areas of corporate significance are identified	Add systematic review of new legislation to Legal Services team plan for 2006/07 Team plan October 2005	The Legal Services Team Plan is currently being amended to reflect the fact that a systematic review of new/emerging legislation is carried out to ensure that areas of corporate significance are identified and then cascaded to the appropriate Council departments. At least four legal updates per day are received by the Legal Team who then distribute details of relevant legislation, guidance and case law accordingly.	
6	Register of Employee's Personal Interest forms are not completed consistently throughout the Council	All line managers are expected to ensure that the declaration of interest forms are completed at each development review meeting and updated at the half-yearly review By November 2005	There is greater awareness of the need to make declarations of interests which could potentially conflict with Council business. There is also the facility for staff to raise them in the development review process. Some testing of individual departments is required to confirm that the procedure is followed in practice.	Compliance testing to confirm operation in practice.
7	Business continuity planning and disaster recovery plans need to be embedded in the culture of	ICT criticality review to identify business critical systems By August 2005 Pilot scheme developed to	Review completed, and recommendations incorporated into Task 14 – Business Continuity Plan for	

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	the organisation to meet the requirements of the Civil Contingencies Act	implement BCP By September 2005	Network.	
		Awareness seminars for members and senior managers By October 2005 Implementation seminars for BCP By March 2006	Awareness Seminars and Workshops completed.	
		Collate individual plans and produce Co-ordination and Crisis Management Procedure By June 2006	Individual Service/Department Plans currently being produced. It is anticipated that the majority of these plans will be produced by the end of March, and that the outstanding plans will be completed by the end of April. The only exception to this is Children's Services – due to other imperatives they will be delayed until later in the year. However as they have a number of existing contingency plans this is not critical. Remainder on target for collation of plans, and coordinated full plans including Crisis Management Plans by June 2006	
8	The Council's procurement procedures need to be cascaded throughout the	Contract standing orders to be updated to set out necessary actions to be taken according to	New Contract standing Orders were incorporated into the revised constitution of the	

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	organisation to ensure consistency of application and compliance with national guidelines	the strategic importance of a procurement; also to include the competitive process required in each instance, in particular the requirements of the EU procurement regulations By July 2005	Council in June 2005. The new rules clearly define how the competitive process is to be applied according to the value of the contract. There is as yet no evidence of any breaches of the rules.	
9	There is a need to identify more resources for highway maintenance in order to secure full compliance with Section 41 of the Highways Act 1980 (duty to maintain the highway)	Manage the highways network within existing resources, both capital and revenue, in order to minimise the potential impact on road users Utilise the LTP process to secure adequate resources to maintain the highway network through capital investment Planned implementation of a highway asset management PFI scheme to improve the quality of the highways network throughout the local area By Spring 2008	Additional £800,000 of funding has been provided in order to undertake a programme of safety surfacing. The long term solution is the implementation of a highway asset management Public Finance Initiative (PFI). This requires an application to the DfT to be successful, but the department has delayed any invitations from highway authorities to submit expressions of interest. If the application was successful , the PFI could be in place by Autumn 2008.	

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10	There is a need to identify more resources for property maintenance to prevent deterioration of the asset base and allow resources to be targeted at statutory requirements e.g. Health and Safety, Asbestos, Disability Discrimination Act	CDM/professional advice from external agents. Condition surveys and resourced plan to manage and monitor risk. Action plan for remedial works necessary to bring property assets to a consistent standard Manage the property portfolio within existing resources, both revenue and capital, in order to improve standards for users Deliver an updated Asset Management Plan By April 2006	Responsible: Barry Cooke	
11	Need for identification of more resources to support some areas of enforcement and Health and Safety Policy	Bid to DEFRA for ring-fenced funding to assist delivery of animal health enforcement By June 2005 Resources have been identified and set aside to assist delivery of a corporate Tree Safety Policy – suitable member of staff with relevant experience to be recruited By September 2006	Bid to DEFRA successful. New officer appointed. Post fully funded within deadline by DEFRA grant. Position advertised twice but no appropriate candidates. Position readvertised, single applicant to be interviewed in March 2006.	

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12	Management of partnership arrangements needs to be improved to ensure they are dealt with consistently throughout the authority and in the same manner as other methods of service delivery	Corporate project team to be established to set best practice standards for partnership management and ensure they are applied consistently By August 2005 Partnership register to be created to record details of significant partnership arrangements By October 2005	Project Team established and is in process of developing both rules and guidance. Partnership register being created by way of survey of all departments.	
13	Performance management arrangements need to be refined to ensure they are embedded throughout the Council's service areas	Implement improved performance management standards through the Council's Change Management Plan and procure and implement a corporate performance management system By April 2006	Procurement and implementation of new performance management system now in progress with aim of providing re-formatted information by May 2006	

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14	Corporate ICT systems need to be regularly reviewed to ensure system security is safeguarded and that all systems are fit for purpose and updated for current technology	Upgrade power, air conditioning and fire alarms in server farm Implement new internet filtering and security systems ICT criticality review to identify business critical systems By August 2005 Appoint ICT Security Manager and review ICT security policy By October 2005 Implement business continuity plan for networks and business critical systems By March 2006	Upgrade of Power completed. Upgrade of Air conditioning implemented March 2006. ICT Security Manager post was filled. It is vacant again and the post has been advertised to fill again. Critical Systems reviewed by ICT Security Manager. Proposals created and presented to Project Board by Nick Gronland before his departure, not all proposals funded. Full BCP proposals cannot be implemented until funding made available.	

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15	Medium term financial strategy needs to be reviewed and updated to reflect changing Council priorities and the changing Government grant regime	MTFP to be updated to take account of the Council's Change Management Plan and the new 3 year Government grant settlement By February 2006	MTFP currently being redeveloped in accordance with the revised aims and objectives of the Council, as expressed in the Aim High document. Its revised format allows a robust framework for future service delivery, and it will include specific sections on each of the following: • Budget and Resource Planning • Investment Plans and Prudential Borrowing • Efficiency Targets and Affordability • Service Planning – Linking Resources to Priorities • Reserves and Balances • Risk Management The revised MTFP also includes appendices providing more detail for each of the Council's main objectives, and it is envisaged that the completed document will be presented for approval at the Council meeting in May 2006	

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16	Human resource issues need to be improved to provide support to the Council's workforce and enable their development through improvements to working practices and morale	Change Management Plan will require Workforce Plan to identify staff development needs and develop a career management scheme By March 2006 Stress risk assessments carried out Regular employee surveys to monitor morale Exit interviews to identify reasons for staff turnover Health and Safety training programme implemented ICT training programme to be further developed to assist staff keep pace with new technology By March 2006	The workforce development plan is currently being drafted using collated workforce information to respond accordingly to national workforce strategy drivers and local priority improvements as set out in our Aim High change management plan. A career management scheme will flow from this document in due course. An organisational change competence survey is in place with a 20% representative selected sample of staff being requested to participate. The survey will provide the organisation with valuable information to help build the culture needed to deliver the massive change programme. It is anticipated that the report outcomes will be presented to Directors & Cabinet at the end of March. This survey will be followed up by the usual staff survey at a later stage.	

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16 cont			Stress Risk Assessment & Management is an identified essential training requirement for all managers. This training provides the necessary information for managers to complete stress risk assessments. Regular reports of attendance are provided to the Safety Liaison Officers group and Heads of Service. The general health and safety programme continues to be rolled out in response to identified needs. ICT training programmes continues to be delivered in response to identified needs and it is the intention to include a skills audit tool at induction to assist staff in identifying ICT skill needs for job roles.	