

Committee: Scrutiny 2
Date: 31 March 2004
Agenda Item No: 4
Title: BENEFITS FRAUD INSPECTION MANAGER –
PRESENTATION
Author: Ian Orton (01799) 510402

Summary

- 1 As part of the CPA process the Council was subject to an inspection by the Benefits Fraud Inspectorate. The inspection was carried out on the 14 January 2004 and the department was awarded **Fair to Good** on current performance and proven capacity to improve was rated as **Good**.

Background

- 2 Jonathan Bottomer of the Benefits Fraud Inspectorate will update Members of Scrutiny 2 on the work of the BFI and how Uttlesford District Council fits into this process.

RECOMMENDED that Members comment on the work of the Benefits Fraud Inspectorate and the recent inspection of the Benefits Section within Uttlesford District Council.

Background Papers: Benefits Fraud Inspectorate File

Committee: Scrutiny 2
Date: 31 March 2004
Agenda Item No: 5
Title: ESSEX POLICE - COMMUNITY SUPPORT OFFICERS
PRESENTATION
Author: Ian Orton (01799) 510402

Summary

- 1 The presentation by Chief Superintendent Sue Harrison will outline the work of the Police Community Support Officers within Uttlesford District.

Background

- 2 In February 2003 Resources Committee agreed to contribute £50,000 for the purpose of community wardens. This contribution ensured that Uttlesford District had 5 rather than 3 Police Community Support Officers (PCSO's). Initially 4 are based at Saffron Walden and 1 at Dunmow. The funding of the additional PCSO's is linked to a Service Level Agreement and adequate performance. Performance of the PCSO's is measured as part of the Performance Management system, which is elsewhere on the agenda. Performance includes: Periods of Patrol Time Performed/Confiscation of alcohol or tobacco/Seizure of vehicles causing alarm/Removal of abandoned vehicles/Visits to homes, schools, parish forums etc.
- 3 The PCSO's took up duties in November 2003 and the presentation outlines the work to date and options for the future.

RECOMMENDED that Members comment on the work of the Police Community Support Officers within Uttlesford District.

Background Papers: Police Community Support Officers 2003

Committee: **Scrutiny 2**

Date: **31 March 2004**

Agenda Item No: **6**

Title: **GOLDS ENTERPRISE ZONE – OCCUPANCY RATES**

Author: **Ian Orton (01799) 510402**

Summary

- 1 This Report updates the Committee on the current position at Golds Nurseries Business Park, Elsenham.

Background

- 2 The Committee have requested a regular progress report on the current situation of the management and lettings of the units at Golds Nurseries Business Park.

Dilapidations

- 3 Work on dilapidations is now complete.

Bid to the Essex Economic Partnership for CCTV and Re-Branding

- 4 In December the Council submitted a bid to the Essex Economic Partnership (EEP) for funding from the Essex Capital Projects Fund for CCTV and re-branding. The bid was successful and the Council will receive a maximum capital grant of £12,000 or 50% of the total expenditure for the works, whichever is the lesser. The grant is subject to works being carried out in this financial year, with invoices submitted by 25 March 2004.
- 5 To ensure works are carried out in accordance with the EEP timetable an order has been placed with the Council's contractor to install the CCTV under emergency works. It should be noted that there will be an annual subscription charge of approximately £1,200 for broadband services required to transfer data from the cameras to a PC. There will also be an annual maintenance cost after the first year. These costs were not highlighted in the report that went to Committee in November.
- 6 The re-branding of the estate will be carried out by Royston Simpson Publicity. The site will be known as Golds Enterprise Zone and negotiations are currently taking place with this company to finalise requirements for the re-branding.

Lettings

- 7 The Council have negotiated three further lettings which should complete within the next few weeks. This will bring the total to 10 occupied units out of a total of 18 units on the estate.

Legal Work

- 8 Legal work associated with lettings is now being carried out by Chelmsford Borough Council through the Essex Authorities TISWAS system. Unfortunately there have been problems over the first letting they have been involved with, although most of these arose as a result of delays by the prospective tenant's solicitor. The legal process will continue to be monitored to ensure that leases are concluded within a commercial timetable.

RECOMMENDED that the Committee notes the current situation.

Background Papers – GOLDS NURSERIES FILES 1984 onwards.

Committee: Scrutiny 2
Date: 31 March 2004
Agenda Item No: 7
Title: CONTRACT MANAGEMENT – WORK PROGRAMME
Author: Ian Orton (01799) 510402

Summary

- 1 This report provides Members with details of the management of the major contracts within the Council.

Background

- 2 Members of Scrutiny Two requested details of the Management of Contracts within the Council as part of the forward plan of the committee. Uttlesford has six major contracts:

• Domestic Waste Collection	£750,000
• PFI Leisure Contract	£250,000
• Street Cleansing	£400,000
• Vehicle Maintenance	£270,000
• Recycling Collection	£230,000
• Housing Repairs	£770,000

- 3 The Domestic Waste and Leisure Contracts are carried out by external contractors and the remaining contracts are partly carried out by the in-house direct services team. The day to day monitoring of these contracts is carried out by client side officers who monitor the contracts to ensure that the contractor(s) are delivering the contract to the specification as agreed by both parties. If the delivery is not to the required specification then the client side officers manage the penalty arrangements that form part of the contractual agreement.
- 4 The above arrangements will change as part of the restructuring being carried out within the Council. As part of this process the in house direct service teams will be transferred to the appropriate executive managers within the authority so for example the housing repairs team who carry out around 45% of housing repairs will be transferred to the housing department and will be directly managed by housing staff.
- 5 Scrutiny Committee should examine this report as an interim document. Procurement Task Group will be considering new ways that contracts are managed to ensure that the authority obtains the maximum value from the £2.7m that is spent on major contracts each year. The report recommends that Scrutiny Committee receive a report on the management of contracts once the restructuring of the senior management of the council is completed.

RECOMMENDED that

- 1 Members comment on the existing management arrangements of the monitoring of the six major contracts within the Council and
- 2 Scrutiny Committee receives on 6 October 2004 a report on revised contract management arrangements

Background Papers: Contract Files

Committee: Scrutiny 2
Date: 31 March 2004
Agenda Item No: 8
Title: PERFORMANCE MANAGEMENT APRIL TO DECEMBER 2003
Author: Ian Orton (01799) 510402

1 Summary

This report contains details of the Performance Management of the authority during the period April to December 2003.

Background

- 2 The Council introduced Performance Management in July 2003. During the last six months the process has been fine tuned via consultation with Members and management. As a result of the consultation the Performance Management now consists of:

- 72 Performance measures (including 3 measures collected and set by Essex Police)
- Quarterly data collection system built the work of Performance Champions within the authority. Data for the first three quarters of 2003/04 has been collected
- A traffic light/smiley faces system to indicate the status of performance measures. *Green for above Target: Amber for within 10% of Target: Red for more than 10% below Target*
- Reviewing mechanism that provides support to help managers improve performance

- 3 During March Scrutiny Committees will receive performance data for the first three quarters of 2003/04. The performance data is now made up of 69 performance measures plus three measures that will be collected by Essex Police. Of the 69 performance measures there are:

19 Greens 27.53%
44 Ambers 63.76%
6 Reds 8.69%

- 4 The six red indicators are:

Indicator	Target	Actual Performance	Notes
Material Financial Penalties Imposed by Inland Revenue	0	1	
Percentage of debt outstanding at 30 days	15%	22%	
Average length of stay in bed and breakfast	5.6 weeks	6.2 weeks	
Number of homeless cases	10%	15%	
Number of missed bins per 100,000	12	17.25	
% of major planning applications determined in 13 weeks	45%	29%	

- 5 The above red indicators each have a Rescue Recovery Package, which is attached at Appendix B. These Rescue Packages outline how the Indicator, wherever possible, can be returned to Amber or Green.
- 6 Attached at Appendix C are details of the Sickness Levels across the divisions of the Council covering three quarters of the year. Scrutiny Committee will note the disparity in sickness levels throughout the organisation. As a result of this Performance Management data sickness monitoring measures are being introduced throughout the Council.

RECOMMENDED that

- 1 Scrutiny Committee comments on the Performance data attached at Appendix A
- 2 Scrutiny Committee notes the Rescue Recovery Packages at Appendix B
- 3 The reporting structure of Performance Management is changed to reflect the new executive management system that will be introduced from 1 June 2004
- 4 Scrutiny Committee notes the Sickness comparative data as attached at Appendix C

APPENDIX A

Appendix B

Rescue Recovery Packages

Stay in Bed and Breakfast

It is hoped that the end of year figure will be a little better than 6.2 but 5.6 may not be achieved. There have been surges of homeless cases during the year when available vacancies have not been available at the time. There is a statutory duty for the period not to exceed 6 weeks in the next financial year. This is acknowledged in the homelessness strategy and this is a top priority for Housing Services. It is expected that the new officer dealing with homelessness will be able to have an impact on the future figures. In addition within the homelessness strategy there is provision to suspend (for short periods) normal allocations in order to assist homeless cases. There are a number of other areas within the homelessness strategy on which officers are working to improve these figures

Help Cases to Avoid Homelessness

This new local PI has been introduced to assist monitor the success of the Homelessness Strategy and the appointment on an officer to deal with this area of work. The officer has only been in post a few weeks. It is hoped that the figure will be improved by end of year but the main impact is expected next year. The original target was set in the hope that an officer may have been in post earlier.

Material Financial Penalties.

Minor technical breach. Error in VAT analysis. Net cost to Council was £600. New Financial Management System will reduce likelihood of further occurrence.

Debt Outstanding over 30 days.

Actual performance shown includes agreed installment payments, which overstates the figures. The new Financial Management System will provide better analysis to exclude this figure. Debt collection procedures are in generally considered good, with prompt follow up action and no adverse audit comments. The target of 15% is realistic as one in six or seven debtors (15%) are in practice likely to hold on to their money beyond the 30-day timescale we set, but then largely pay up. The complimentary performance indicator of Debt Outstanding shows this at 60 days, with a 1% actual in quarter 3 of the current year.

Missed Bins

This is a seasonal blip brought about by contractors holiday arrangement. This position has now been resolved and the performance measure should be returned to Green by the end of March 2004.

Planning Decisions within 13 Weeks

The delay in determining major applications can be caused by the very nature of the application. Members tend to require more additional information for these applications and they can be deferred a number of times. In some cases we also have to wait for a Section 106 agreement which, again, holds up the issue of the decision notice.

Committee: Scrutiny 2
Date: 31 March 2004
Agenda Item No: 9
Title: SERVICE & FINANCIAL PLANNING PROCESS 2005/06
Author: Ian Orton (01799) 510 402

Summary

- 1 This report provides Members with details of the Service & Financial Planning process for preparing the 2005/06.

Background

- 2 Members will be aware that the process for Service and Financial Planning for one year begins virtually a year before that date is reached.
- 3 Attached at Appendix A are the broad timeslots for Service & Financial for 2005/06. Members will have the opportunity to scrutinise the process and to make recommendations that will be passed onto the Resources Committee for consideration.

RECOMMENDED that Members comment on the suggested timescale for Service & Financial Planning for 2005/06.

Background Papers: Service & Financial Planning 2005/06

Appendix A

UTTLESFORD DISTRICT COUNCIL

Timescale for Service & Financial Planning

2005/2006

Document and Process	Date	Who Will Consider Documentation	Comments
Service Plans for 04/05	Completed by February 2004	Senior Management Team and Policy Committees	
Service & Financial Planning process	8 th March 2004 10 th & 31 st March 2004	Senior Management Team Scrutiny Committee(s)	
Consult broad growth areas with the state of the district meetings	21 ST April Stansted 4 TH May Saffron Walden	Resources Committee	
Member Workshop Service & Financial Planning 05/06	24 th May 2004	Member Training and Development	<ul style="list-style-type: none"> • External facilitator
Develop broad parameters for Service & Financial Planning Growth bids and areas of low priority for 05/06	11 TH June 2004	Political Leadership Senior Management Team	<ul style="list-style-type: none"> • Political • Managerial • Strategic Partners • Community contributions
Agree broad parameters for Service & Financial Planning Growth bids 05/06	24 th June 2004	Resources Committee	
Detailed budget guidance to be produced & Service Planning Guidance 04/05	2 nd July 2004	Service & Financial Planning Team	

Develop Service Plans linked to strategic, community, political and managerial objectives	26 th July 2004	Executive Management Team	
Growth bids developed by Executive Managers	30 th July 2004	Executive Management Team	
Consider <ul style="list-style-type: none"> • Growth Bids • New bids linked to Corporate Plan • Examine draft Capital Programme 05/06 • Review base budget • Income generation opportunities 	3 rd September 2004	Service & Financial Planning Team	
Confirm 05/06 budget parameters Consider draft Capital Programme	23 rd September	Resources Committee	
Consult broad growth areas with the state of the district meetings	27 th September Dunmow 26 th October Thaxted	Resources Committee	
Consult with Citizens Panel re budget parameters	4 th October 2004	Citizens Panel via Strategy & Performance Executive Manager	
Draft Capital Bids process	18 th October 2004	Capital Strategy Group	
Half Year Out turns	Mid November 04	Finance Executive Manager	

Prioritise the budget	18 th November 2004	Resources Committee	
Consultation on Council Tax Levels 05/06	22 ND November 2004 for two weeks	Focus Groups via Strategy & Performance Executive Manager	
Update on financial position including finance settlements	Late November	Senior Management Team	?
Additional growth items via <ul style="list-style-type: none"> • Political • Community • LSP • Managerial processes 	Early December 2004	<ul style="list-style-type: none"> • Political process • Senior Management Team 	
Review process	3 rd January 2005	Service & Financial Planning Team	
Co-ordinate the resource process	27 th January 2005	Resources Committee	
Recommend Council Tax Level to Council	3 rd February 2005	Resources Committee	
Set the budget	10 th February 2004	Full Council	
Agree Service & Financial Planning process for 2006/07	14 th March 2005	Senior Management Team	
Monitor Service Plans for Scrutiny Committees	Produced on a Quarterly Basis	Scrutiny Committees	Executive Managers
Ian Orton	Third Version	23 rd March 2004	

Committee: Scrutiny 2
Date: 31 March 2004
Agenda Item No: 10
Title: CORPORATE GOVERNANCE MONITORING
Author: Ian Orton (01799) 510402

Summary

- 1 This reports contains details of the progress towards delivering Corporate Governance within the Council.

Background

- 2 Resources Committee on 20 March 2003 agreed the introduction of a Code of Corporate Governance and that Scrutiny 2 Committee would monitor the progress of the code on a regular basis.
- 3 Governance is the system by which local authorities direct and control their functions and relate to their communities. The aim of good Corporate Governance arrangements should be to instil confidence that the Council has in place a framework to develop and control its activities.
- 4 Resources Committee recognised that the introduction of Corporate Governance was an on-going process that required regular monitoring. The Code of Conduct is in the process of being monitored and an updated copy of the Code will be tabled during Scrutiny 2 on 1 October 2003.
- 5 Members will note from the updated Code that all functions are in the process of being implemented with a manager accountable for the various strands that make up the Code.
- 6 All authorities have to adopt a Code of Corporate Governance and it is essential that progress towards implementing the Code is regularly reported to Members. For that reason this report recommends that progress implementing the Code of Corporate Governance is reported to Scrutiny 2 twice a year. The reporting will normally be in April and October of each year.

RECOMMENDED that:

- 1 The comments of Members are sought on the progress with implementing the Code of Corporate Governance
- 2 Scrutiny 2 Committee receive updates on the progress implementing the Code of Corporate Governance twice a year.

Background Papers: Corporate Governance

Appendix A

Code of Corporate Governance:

Checklist 2003/04

Seven Key Themes	Procedures to implement themes	Action Required to Ensure Compliance	Evidence of Compliance	Officer Responsible
<u>Corporate Commitment to Effective Corporate Governance</u>	The Councils own strategies and programmes	<ul style="list-style-type: none"> • Corporate Plan • BV Performance Plan • Financial Regulations • Constitution of the Council • Various strategies throughout the Council 	<ul style="list-style-type: none"> • Published Dec 03 • Published June 03 • Published and reviewed annually • In place • Copies held in Library Policy & Performance Unit 	<ul style="list-style-type: none"> • Performance • Performance Manager • Director of Resources • Head of Legal Services • Various Managers
	Partnerships with other agencies and organisations	<ul style="list-style-type: none"> • Uttlesford Futures • Partnership with Essex County and various District Councils • Working with contractors • PFI Partnership 	<ul style="list-style-type: none"> • Launched June 03 • Revised November 03 • On-going arrangements • On-going arrangements 	<ul style="list-style-type: none"> • Chief Executive • Various managers • Various managers • Head of Community and

		<ul style="list-style-type: none"> Registered Social Landlords 	<ul style="list-style-type: none"> August 2003 Several examples in place 	Leisure Services <ul style="list-style-type: none"> Head of Housing Services
	Articulating and promoting the Vision of the Council to other agencies and organisations	<ul style="list-style-type: none"> Partnership models Communications Strategy Consultation Strategy Best Value/CPA Annual Service Plans 	<ul style="list-style-type: none"> On going arrangements Strategy in place Strategy in place Process in Place Produced April 2003 	<ul style="list-style-type: none"> Various managers Performance Manager Performance Manager Performance Manager Performance Manager Performance Manager
	Assisting others to deliver that Vision	<ul style="list-style-type: none"> Local Strategic Partnership Communications Strategy Other Partnerships 	<ul style="list-style-type: none"> LSP launched June 03 On-going On -going 	<ul style="list-style-type: none"> Chief Executive Performance Manager Various managers
	Clarity of role and purpose	<ul style="list-style-type: none"> Committee cycle Regulatory 	<ul style="list-style-type: none"> Published May 2003 On – going 	<ul style="list-style-type: none"> Head of Legal Services Service

		<ul style="list-style-type: none"> functions • Scheme of delegation • Corporate Training Prog • Induction for all new staff • Scheme of delegation • Appraisal Process 	<ul style="list-style-type: none"> • In place • Programme in place • Programme in place • Scheme in place • Scheme in place 	Managers <ul style="list-style-type: none"> • Service Managers • Head of Personnel • Head of Personnel • Head of Legal Services • Head of Personnel
<u>Effective Planning and Performance Management Processes</u>	Vision	<ul style="list-style-type: none"> • Council Priorities • Quality of Life Plan 	<ul style="list-style-type: none"> • Agreed October 2003 • Agreed December 2003 	<ul style="list-style-type: none"> • Performance Manager • Performance Manager
	Planning	<ul style="list-style-type: none"> • Corporate Plan • BV Performance Plan • Service Plans 	<ul style="list-style-type: none"> • To be published December 2003 • Published June 2003 • Published April 2003 	<ul style="list-style-type: none"> • Performance Manager • Performance Manager • Performance Manager/Service Managers
	Performance Management	<ul style="list-style-type: none"> • Service Plans 	<ul style="list-style-type: none"> • Published April 2003 	<ul style="list-style-type: none"> • Performance Manager/Service Managers

		<ul style="list-style-type: none"> • Performance Management Data • Performance Indicators • Role of Scrutiny Committees 	<ul style="list-style-type: none"> • Published quarterly from October 2003 • Published twice a year • Scrutiny Committees meet 10 times a year 	<ul style="list-style-type: none"> • Performance Manager • Performance Manager • Performance Manager
	Partnership	<ul style="list-style-type: none"> • LSP • Procurement Options • Other authorities 	<ul style="list-style-type: none"> • Published June 2003 • Procurement Group meet three times a year • Four examples in place 	<ul style="list-style-type: none"> • Head of Community • Performance Manager • Service Managers
	Best Value	<ul style="list-style-type: none"> • BV Performance Plan • Programme of Best Value Reviews • Process reviewed 	<ul style="list-style-type: none"> • Published June 2003 • Programme of reviews to be completed by November 2003 • Considered by Scrutiny Committees 	<ul style="list-style-type: none"> • Performance Manager • Performance Manager • Performance Manager
<u>Openness and Accessibility</u>	Agendas, Reports and Minutes	<ul style="list-style-type: none"> • Meet the requirements of 1972 and 1985 Local 	<ul style="list-style-type: none"> • Requirements met 	<ul style="list-style-type: none"> • Head of Legal Services

		Government Acts <ul style="list-style-type: none"> • Public meetings/Question Sessions • Wide use of the web site 	<ul style="list-style-type: none"> • Procedure in place • Except where exempt or confidential Agendas/Reports and Decisions reported on the web site 	<ul style="list-style-type: none"> • Head of Legal Services • Head of Legal Services/Head of IT
	External Communications	<ul style="list-style-type: none"> • Web Site • Use of local media • Dedicated staff • Tenants Newsletters 	<ul style="list-style-type: none"> • Web site to be updated December 2003 • Council page in local newspapers • PR Officer appointed September 2003 • Produced on a regular basis 	<ul style="list-style-type: none"> • Head of IT Services • Head of Legal Services • Head of Legal Services • Head of Housing
	Consultation	<ul style="list-style-type: none"> • Focus Groups • Public Meetings 	<ul style="list-style-type: none"> • Meet twice a year September 2003 and January 2004 • At least annually 	<ul style="list-style-type: none"> • Performance Manager • Performance

		<ul style="list-style-type: none"> • Strategic Planning Process • Marketing Exercises • BV Process • User Groups • Partnership Models • Scrutiny Committees 	<p>September 2003</p> <ul style="list-style-type: none"> • Members Planning Day September 2003 • Specialist exercises • Consult part of BV Reviews • Users of Leisure/Building Control/Refuse etc to be consulted • Consultation with partners via regular LSP meetings • Scrutiny has the power to consult as part of investigations into service or policy 	<p>Manager</p> <ul style="list-style-type: none"> • Performance Manager/ Head of Legal Services • Performance Manager • Performance Manager • Head of Community Services and other managers • Performance Manager • Performance Manager
	Liaison	<ul style="list-style-type: none"> • Chambers of Trade • User Groups • Open Meetings • Benefits Forum 	<ul style="list-style-type: none"> • Meetings to be arranged • Regular meetings in place • 4 at least once a year 	<ul style="list-style-type: none"> • Director of Resources • Service Managers • Performance Manager

		<ul style="list-style-type: none"> • Local Agenda 21 • Service Liaison 	<ul style="list-style-type: none"> • 5 meetings a year • Regular meetings • Regular meetings in place 	<ul style="list-style-type: none"> • Head of Revenues • Head of Environmental Services • Service Managers
	Public Accessibility/Participation	<ul style="list-style-type: none"> • Role of Members • Committee Speaking Rights • Website • Complaints Process • Parish & Town Council Liaison 	<ul style="list-style-type: none"> • Members Enquiry Service to be developed by June 2004 • Process in place • System in place • System to be revised by June 2004 • Process in place 	<ul style="list-style-type: none"> • Performance Manager • Head of Legal Services • Head of IT • Performance Manager • Performance Manager

Accountability	Access to Information	<ul style="list-style-type: none"> • Web site • Access to Services • Committee process • Communications 	<ul style="list-style-type: none"> • Updated site December 2003 • Working Group to consider options – report December 2003 • System in place • Systems in place 	<ul style="list-style-type: none"> • Head of IT • Interim Director • Head of Legal Services • Head of Legal Services/Service Managers
	The Councils Performance	<ul style="list-style-type: none"> • BV Performance Plan • Corporate Plan • Service Plans • Statement of Accounts 	<ul style="list-style-type: none"> • Published June 2003 • Published December 2003 • Published February 2004 • Published September 2003 	<ul style="list-style-type: none"> • Performance Manager • Performance Manager • Performance Manager • Director of Resources

	Complaints	<ul style="list-style-type: none"> • Complaints System • Ombudsman • Standards Board • Speaking Rights at Committee • Members Surgeries 	<ul style="list-style-type: none"> • System being revised by June 2004 • System in place • System in place • System in place • System in place 	<ul style="list-style-type: none"> • Performance Manager • Head of Legal Services • Head of Legal Services • Head of Legal Services
Independent Review	Internal Audit	<ul style="list-style-type: none"> • Audit Process • Joint Audit Committee • Scrutiny 2 Committee • District Audit 	<ul style="list-style-type: none"> • Partnership with Stevenage established October 2002 • Established • Monitors Internal Audit Work • Programme • Comments on Internal Audit 	<ul style="list-style-type: none"> • Audit Manager • Director of Resources • Director of Resources • Director of Resources
	External Audit	<ul style="list-style-type: none"> • District Audit Monitoring • Audit Letter 	<ul style="list-style-type: none"> • System in place • Produced annually – goes to all Members 	<ul style="list-style-type: none"> • Director of Resources • Director of Resources
	Inspection	<ul style="list-style-type: none"> • Best Value 	<ul style="list-style-type: none"> • 4 Inspections to 	<ul style="list-style-type: none"> • Performance

		<ul style="list-style-type: none"> • CPA • Benefit Fraud • Food Standards • IDeA 	<p>date</p> <ul style="list-style-type: none"> • Site Visit February 2004 • Carried out December 2003 • No inspections due • Peer Challenge completed November 2003 	<p>Manager</p> <ul style="list-style-type: none"> • Performance Manager • Head of Revenues • Head of Environmental Services • Performance Manager
Ethics and Probity	Standards Committee	<ul style="list-style-type: none"> • Standards Committee • Codes of Conduct • Officer/Member Working Group 	<ul style="list-style-type: none"> • Established • Codes in place • Established to monitor ethics and probity 	<ul style="list-style-type: none"> • Head of Legal Services • Head of Legal Services • Head of Legal Services
	Fraud and Corruption Policy	<ul style="list-style-type: none"> • Staffing structure in place 	<ul style="list-style-type: none"> • Established 	<ul style="list-style-type: none"> • Director of Resources
	Monitoring Officer	<ul style="list-style-type: none"> • Role of Monitoring 	<ul style="list-style-type: none"> • Responsibilities 	<ul style="list-style-type: none"> • Head of Legal

		Officer	transferred to Head of Legal Services from May 2003	Services
Risk Management	Internal Controls	<ul style="list-style-type: none"> • Financial Regulations and Procedure Rules • The Council's Constitution • Safe and Healthy Working Environment 	<ul style="list-style-type: none"> • In place and available on the web site • In place and on the web site • System continually under review 	<ul style="list-style-type: none"> • Director of Resources • Head of Legal Services • Head of Personnel
	Transferring Risk	<ul style="list-style-type: none"> • Risk Management Strategy 	<ul style="list-style-type: none"> • Process in place. Senior management trained in risk management 	<ul style="list-style-type: none"> • Director of Resources
	Sharing Risk	<ul style="list-style-type: none"> • Risk Management Strategy 	<ul style="list-style-type: none"> • Process in place. Senior management trained in risk management 	<ul style="list-style-type: none"> • Director of Resources
Areas for Future Action	Equality Issues	<ul style="list-style-type: none"> • Equality Standard 	<ul style="list-style-type: none"> • Reached Level 1 Target of Level 2 by 2004/05 	<ul style="list-style-type: none"> • Head of Personnel
	Ethics & Probity	<ul style="list-style-type: none"> • Code for Members in place 	<ul style="list-style-type: none"> • Code required for Officers by March 	<ul style="list-style-type: none"> • Head of Legal Services

		<ul style="list-style-type: none"> Whistle blowing processes 	<p>2005</p> <ul style="list-style-type: none"> Process being developed 	<ul style="list-style-type: none"> Head of Personnel
	Member Training	<ul style="list-style-type: none"> Training Plan 	<ul style="list-style-type: none"> Programme ad hoc and requires greater co-ordination 	<ul style="list-style-type: none"> Head of Legal Services
	Financial Planning	<ul style="list-style-type: none"> Service and Financial Planning Capital Strategy 	<ul style="list-style-type: none"> Process introduced for 2004/05 Officer led Capital Strategy Group established September 2003 	<ul style="list-style-type: none"> Head of Financial Services/ Performance Manager Performance Manager
	Communication Strategy	<ul style="list-style-type: none"> Communications are split between three areas within the council 	<ul style="list-style-type: none"> Communication Group to be established to determine lines of responsibilities 	<ul style="list-style-type: none"> Head of Legal Services
	IT Strategy	<ul style="list-style-type: none"> Meeting E Government by December 2005 	<ul style="list-style-type: none"> Strategy to be developed to meet the E Government targets 	<ul style="list-style-type: none"> Head of IT
	Access to Services	<ul style="list-style-type: none"> Issues emerging from the Planning and Revenues BV Reviews 	<ul style="list-style-type: none"> Strategy Group established – to report to CMT December 2003 	<ul style="list-style-type: none"> Interim Director

	Customer Care	<ul style="list-style-type: none">• Customer Care Standards will be re-examined as a result of the Access to Services Review	<ul style="list-style-type: none">• Customer Care Standards need to be re-evaluated by June 2004	<ul style="list-style-type: none">• Head of Personnel
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