

## ACCESS TO SERVICES INSPECTION – UPDATE JANUARY 2006

Action/Task	Timescale	Responsible Officer	Update
<b>1. Develop a corporate approach to access and customer care</b>			
<ul style="list-style-type: none"> <li>Ensure that there is a clearly articulated long-term vision for access to services included in the Corporate Performance Plan and associated key plans and strategies (<i>see appendix 1</i>)</li> </ul>	June 2005	KR/KS	Completed – included in CPP 2005 – 2006.
<ul style="list-style-type: none"> <li>Develop a minimum standard for customer care</li> </ul>	March 2005	Linda Maughan / Karen Robinson	This work was re-prioritised as a consequence of additional external inspection requirements. Revised deadline for completion is March 2006. This work is now included within the People Strategy.
<ul style="list-style-type: none"> <li>Revise Corporate Minimum Standard for Performance Management to include explicit reference to service protocols and standards for customer care</li> </ul>	October 2004	KR	Completed – revised Minimum Standard circulated to CMT in November 2004 and to all relevant officers in January 2005.
<b>2. Improved communications with communities of interest to ensure their access needs are met</b>			
<ul style="list-style-type: none"> <li>Undertake research to identify the needs of Middlesbrough residents regarding overcoming barriers to accessibility e.g. language/culture and disability and establish baseline information for measures of access for all council services (NB meeting to discuss requirements arranged)</li> </ul>	March 2005	John Polson/ Scott Postlethwaite	Initial research proposal in place by March 2005. Decision taken to include this research within the Middlesbrough Neighbourhood Survey. Actions arising as a result of the analysis will be included in the 2006/07 Central Services Group Plan.
<ul style="list-style-type: none"> <li>Develop a proposal, with clear deadlines for implementation, to ensure a consistent approach to signage including; Signposts to buildings (for pedestrians and motorists) and Internal signage</li> </ul>	October 2004 (Proposal)	Mike Brider	Completed – proposal with timetable agreed and implementation has begun.
<ul style="list-style-type: none"> <li>Implement the longer-term website solution</li> </ul>	December 2005	Mark Gannon	Achieved - Short term refresh has been completed and the longer term website solution is being progressed.
<ul style="list-style-type: none"> <li>Introduce a corporate approach to language assistance (Prestige Network)</li> </ul>	September 2004	Saliah Hameed	Completed – Prestige Network has been operational since September 2004 and is providing important information on the language needs of service users.
<ul style="list-style-type: none"> <li>Registrars to investigate the feasibility of communicating bereavement information to relevant departments and report to CMT with recommendations</li> </ul>	December 2004	Richard Long Robert Wills	Completed - Investigation completed and process established to ensure relevant departments receive the information required.
<ul style="list-style-type: none"> <li>Ensure that the Corporate Communications Strategy addresses the Council's approach to council-wide and service promotional activities by developing a minimum standard for marketing</li> </ul>	December 2004	Mike Brider/ Karen Robinson / Kathryn Stokes	Achieved – The Communications Strategy Action Plan included this requirement. This requirement was met through the provision of a 'style guide' which has been circulated to all relevant staff.

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Action/Task	Timescale	Responsible Officer	Update
<b>3. Development of a corporate complaints system to inform policies for improvement to access and service delivery</b>			
Develop a corporate complaints system to inform policies for improvement to access and service delivery <ul style="list-style-type: none"> <li>Evaluate complaint management software available to record, analyse and evaluate complaints and report to CMT on the way forward</li> </ul>	March 2005	Chris Davies	Completed – Research was undertaken into possible solutions and the preferred solution has been identified, this is an in-house development using ceibel software.
<ul style="list-style-type: none"> <li>Implement Corporate Complaints Systems</li> </ul>	April 2005		Completed the in-house solution is being piloted.
<ul style="list-style-type: none"> <li>Monitor and report to CMT – with recommendations to service areas to action</li> </ul>	6 monthly	Chris Davies	Completed – questions to be included in future voice-over surveys (annually) and also the biannual Neighbourhood Survey.
<ul style="list-style-type: none"> <li>Consult with residents on satisfaction with complaint handling as part of our regular consultation activity</li> </ul>	Annually	Scott Postlethwaite	Achieved - undertaken through voice-over surveys.
<b>4. Development of a clear framework for the evaluation of service contribution to improved access across the authority</b>			
<ul style="list-style-type: none"> <li>Investigate the feasibility of enabling all calls to the Council (including remote offices) to be monitored and analysed and report to CMT on options</li> </ul>	March 2005	Scott Postlethwaite Helen Child	Completed – an investigation into the feasibility of enabling all calls to be monitored was undertaken. This is not cost-effective at present but as new technology is introduced it may become feasible.
<ul style="list-style-type: none"> <li>Ensure that service improvements relating to access are shared across all leisure centres</li> </ul>	September 2004	Diane Simon	Completed.
<b>5. Review and setting of targets that challenge services to continue to improve accessibility</b>			
<ul style="list-style-type: none"> <li>Re-negotiation of access SLA with HBS to include review of KPI and targets</li> </ul>	March 2005	John Polson	Achieved.
<ul style="list-style-type: none"> <li>Ensure that the Council achieves Level 2 of the Equality Standard</li> </ul>	March 2005	Karen Robinson	Achieved in October 2005.
<b>6. Prioritisation of the resources required to tackle remaining access issues</b>			
Develop a strategy and project proposal to address the Council's access issues that: <ul style="list-style-type: none"> <li>Prioritises resources available to tackle access issues</li> <li>Considers the rationalisation of buildings</li> <li>Ensures council buildings (particularly those open to the public) are DDA compliant (Dependant upon LPSA funding)</li> <li>Offers a 'managed service' solution where physical access is too costly to address</li> <li>Demonstrates maximum possible improvement in the relevant Best Value Performance Indicators</li> </ul>	December 2004	Martin Shepherd/ Carol Taylor	Achieved – work programme has been prioritised and agreed by CMT. Resources have been identified for phase one of the programme and phases 2 and 3 will be considered within the medium term financial planning process. An Access Officer has been appointed to address the 'managed service' solution.

**CULTURAL SERVICES INSPECTION – UPDATE JANUARY 2006**

Action/Task	Timescale	Progress to Date
<b>1. Prepare a long term strategic overview for the delivery of cultural services beyond the current five year strategies</b>		
<p>Identify within the Economic Vitality Theme of the revised Community Strategy the high level vision for culture within Middlesbrough. In particular addressing the significant change over the next decade as an outcome of the council's regeneration ambitions.</p>	<p align="center">March 2005</p>	<p>Completed – see Middlesbrough Community Strategy 2005</p>
<p>Revise the Cultural Strategy to identify:</p> <ul style="list-style-type: none"> <li>• the role of the borough in the regional context</li> <li>• the provision of services in a climate of local change – including consideration of alternative methods of service delivery</li> <li>• the significant change over the next decade in the profile, volume, location and demand of Middlesbrough residents</li> <li>• cultural contributions to all community strategy themes</li> <li>• priorities across cultural services and within individual cultural services,</li> <li>• non cultural priorities</li> <li>• prioritisation in relation to contributing to corporate objectives - ensuring priority is given to issues such as community safety and the education and care of young people and support to vulnerable people.</li> </ul>	<p align="center">December 2004</p>	<p>The original deadline was too ambitious however the Cultural Strategy has been realigned against the new Community Strategy Themes. It has been agreed that an out-turn report will be prepared for the first two years of the Cultural Strategy –following this the Cultural Strategy will be refined to reflect issues highlighted. This action will be included in the 2006/07 Regeneration Service Plan.</p>
<p>Ensure the range of cultural strategies and action plans:</p> <ul style="list-style-type: none"> <li>• are cross referenced and harmonised with each other and with the overall Cultural Strategy</li> <li>• identify consistent culture priorities and non priorities.</li> </ul>	<p align="center">March/ April 2005 – or when strategy to be reviewed</p>	<p>Completed - see Regeneration Service Plan 2005/06 Culture priorities and non priorities will be reviewed as a result of the Out-turn Report on the Cultural Strategy</p>

CULTURAL SERVICES INSPECTION – UPDATE JANUARY 2006		
Action/Task	Timescale	Progress to Date
<b>2. Focus on actions and activities to increase user numbers and to improve levels of resident's satisfaction within service provision</b>		
Identify actions and activities within service plans that focus on increasing user numbers and improving levels of resident satisfaction.	March/ April 2005	Completed - see Regeneration Service Plan 2005/06
Increase visitors to libraries to 6,300 for 2004/05 (BV 117).	March/ April 2005	Completed - Target not achieved due to a number of libraries closed longer than anticipated for refurbishment and a decline in the use of Central Library owing to the building works for mima and the new civic square. An action plan is in place to reverse this trend.
Increase by 2006/07 the percentage of residents satisfied with: <ul style="list-style-type: none"> <li>• Leisure Centres to 70% (BVPI 119a),</li> <li>• Libraries to 75% (BV 119b)</li> <li>• Museums to 60% (BV 119c)</li> <li>• Arts activities and venues to 52% (BV 119d).</li> </ul>	March/ April 2005	A survey will be carried out during 2006/07 to test the impact of the actions and activities focussed on improving levels of resident satisfaction. These targets will be included in the 2006/07 Corporate Performance Plan.
Ensure cultural services are considered within the council's strategy and project proposal being prepared to address access issues in response to the access to service inspection report.	January 2005	Completed - see project proposal and access strategy
Prepare a report for the e-Government Management Board that investigates the feasibility of developing the benefits which the use of IT systems can bring to service users including: <ul style="list-style-type: none"> <li>• online reservations for cultural services</li> <li>• cross service linkages between user facing elements of IT systems</li> <li>• IT solution to gather information for service users.</li> </ul>	March 2005	It has been agreed to procure a corporate on line booking module for the Council's website. This will allow online reservations for cultural services - this will go live by December 2005. However the library service has already implemented an on line book reservation service.

**CULTURAL SERVICES INSPECTION – UPDATE JANUARY 2006**

Action/Task	Timescale	Progress to Date
<b>3. Establish criteria to measure the outcomes of the cultural services in relation to corporate objectives and impacts on the local population</b>		
<p>Establish a set of local indicators that measure and monitor the outcome and impact of cultural services in relation to:</p> <ul style="list-style-type: none"> <li>• The extent they are contributing to the achievement of national, corporate and local objectives and priorities – including the Raising Hope agenda</li> <li>• The impact on the local population – including the care of young people and the impact on the BME community.</li> </ul>	<p align="center">March 2005</p>	<p>The Council is awaiting the outcome of a national exercise to explore a set of outcome indicators for culture. This exercise builds on the work carried out for the library service on the library impact standards, which have been implemented and supported by local indicators.</p>

**COMPREHENSIVE PERFORMANCE ASSESSMENT, CORPORATE ASSESSMENT – UPDATE JANUARY 2006**

Weaknesses Identified	Actions	Timescale	Progress to date
<b>1. Capacity</b>			
No overarching workforce development strategy	<ul style="list-style-type: none"> <li>▪ Implement the People Strategy in particular those actions relating to workforce planning and development (actions 2.1 and Aim 3).</li> <li>▪ Implement the Workforce Planning and Development Framework Action Plan.</li> </ul>	September 2006	<ul style="list-style-type: none"> <li>▪ Draft workforce planning and development strategy has been produced.</li> <li>▪ OD Manager appointed - to start January 2006.</li> <li>▪ OD Manager will implement the Workforce Planning and Development Framework Action Plan.</li> <li>▪ Future actions required will be included in the 2006-07 Central Services Group Plan and are also included within the People Strategy Action Plan.</li> </ul>
High levels of sickness	Implement the People Strategy in particular those actions relating to managing sickness absence ( action 2.10).	March 2006	<p>Achieved – actions implemented include:</p> <ul style="list-style-type: none"> <li>▪ HR Client Project Officer appointed to implement attendance management initiatives</li> <li>▪ Managers best practice group established</li> <li>▪ Managing Attendance Policy reviewed</li> <li>▪ September Figures 10.47 days (2004/05 11.8 days).</li> <li>▪ Future actions are included within the People Strategy and also will be included within the 2006-07 Central Services Group Plan</li> </ul>
Poor performance on indicators around the proportion of staff from black and minority ethnic communities or with disabilities	Implement the People Strategy in particular those actions relating to improving the proportion of staff from under represented groups (actions 2.5, 4.1, 4.4, 4.5, 4.6, 4.7, 4.8).	March 2006	<p>Achieved – the 2004/05 BVPIs showed a significant improvement. Actions implemented include:</p> <ul style="list-style-type: none"> <li>▪ Staff focus groups for BME, Gay and Lesbian and Disability are in place.</li> <li>▪ Recruitment and Selection Policy has been developed due to be implemented by January 2006 - policy delayed in order to carry out wider consultation with external agencies.</li> <li>▪ Improvement of recruitment methods.</li> <li>▪ Exit interviews procedure and questionnaire drafted - to be included as part of recruitment and selection policy.</li> </ul>

**COMPREHENSIVE PERFORMANCE ASSESSMENT, CORPORATE ASSESSMENT – UPDATE JANUARY 2006**

Weaknesses Identified	Actions	Timescale	Progress to date
Procurement Strategy not fully implemented	The actions required to progress this improvement priority are contained in the Procurement Strategy Action Plan.	March 2006	<ul style="list-style-type: none"> <li>▪ The Procurement Plan is to be reviewed in March 2006 and future actions to progress this will be included within the Procurement Strategy Action Plan and the 2006-07 Central Services Group Plan.</li> </ul>
<b>2. Performance Management</b>			
Inconsistent approach to appraisal	<p>Ensure that the Corporate Minimum Standard for appraisal is utilised to link corporate/service performance objectives to individual objectives:</p> <ul style="list-style-type: none"> <li>▪ Revise the corporate minimum standard to ensure it clear how individual's objectives link to the Council priorities.</li> <li>▪ Carry out an audit of appraisal coverage and quality.</li> <li>▪ Identify an IT solution to monitor the quality and coverage of the appraisal system.</li> <li>▪ Review the use of the Corporate Minimum Standard for appraisal.</li> </ul>	<p>September 2005</p> <p>January 2006</p> <p>March 2006</p> <p>June 2006</p> <p>January 2006</p>	<p>Achieved – revised minimum standard issued to managers and training for managers is based on the revised standard.</p> <p>The target date has been moved to March 2006. It has been agreed to carry out the induction audit first - the appraisal audit will now include coverage, quality and use of the Corporate Minimum Standard and ensuring that employee targets are linked to Council Objectives. This is included in action 2.7 People Strategy.</p> <p>The focus of the IT solution for appraisals Should have been related to linking appraisal outcomes to training plans and workforce data. This is action 3.1 in the People Strategy.</p> <p>Central Services Group Plan by March 2007.</p>

**COMPREHENSIVE PERFORMANCE ASSESSMENT, CORPORATE ASSESSMENT – UPDATE JANUARY 2006**

Weaknesses Identified	Actions	Timescale	Progress to date
Understanding of corporate performance issues such as potential reasons for high levels of sickness absence is limited	Develop an understanding of corporate performance issues by ensuring that regular reports are presented to CMT including: <ul style="list-style-type: none"> <li>▪ Sickness reports.</li> <li>▪ Equality Standard Compliance.</li> <li>▪ Progress against Diversity Action Plans.</li> <li>▪ Strategic Risk Register.</li> <li>▪ Consolidated budget and performance clinic reports.</li> </ul>	Monthly Six monthly Quarterly Quarterly Quarterly	Completed - Regular reporting to CMT with information available to all staff via Lotus Notes and where appropriate briefings at senior management teams in place. E.g. sickness reports to CMT monthly and Equality Standard Compliance to CMT twice a year. Strategic Risk Register and Diversity Action Plans reported quarterly.
A number of customer charters and service promises are in place but not all services are covered and existing standards contain variable quality of target setting. The promotion of standards is not consistent across services	To develop a Corporate Minimum Standard for Customer Services and review the training provision for front-line staff: <ul style="list-style-type: none"> <li>▪ Review training.</li> <li>▪ Develop a corporate minimum standard for customer services to ensure customer charters and service promises:               <ul style="list-style-type: none"> <li>- are in place for all services</li> <li>- contain quality target setting</li> <li>- are consistently promoted.</li> </ul> </li> </ul>	<del>July 2005</del> <b>March 2006</b>	<ul style="list-style-type: none"> <li>▪ A National Graduate Development Programme Trainee has been seconded to P&amp;P to progress development of the minimum standard.</li> <li>▪ A draft version of the Corporate Minimum Standard for Customer Care is available and has been circulated for discussion.</li> <li>▪ Information has been collated on existing customer care training provision.</li> </ul> These actions are included in the People Strategy Action Plan action 2.4.
<b>3. Achievement</b>			
Performance against some indicators has not improved	Use performance clinics to monitor all BVPIs particularly those where performance is not improving or is low in absolute terms.	June 2006	Achieved:
Education attainment is mixed and coming from comparatively low base			<ul style="list-style-type: none"> <li>▪ Performance clinics in August and November monitored performance against all BVPIs particularly those where performance is not achieving target.</li> <li>▪ 8 out of 9 Educational Achievement BVPIs improved between 2004/05 and 2005/06.</li> </ul>
Resident satisfaction with recycling facilitates is in the	Increase resident satisfaction with recycling by:		These 3 actions are all included within the CPP and monitored through performance clinics.

**COMPREHENSIVE PERFORMANCE ASSESSMENT, CORPORATE ASSESSMENT – UPDATE JANUARY 2006**

Weaknesses Identified	Actions	Timescale	Progress to date
bottom quartile	<ul style="list-style-type: none"> <li>▪ Extending kerbside collections to the whole of the town.</li> <li>▪ Appointing a recycling officer to further promote public participation in recycling schemes.</li> <li>▪ Provide 3000 home composting bins.</li> </ul>	<p align="center">March 2006</p> <p align="center"><del>June 2005</del> March 2006</p> <p align="center">March 2006</p>	<p>Tenders were received 21st October 2005 and a contractor will be appointed, the scheme will then be extended to the whole town by 31<sup>st</sup> March 2006. This action is included within the CPP and is being monitored through the performance clinics.</p> <p>Waste Awareness Officer and Recycling Officer posts released for advert following job evaluation. This action is included in the CPP and is being monitored through the performance clinics.</p> <p>An established procedure is in place. Location, training and distribution is being co-ordinated by the LSP theme group. The action is included within the CPP and is being monitored through the performance clinics.</p>
<b>4. Investment</b>			
HR developments are yet to be embedded	The actions required to progress this improvement priority are contained in the People Strategy Action Plans and include:	To be reviewed by March 2006	
	<ul style="list-style-type: none"> <li>▪ Carry out an audit of Corporate and Service Induction.</li> </ul>	January 2006	<ul style="list-style-type: none"> <li>▪ Achieved - An audit of managers and employees was carried out and reported to CMT on 1<sup>st</sup> December 2005. The audit found that all (100%) Heads of Service have read the guidance and 90% were using the Corporate Induction checklist. The majority (87%) of new employees felt that they had been welcomed into their new job 'well' or 'very well', 10% felt that the welcome was satisfactory and only 3% felt that the welcome wasn't satisfactory.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Identify an IT solution to monitor and evaluate the coverage and quality of the Corporate Induction Programme.</li> </ul>	January 2006	<ul style="list-style-type: none"> <li>▪ The focus of the IT solution for appraisals Should have been related to linking appraisal outcomes to training plans and workforce data. This is action 3.1 in the People Strategy.</li> </ul>

**COMPREHENSIVE PERFORMANCE ASSESSMENT, CORPORATE ASSESSMENT – UPDATE JANUARY 2006**

Weaknesses Identified	Actions	Timescale	Progress to date
	<ul style="list-style-type: none"> <li>▪ Rollout non-standard induction arrangements.</li> </ul>	February 2006	<ul style="list-style-type: none"> <li>▪ Achieved - Non-standard induction arrangements have been agreed and rolled out across Environment, the service area with the highest proportion of staff requiring non-standard induction.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Conduct appropriate employee consultation to establish how effective the Council is at managing its workforce and where further development is needed.</li> </ul>	March 2006	<ul style="list-style-type: none"> <li>▪ Actions to address this are included within objective 3 of the People Strategy.</li> </ul>
Systems in place to support risk management are not fully developed, embedded or universally applied	Ensure that actions required to support risk management are developed and embedded, including:		Achieved – the Auditors Scored Judgements 2005 stated that Risk Management within Middlesbrough Council was a strength. Individual action have also been achieved:
	Review Risk Management Strategy	September 2005	Achieved - revised Risk Management Strategy agreed by Deputy Mayor on 21st September 2005.
	Appoint Risk Champions for Members, CMT and each Service area	August 2005	Achieved - Risk Champions appointed, Deputy Mayor is members champion and Chief Executive is CMT champion. Each service area also has a risk champion.
	Procure risk management software	March 2006	This action has been deferred. It was agreed at the risk forum that the need for risk management software should be considered but that this action could not be progressed until the Middlesbrough Council's risk management framework and processes were finalised.
	Provide risk awareness training to all Members	March 2006	Achieved – training has been provided to all Executive members, and all members have been given the opportunity to attend one of 4 training dates or 1:1 with Risk Manager.

**COMPREHENSIVE PERFORMANCE ASSESSMENT, CORPORATE ASSESSMENT – UPDATE JANUARY 2006**

Weaknesses Identified	Actions	Timescale	Progress to date
	Raise risk profile to all staff via articles in staff newsletter	March 2006	Achieved – two articles have appeared in staff newsletter one introducing the Corporate Risk Manager the other discussing general Risk Management.
	In depth training for Risk Champions	October 2005	Achieved – all risk champions have received a 2-day Institute of Risk Management accredited training course. All risk champions passed the course with pass marks ranging from 85% - 100%.
	Produce a timetable to ensure all staff have relevant risk awareness training/briefing	<del>October 2005</del> March 2006	Achieved – timetable for training has been agreed. Training is included in the general induction course and also the managers induction course. Corporate training sessions have been arranged for January, February and March 2006.
	Review corporate and service area risk registers	March 2006	Completed - This forms part of the Editorial Board process introduced as part of the revised Corporate Minimum Standard for Performance Management.
<b>5. Future Plans</b>			
Workforce development is not currently based on a robust analysis of the workforce profile	<ul style="list-style-type: none"> <li>▪ Implement the People Strategy in particular those actions relating to workforce planning and development (actions 2.1 and Aim 3)</li> <li>▪ Implement the Workforce Planning and Development Framework Action Plan</li> </ul>	September 2006	<ul style="list-style-type: none"> <li>▪ Draft workforce planning and development strategy has been produced.</li> <li>▪ OD Manager appointed - to start January 2006.</li> <li>▪ OD Manager will implement the Workforce Planning and Development Framework Action Plan.</li> <li>▪ Future actions required will be included in the 2006-07 Central Services Group Plan and are also included within the People Strategy Action Plan.</li> </ul>

**COMPREHENSIVE PERFORMANCE ASSESSMENT, CORPORATE ASSESSMENT – UPDATE JANUARY 2006**

Weaknesses Identified	Actions	Timescale	Progress to date
Some service plans and action plans are not sufficiently robust	<ul style="list-style-type: none"> <li>▪ Revise Corporate Minimum Standard for Performance Management to provide clearer guidance on:</li> <li>▪ service plan links to issues relating to risk/people/ procurement and finance</li> <li>▪ ensuring performance management arrangements focus on outcomes</li> </ul>	October 2005	Corporate Minimum Standard revised, reported to CMT December 2005 and circulated to performance officers December 2005. The revised standard provides additional guidance on how service plans should link to issues relating to risk, people, procurement and finance and on how performance management arrangements should focus on outcomes. The Service Plan Editorial Board, which has been introduced, will provide a quality assurance check to ensure that service plans meet the revised standard.
	<ul style="list-style-type: none"> <li>▪ Establish a Service Plan Editorial Board to ensure Service Plans:</li> <li>▪ Are produced on time</li> <li>▪ Meet the Performance Management Minimum Standard</li> <li>▪ Robust action plans</li> </ul>	December 2005	<ul style="list-style-type: none"> <li>▪ Establishment of Editorial Board agreed at CMT - December 2005</li> <li>▪ First meetings planned for March 2006</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Develop a database and system to track and monitor progress against all improvement plans, action plans and strategies</li> </ul>	March 2006	<ul style="list-style-type: none"> <li>▪ Database has been developed and is currently undergoing testing</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Develop a Corporate Minimum Standard for Project Planning</li> </ul>	March 2007	<ul style="list-style-type: none"> <li>▪ The Principal ICT Client Officer has been charged with developing this minimum standard in conjunction with the Deputy Director of Finance.</li> <li>▪ Strategic Resources have arranged Project Management training to commence early in the New Year.</li> </ul>

## RISK MANAGEMENT ACTION PLAN UPDATE – JANUARY 2006

ACTION/TASK	TIMESCALE	RESPONSIBLE OFFICER	PROGRESS
<b>Fully integrate risk management into the culture of the Council and also into the Council's strategic planning processes</b>			
Revise risk management strategy	September 2005	Karen Robinson	Completed, revised strategy agreed by Executive.
Appoint member, CMT and directorate risk champions.	August 2005	Karen Robinson / Kathryn Stokes / Risk Forum	Achieved - Deputy Mayor and Jan Richmond are lead risk champions, risk champions identified for each service area: <ul style="list-style-type: none"> <li>- Central Services K Stokes</li> <li>- CFL D David</li> <li>- Environment E Boxall</li> <li>- Regeneration A Andrew</li> <li>- Social Care P Duffy</li> </ul>
Establish the risk forum	July 2005	Robert Chamberlain	Achieved – risk forum established and meeting regularly.
Establish terms of reference for the risk forum	<del>July 2005</del> March 2006	Robert Chamberlain	The risk forum has been re-focussed therefore the terms of reference originally drafted are no longer applicable.
Ensure that monitoring reports are taken to CMT, Scrutiny and Executive.	Quarterly	Karen Robinson	Achieved (and ongoing) monitoring reports have been taken to CMT, Scrutiny and Executive relating to the 1 <sup>st</sup> and 2 <sup>nd</sup> quarter monitoring. 3 <sup>rd</sup> quarter monitoring is due to begin in January 2006.
Incorporate risk management reporting within the Integrated Performance and Budget Clinic Process.	October 2005	Karen Robinson	Achieved – the integrated clinics now include risk management reporting. Guidelines were issues to service areas on what to include in this section and reports to the 1 <sup>st</sup> and 2 <sup>nd</sup> quarter integrated clinics included progress reports relating to risk management.

## RISK MANAGEMENT ACTION PLAN UPDATE – JANUARY 2006

ACTION/TASK	TIMESCALE	RESPONSIBLE OFFICER	PROGRESS
<b>Ensure that the framework for identifying, evaluating, controlling, reviewing, reporting and communicating risks across the Council is effectively implemented and understood by all relevant staff</b>			
Provide risk awareness training to all Executive members.	September 2005	Joachim Adenusi	Achieved – all Executive members have received risk awareness training.
Provide the opportunity for risk awareness training to all non-executive members.	December 2005	Joachim Adenusi	Achieved – all non-executive members have received the opportunity for risk awareness training. The take up rate for the 2 sessions arranged was low therefore an additional 2 sessions and 1:1 training at times to suit members has been arranged.
Ensure appropriate training is undertaken by all risk champions	September 2005	Joachim Adenusi	Achieved – all risk champions have received appropriate training. All have passed a 2-day IRM accredited course pass marks ranged from 85% - 100%.
Develop a risk manual that to assist in the delivery of consistent risk management.	<del>October 2005</del> April 2006	Joachim Adenusi / Kathryn Stokes	The key components required for the risk manual took longer to agree than envisaged therefore this action has slipped. However, the main elements for the manual are now available and therefore it is expected that the manual will be available by April 2006.
Identify the training / information needs of all staff and devise a programme to meet the identified needs.	December 2005	Risk Champions / Joachim Adenusi	Achieved – Training and information needs for all staff are being ascertained via risk champions. A corporate risk awareness training programme form managers is being developed and the 1 <sup>st</sup> session is due to run on 20 <sup>th</sup> January 2006. Risk awareness is included in both the Corporate Induction Programme and also the New Managers Induction Programme.

## RISK MANAGEMENT ACTION PLAN UPDATE – JANUARY 2006

ACTION/TASK	TIMESCALE	RESPONSIBLE OFFICER	PROGRESS
<b>Effectively communicate the Council's approach to risk management, to our stakeholders.</b>			
Roll out the revised risk management strategy to all directors, heads of service and senior managers.	November 2005	Karen Robinson / Kathryn Stokes	Achieved - Training was provided to all directors and heads of service on risk management and Middlesbrough Council's Risk Management Strategy.
Ensure that the profile of risk management is raised amongst all staff via regular articles in the staff newsletter (2 per year).	July 2006	Robert Chamberlain	Achieved – 2 newsletter articles have been produced during 2005 one introducing the new Risk Manager and one outlining risk management.
<b>Improve co-ordination of risk management activity across the Council</b>			
Introduce, via the revised risk strategy and manual, a standardised framework for identifying the level of risk.	October 2005	Joachim Adenusi	Achieved – a standardised framework for identifying the level of risk and Middlesbrough Council's risk appetite in included in the Risk Management Strategy, this was included in the training provided to all directors and heads of service.
<del>Introduce an internal funding scheme to facilitate the development of risk management strategies, and the adoption of risk reduction initiatives.</del>	April 2006	Robert Chamberlain	This action is not currently required. The approach to risk management is to embed it within current working practices therefore risk funding can be accessed through current funding mechanisms (e.g. medium term financial plan, service budgets, capital bids etc.)
Ensure that the Risk Forum includes a responsibility to co-ordinate activity across the Council and that this is effectively discharged.	September 2005	Robert Chamberlain	Achieved - risk forum members are aware of this responsibility and are currently co-ordinating the revision of the strategic risk register. The 'buy-in' by senior managers has enabled this responsibility to be effectively discharged.

## RISK MANAGEMENT ACTION PLAN UPDATE – JANUARY 2006

ACTION/TASK	TIMESCALE	RESPONSIBLE OFFICER	PROGRESS
<b>Ensure that the Executive, Corporate Management Team (CMT) and external regulators can obtain necessary assurance that the Council is effectively mitigating against the risks of not achieving objectives and thus complying with good corporate governance.</b>			
Annually reviewed strategic risk register.	Annual	Karen Robinson	Achieved. The Strategic Risk Register 2004/05 was reviewed and revised for 2005/06. Work is being co-ordinated by the risk forum on the revision to the 2005/06 risk register and a revised register will be included in the 2006/07 Corporate Performance Plan.
Annually review service group risk registers.	Annual	Robert Chamberlain	Achieved. The Corporate Minimum Standard for Performance Management includes a requirement for service groups to include risk registers within their service plans. The training provided to directorates provided the basis for revising both service areas contribution to the Corporate Strategic Risk Register and also Service specific risk registers. This work is being led on by the risk champions for each service area and co-ordinated through the Risk Forum. A Service Plan Editorial Board has been established to oversee the quality of service plans and risk registers will be quality assured as part of this process.
Quarterly reports on the strategic and service group risk registers to the appropriate forum.	Quarterly	Karen Robinson / Robert Chamberlain	Achieved – Strategic Risk Register is reported to CMT, Scrutiny and Executive. Service specific risk are reported to members via the integrated clinics.
<del>Compliance reports and assurances via the Risk Forum.</del>	Quarterly	Robert Chamberlain	These requirements have been subsumed into the Corporate Minimum Standard for Performance Management (see action below).
<del>Internal Audit to audit key processes.</del>	Annual	Derek Robinson	
Performance and Policy to monitor the implementation of the Risk Management Strategy.	Annual	Karen Robinson	Achieved – the risk management strategy requirements have been subsumed within the Corporate Minimum Standard for Performance Management. Compliance with this is monitored annually (most recent monitoring was November 2005).