

THREE RIVERS DISTRICT COUNCIL STRATEGIC PLAN 2013-2016

What is a Strategic Plan?

Strategic planning is a critical process for articulating a shared vision, and for building the partnerships that are necessary for different services to work together on common themes.

Our task is to take our strategic themes and turn these into tangible, practical things the council can do make a difference to local communities. That is, turning something broad into something specific which local people can recognise and value. This may not be the case for all plans to all communities but overall the objectives will address the medium-term needs of the local area, whilst keeping an eye on the long-term Vision of our district.

Introduction

Each year, Three Rivers District Council updates its Strategic Plan. This document identifies the Council's priorities, and the measures it will use to assess their delivery. It focuses on those areas where the Council has a lead role, or can play a key part in delivering or influencing the outcomes.

The Vision and our Priorities

Three Rivers District Council's long-held vision is that ***the district should remain a prosperous, safe and healthy place where people want and are able, to live and work.*** We recognise that Three Rivers District is a mixture of beautiful countryside, villages and small towns, and the majority of its inhabitants are relatively healthy, well educated, affluent, articulate and able to access our public services. Not surprisingly, people want this state of affairs to improve further, or at least to stay the same, and the Council's plans must pay careful heed to this point of view, without slipping into complacency.

However, deprived communities do exist in the District, often side by side with more affluent areas, where disadvantaged individuals and groups find difficulty in accessing the full range of services and facilities many of us take for granted. The Council has therefore made a conscious decision to concentrate on improving services and access to services for all people, particularly the people in deprived communities.

We recognise our increasing duty to promote "greener" ways of delivering services, reducing the carbon footprint of the district, and creating cohesive communities that enable people to live in harmony with each other and with their environment. We actively support local people to make the most of the economic, skills and learning opportunities available to them. We also recognise that the people of Three Rivers need and expect from an excellent Council a high standard of customer service. Finally we also know that crime and the fear of crime are important issues to our residents, along with their future health, well-being and quality of life.

Our objectives have emerged from what you, the public, tell us. We have undertaken surveys and focus groups with local residents and partner agencies. We receive regular feedback through your elected councillors and regularly consult with you on your satisfaction with our performance. We are not isolated, however and our plans influence and are influenced by national, regional and county considerations. Where the delivery of local priorities falls to Three Rivers District Council in partnership with other agencies, these are reflected in our Community Strategy which is developed by

the Local Strategic Partnership. This is made up of members from the NHS, Police Constabulary, Police Authority, County Council, Parish Councils, Thrive Homes, the Voluntary Sector and Business Sector. The Community Strategy 2012-18 identifies 5 shared priority objectives (with 2 cross-cutting objectives, which can be applied to all of the objectives) to accomplish over that period:

1. Children and Young People’s Wellbeing

2. Health and Disability

3. Adult Skills and Employment

4. Affordable Housing

5. Crime and Anti-Social Behaviour

Cross-cutting themes: Geographical areas of need and sustainability.

Whilst we play a major role in the LSP’s work programme, Three Rivers District Council’s Strategic Plan focuses (as stated above) on those areas where the Council has a lead role, or can play a key part in delivering or influencing the outcomes. Thus, out of the above five objectives, we have decided to concentrate our energies on four major thematic areas of activity: **safety and well-being, clean and green, economic opportunities and customer service**, and our aims for these are set out below.

1) Safety and well-being - We shall work with partners to make the district a safer and healthier place, providing a safe and healthy environment, and reducing health inequalities. .

2) Clean and green - We want to maintain a high quality local environment and reduce the eco-footprint of the district.

3) Economic opportunities – We shall work in partnership to promote the economic prospects for all our communities.

4) Customer Service - We shall deliver services to a standard that meets the needs and expectations of all of our customers and provides exemplary value for money.

**Cllr. Ann Shaw OBE
Leader of the Council**

**Dr Steven Halls
Chief Executive**

Key to the Grid set out overleaf: Themes, Aims and Objectives

As explained above, the Three Rivers **vision** is that *the district should remain a prosperous, safe and healthy place where people want and are able to live and work*. This is our aspirational statement describing the future and the grids reflect the thematic areas of **safety and well-being, clean and green, economic opportunities and customer service**, subdivided into the relevant aims. These describe what we want to have achieved by 2016.

For each aim, the tables set out our **objectives**, which are all the things we need to achieve in order to realise our aims, with how these will be measured, their targets and the lead Council service and/or Partnership that will support or monitor delivery.

1. Safety and Well-being			
1.1 We will work with partners to make the district a safer place.			
Objectives	Measures	Target setting	Lead Service / Partnership
1.1.1 Reduce anti-social behaviour and crime.	Community Safety Partnership measures. LC12 – No. of hate crimes (reported to the police, inc. graffiti) LC14 – No. of ASB incidents (reported to the Police) LC15 – No. of domestic violence crimes (reported to independent DV advisor), repeat victimisations LC17 – Reduce no. of ‘other’ burglaries LC19 – Reduce no. of household burglaries LC21 – Reduce no. of vehicle crimes LC22 – Reduce no. of Violent crimes	<i>Community Safety targets are set in agreement with Hertfordshire Police and the Community Safety Partnership, in May /June each year. This Strategic Plan will be updated with these targets, once they have been agreed.</i>	Community & Leisure Services

Objectives	Measures	Target setting	Lead Service / Partnership
1.2 We will provide a safe and healthy environment.			
1.2.1 Ensure the safety of people in the district.	EH11 – Number of successful prosecutions / sanctions against food business operators and other employers who fail to comply with hygiene and occupation health law.	10	Environmental Health
	EH12 – Year on year reduction in number of serious accidents and incidents reported.	48	
	NI184 – Percentage of food premises that are broadly compliant with food safety law	96%	
	EH04 & EH05 – All medium and high risk premises inspected within prescribed timescales	100%	Community & Leisure Services
	LC27 – Implement the District Safeguarding plan	86%	
LC07 – The percentage of people who agree that local public services are working to make the area safer	89%		

Objectives	Measures	Target setting	Lead Service / Partnership
1.3 We will reduce health inequalities, promote healthy lifestyles, support learning and community organisations			
1.3.1 Improve and facilitate access to leisure and recreational activities for adults	LC31 – Attendances by adults at leisure venues and activities.	297,501	Community & Leisure Services
	LC02 – Satisfaction with quality/provision of parks and open spaces	97%	
	LC24 – Sheltered Housing Scheme: Percentage of older people reporting specific health benefits.	100	
1.3.2 Contribute to partnership working to reduce health inequalities	LC25 a-c – Exercise Referral Scheme: (a) New customers, (b) % who complete a 12 week programme and (c) % retention after 6 months.	a) 100 b) 64 c) 32	The Local Strategic Partnership (LSP) supported by Leisure & Community Services.
	LC50 – Number of smokers achieving a 4 week quit	631	
1.3.3 Provide a range of supervised leisure activities and facilities for young people.	LC33 – Attendances by young people at leisure venues and activities.	167,962	Community & Leisure Services
	LC28 – Children's play activities will be termed as 'Good' by Ofsted	Maintained	
	LC29 – no. of attendances by children from low income families at Easter and summer play schemes	630	
	LC30 – Vulnerable children's satisfaction with leisure projects	90%	
1.3.4 Work in partnership to improve access to learning opportunities	LC47 – Number of people achieving a qualification from learning, as a direct result of the Three Rivers LSP funded 'Step Up' project	12	The Local Strategic Partnership (LSP) supported by Leisure & Community Services.
1.3.5 Work with the Community and Voluntary sector to meet the	LC26 – Funding to the Community and Voluntary Sector, through leverage, officer advice, match funding	£52,000	Community & Leisure Services

Objectives	Measures	Target setting	Lead Service / Partnership
needs of local communities	and external grants LC49 – Number of outreach sessions that are delivered at Maple Cross Club as part of the Three Rivers LSP funded project	80	

2. Clean and green			
Objectives	Measures	Target	Lead Service / Partnership
2.1 We want to maintain a high quality local environment and reduce the eco-footprint of the district			
2.1.1 Maintain the number of accredited open spaces, parks and woodland areas.	LC34 – Parks and open spaces with Green Flag accreditation.	3	Community & Leisure Services The Local Strategic Partnership (LSP) supported by Leisure & Community Services.
	LC32 – UK Woodlands Assurance Scheme (UKWAS) accreditation.	Maintained	
	LC08 – The percentage of people who agree that local public services are working to make the area cleaner and greener	81%	
2.1.2 Minimise waste and optimise recycling.	EP10 – Increase the percentage of household waste sent for reuse, recycling and composting.	60%	Environmental Protection
	EP06 – Decrease the tonnage of household waste collected and sent to landfill	16,000	
	LC03 – The percentage of respondents who are satisfied with refuse collection	92%	
	LC04 – The percentage of respondents who are satisfied with doorstep recycling	89%	
2.1.3 Preserve the green belt.	DP04 – Percentage of new homes built on previously developed (brownfield) land.	85%	Development Plans
2.1.4 Maintain clean streets.	LC01 – Satisfaction with ‘keeping public land clear of litter and refuse’	100%	Community & Leisure Services
2.1.5 Minimise energy and water consumption, reduce CO2 emissions and increase the use of renewable energy.	SU06 – Reduce Green House Gas emissions	2.5%	Sustainability
	SU05 – Retain ISO 14001 Environmental Management standard.	Retention of Award	

3. Economic opportunities			
Objectives	Measures	Target	Lead Service / Partnership
3.1 Economic prosperity – support for business and the local economy			
3.1.1 Encouragement for business	DP07 – Change in employment floorspace (from current year baseline) DP08 – New business registrations per 10,000 resident population aged 16 and above	0% - no change 60	Development Plans (Indicators support delivery of the Local Development Framework).
3.1.2 Champion the local economy	DP09 – Economically Active People in the District DP10 – Vacancy rate for town and district centres	75% 6%	Development Plans
3.1.3 Work in partnership to encourage training, skills and access to employment	LC 48 – Number of people into work as a direct result of the Three Rivers Local Strategic Partnership commissioned ‘Step-Up’ project	30	The Local Strategic Partnership (LSP) supported by Leisure & Community Services.

Objectives	Measures	Target setting	Lead Service / Partnership
3.2 Prosperity for all and access to opportunities			
3.2.1 Improve access to benefits.	RB08 – Extend the number of Benefit Surgeries to include Watford Town Hall RB09 – Implement Self-Service System for Benefit Claimants	N/A N/A	Revenues and Benefits
3.2.2 Improve or facilitate access to housing.	DP01 – Net additional homes provided. DP02 – Number of affordable homes delivered (gross). HN05 – Provide additional lettings through partnerships with social landlords, using ‘chain moves’ and local lettings plan HN06 – Enable lettings in private rental sector using the Council’s rent deposit guarantee scheme, to people in priority housing need. HN04 – Cases where positive action was successful in preventing/relieving homelessness New - Create a Social Lettings Agency	180 54 10 40 110 N/A	Development Plans Housing Needs Housing Needs

4. Customer Service			
Objectives	Measures	Target	Lead Service / Partnership
4.1 Customers – We will deliver our services to a standard that meet the needs and expectations of all of our customers.			
4.1.1 We will strive to improve and maintain service standards for all services.	A basket of performance indicators for customer-facing services will be monitored against targets:		
	CSC01 – Percentage of calls answered	97%	Customer Service Centre
	CSC02 – Percentage of calls answered within 20 secs	85%	
	DM01 – Processing major planning applications within 13 weeks	60%	Development Management
	DM02 – Processing minor planning applications within 8 weeks	65%	
	DM03 – Processing other planning applications within 8 weeks	80%	
	EH01 – Respond to all requests for service within 24 hours (no.) – Pollution	98%	Environmental Health
	EH06 – Respond to all requests for service within 24 hours (animal control)	98%	
	EH07 – Respond to all requests for service within 14 days (pest control)	98%	
	EP07 – Number of household waste collections missed per 100,000 collections	60	Environmental Protection
HN07 – The percentage of housing applications registered within 10 working days	90%	Housing Needs & Strategy	
RB03 – Speed of processing new claims	22 days	Revenues & Benefits	
RB04 – Speed of processing changes of circumstances	10 days		
Objectives	Measures	Target	Lead Service /

			Partnership
4.1.2 We will strive to improve and monitor customer satisfaction.	LC06 – The average customer satisfaction with public-facing Council services	92%	All Services, monitored by Leisure & Community Services.
	LC23 – The percentage of priority indicators showing 'Maintained or improved'.	72%	
4.1.3 We will inform and update customers about the Council's work and services.	CO02 – The percentage of people who feel informed about local public services overall.	78%	Monitored by Corporate Services (Communications)
4.2 Governance – We will manage our resources to deliver our strategic priorities and service needs.			
4.2.1 We will manage our financial resources to deliver value for money.	LC46 – The perception to which local people agree the council provides value for money	61%	Dept. for Corporate Resources and Governance
	The percentage of people who agree that local public services: ...promote the interests of local residents (LC09) ...act on the concerns of local residents (LC10) ...treat all types of people fairly (LC11)	64% 69% 88%	The Local Strategic Partnership (LSP) supported by Leisure & Community Services.
4.2.2 We will ensure employees are properly trained, developed and motivated.	HR01 – Reduce sickness absence	6.5 days	All Services, supported by Human Resources and Customer Service Centre
	CSC03 – How satisfied or dissatisfied are you with the overall quality of the service you received from the customer service centre staff?	95%	

The Council's Commitment to Data Quality – A Policy Statement

Statutory and local performance indicators as well as a range of financial and non-financial information are used throughout the organisation to aid the decision making process as well as assess the efficiency and effectiveness of service delivery.

The purpose of this policy is to outline Three Rivers District Council's approach to improving data quality. Accurate, high-quality, timely and comprehensive information underpins the Council's performance management system, and is vital to support good decision-making and improved service outcomes.

The Council also needs reliable, accurate and timely information with which to manage services, account for our performance and to keep residents and service users informed of our progress. The information we produce needs to be accessible to enable service users, the general public, and our partners to make informed decisions.

To help us make decisions about our priorities and use of resources, we actively encourage a performance management culture to:

- ✓ Manage resources effectively to achieve our ambitions and priorities
- ✓ Facilitate timely access to performance reports for service managers, Members and Senior Management
- ✓ Ensure that performance information is used to drive improvement leading to better services for local people
- ✓ Monitor and review our performance.

We will implement the standards for better Data Quality through our Data Quality Policy.

The Council's Commitment to Procurement

Three Rivers District Council is committed to responsible, sustainable, and where possible, local procurement of goods and services. The overriding aim, of the Council's Procurement Strategy, is to develop a culture which will assist in achieving the Council's objectives:

- ✓ To identify and promote the benefits of strategic procurement and deliver value for money for the Council;
- ✓ To further the Value for money objective of securing better quality services and ensuring the most cost effective use of resources to meet the Council's community and customer needs;
- ✓ To ensure that all procurement projects are professionally managed so that they are successful and the intended benefits are realised.

Risk Management Implications

The following table shows the risks that have been identified and gives an assessment of their impact and likelihood in accordance with the Council's Risk Management Strategy:-

	Description of Risk	Impact	Likelihood
1	Failure to secure improvements to services	III	E
2	Failure to tell residents about improvements	III	E
3	Failure to make progress on the Sustainability Action Plan	IV	E
4	Failure to engage the community in the Strategic Plan	III	E
5	Failure to achieve Community Safety targets	III	E
6	Failure to achieve the priorities of the Community Strategy through the LSP	III	D

The above risks are plotted on the matrix below depending on the scored assessments of impact and likelihood, detailed definitions of which are included in the risk management strategy. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood are plotted in the shaded area of the matrix. The remaining risks require a treatment plan.

(Note: the defined impacts are set out overleaf.)

Likelihood ↑	A					
	B					
	C					
	D			6		
	E			1,2,4,5	3	
	F					
		I	II	III	IV	V
↓ Impact →						

Impact
 V = Catastrophic
 IV = Critical
 III = Significant
 II = Marginal
 I = Negligible

Likelihood
 A = ≥98%
 B = 75% - 97%
 C = 50% - 74%
 D = 25% - 49%
 E = 3% - 24%
 F = ≤2%

All the risks that require management and monitoring are included in the appropriate service plans.

Impact Classification	Service Disruption	Financial Loss	Reputation	Failure to provide statutory service/meet legal obligations	People
V Catastrophic	Total failure of service	>£1m	National Publicity. Resignation of leading member or chief officer	Litigation, claim or fine >£500k	Fatality of one or more clients/staff
IV Critical	Serious disruption to service	£500k - £1m	Local media criticism	Litigation, claim or fine £250k - £500k	Serious injury, permanent disablement of one or more clients/staff
III Significant	Disruption to service	£100k - £500k	Local public interest and complaints	Litigation, claim or fine £100k - £250k	Major injury to individual
II Marginal	Some minor impact on service	£10k -£100k	Contained within service	Litigation, claim or fine £10k - £100k	Minor injuries to several people
I Negligible	Annoyance but does not disrupt service	<£10k	Contained within section	Litigation, claim or fine <£10k	Minor injury to an individual

STRATEGIC RISK REGISTER

Risk Ref	Risk	Impact	Impact Classification	Likelihood Classification	Reason for Assessment		
	<i>Brief Description – Title of Risk</i>	<i>See Impact Table</i>	<i>See Impact Table</i>	<i>See Likelihood Table</i>	<i>Use this box to describe how the score has been derived</i>		
1	Failure to secure improvements to services	Service Disruption	II	E	Additional Public Perception Surveys introduced. Review of shared Revenues and Benefits service.	Requires Treatment	Yes
		Financial Loss	I			Last Review Date	08/11/12
		Reputation	III			Next Milestone Date	30/01/13
		Legal Implications	I			Next Review Date	31/01/13
		People	I			Date Closed	--
2	Failure to tell residents about improvements	Service Disruption	I	E	The Council’s reputation might suffer if residents weren’t informed about their services and improvements made. Residents would not be able to make maximum use of local services. The measure in place to inform residents of improvements (e.g. Three Rivers Times) reduces the likelihood of residents not being informed	Requires Treatment	Yes
		Financial Loss	I			Last Review Date	09/11/12
		Reputation	III			Next Milestone Date	30/01/13
		Legal Implications	I			Next Review Date	31/03/13
		People	I			Date Closed	--
3	Failure to make progress on the sustainability action plan	Service Disruption	I	E	The “clean and green” aim of the Strategic Plan includes the objective “to maintain a high quality local environment and reduce the eco-footprint of the district”. The Council’s reputation would suffer if sustainability targets were not achieved.	Requires Treatment	Yes
		Financial Loss	II			Last Review Date	09/11/12
		Reputation	IV			Next Milestone Date	30/01/13
		Legal Implications	II			Next Review Date	31/01/13
		People	I			Date Closed	--
4	Failure to engage the community in the Strategic Plan	Service Disruption	I	E	Evidence held on successful consultations and high customer satisfaction data.	Requires Treatment	Yes
		Financial Loss	I			Last Review Date	08/11/12
		Reputation	III			Next Milestone Date	30/01/13
		Legal Implications	I			Next Review Date	31/01/13
		People	I			Date Closed	--

Risk Ref	Risk	Impact	Impact Classification	Likelihood Classification	Reason for Assessment		
	<i>Brief Description – Title of Risk</i>	<i>See Impact Table</i>	<i>See Impact Table</i>	<i>See Likelihood Table</i>	<i>Use this box to describe how the score has been derived</i>		
5	Failure to achieve Community Safety targets	Service Disruption	II	E	Strategy continues to meet majority of targets. Individual targets not met are being addressed by local action plans.	Requires Treatment	Yes
		Financial Loss	I			Last Review Date	08/11/12
		Reputation	III			Next Milestone Date	30/01/13
		Legal Implications	I			Next Review Date	31/01/13
		People	I			Date Closed	--
6	Failure to achieve the priorities of the Community Strategy through the LSP	Service Disruption	I	D	No further funding secured yet for Local Strategic Partnership.	Requires Treatment	Yes
		Financial Loss	I			Last Review Date	08/11/12
		Reputation	III			Next Milestone Date	30/01/13
		Legal Implications	I			Next Review Date	31/01/13
		People	I			Date Closed	--

Likelihood	A					
	B					
	C					
	D			6		
	E			1, 2, 4,5	3	
	F					
		I	II	III	IV	V

Impact

- V = Catastrophic
- IV = Critical
- III = Significant
- II = Marginal
- I = Negligible

Likelihood

- A = ≥98%
- B = 75% - 97%
- C = 50% - 74%
- D = 25% - 49%
- E = 3% - 24%
- F = ≤2%

RISK ASSESSMENT AND TREATMENT PLANS

Risk Ref:	1	Risk Title:	Failure to secure improvements to services		
Responsibility	<i>Who is managing the risk?</i>		Management Board		
Consequence	<i>What can go wrong? How can it go wrong? Has it gone wrong before?</i>		<ul style="list-style-type: none"> • There is a new set of Performance Indicators, some with no historic base • Remaining PIs may dip • PIs have suffered in periods of significant change 		
Cause / Trigger	<i>What happens to bring the risk into being?</i>		<ul style="list-style-type: none"> • Quarterly report to Management Board and half-yearly report to Policy and Scrutiny Committees flags up failures to hit targets. • Less national performance data available for comparison. • Most comparison data within Hertfordshire for which other districts may not be nearest neighbours for comparative purposes. 		
Existing Control	<i>What controls exist now to minimise the risk?</i>		<ul style="list-style-type: none"> • Service Planning framework and Star Chamber exercise • Benchmarking • Internal Audits • Value for Money Strategy • Corporate Consultation Action Plan • Omnibus survey in place • Improvement action plan in place for shared Revenues and Benefits service • Omnibus survey updated to track perceptions of changes to key services such as Refuse and Recycling 		
Adequacy of Control	<i>What evidence is there that the existing Controls are working? What would the Risk Rating be without the existing controls?</i>		<ul style="list-style-type: none"> • PIs have improved year on year for the past 3 years 	Impact	Likelihood
				III	D
Further Action / Controls Required	<i>What gaps have been identified? What can be done to reduce the likelihood of something going wrong and/or reduce the Impact if something does go wrong?</i>		<ul style="list-style-type: none"> • Value for Money Strategy to be implemented. 		
Cost / Resources	<i>Are there cost / resource implications in achieving the further action above?</i>		No additional resource requirements identified.	£ 0	
Current Status	<i>What is the current position on introducing additional controls? What is the current</i>		<ul style="list-style-type: none"> • Impact and probability have not changed since last review. • Omnibus survey in place to measure key corporate PIs. 	Impact	Likelihood
				III	E

	<i>Risk Rating</i>	<ul style="list-style-type: none"> PIs have improved or been maintained. Failing services have been identified and additional performance support provided to them. 		
Critical Success Factor	<i>How will you know that the action taken has worked? What will be the Risk Rating outcome with the new controls?</i>	<ul style="list-style-type: none"> Consultation feedback should show perceived improvements PIs will improve. 	Impact	Likelihood
			III	F

Risk Ref:	2	Risk Title:	Failure to tell residents about improvements	
Responsibility	<i>Who is managing the risk?</i>		Communications Manager	
Consequence	<i>What can go wrong? How can it go wrong? Has it gone wrong before?</i>		<ul style="list-style-type: none"> Stakeholders not understanding/valuing the services the Council provides Vulnerable residents are not sufficiently informed about local service improvements Communications are not received by residents Communications initiatives and messages are not effectively co-ordinated 	
Cause / Trigger	<i>What happens to bring the risk into being?</i>		<ul style="list-style-type: none"> Citizen's Panel not representative of community Consultation methods fail to engage hard to reach groups Insufficient resources to engage hard to reach groups Messages unclear or garbled Responsive rather than proactive Distribution failures (Three Rivers Times) Staff go on secondment, depart or are on sick leave 	
Existing Control	<i>What controls exist now to minimise the risk?</i>		<ul style="list-style-type: none"> Regularly updated strategy and action plan with increased emphasis on quality controls. Editorial Working Party reviews TRT and A-Z. TRT distributor provides GPS tracking of delivery teams and delivery quality checked with staff who live in the district. Delivery reminder service implemented. Press release output and coverage targets in place. Feedback mechanisms include Pensioners' Forum, Youth Council, prize draw survey in democracy packs, welcome packs for new residents, surveys in TRT and at key points of contact. Communications team action plan produced annually and reviewed twice a year. Communications and engagement plans for sustainability, community safety, democracy and citizenship and South Oxhey Initiative include targets and evaluation. Herts Omnibus survey provides annual data on communications performance, including breakdowns for deprived and minority groups. Audio version of Three Rivers Times actively distributed for visually impaired or those with reading difficulties. Internal Communications survey completed annually. 	

		<ul style="list-style-type: none"> Monthly "What's On" poster placed on noticeboards and distributed to community venues E-newsletters in place for Environment, Planning, Leisure and South Oxhey include feedback mechanisms. Facebook news pages introduced for key areas included those with significant deprivation and integrated with Twitter. Social media is monitored and responded to. 		
Adequacy of Control	<i>What evidence is there that the existing Controls are working? What would the Risk Rating be without the existing controls?</i>	<ul style="list-style-type: none"> Herts Omnibus survey 2011/12 shows 73% of respondents felt they were well informed or fairly well informed about Council services and overall satisfaction is 74% (75% average for county). 	Impact	Likelihood
			III	B
Further Action / Controls Required	<i>What gaps have been identified? What can be done to reduce the likelihood of something going wrong and/or reduce the Impact if something does go wrong?</i>	<ul style="list-style-type: none"> Scope of communications work is limited by below national average staffing level Below average staffing level weakens resilience 		
Cost / Resources	<i>Are there cost / resource implications in achieving the further action above?</i>		£ 0	
Current Status	<i>What is the current position on introducing additional controls? What is the current Risk Rating</i>	<ul style="list-style-type: none"> Additional controls to be considered as part of the Communications Plan 2012/13 	Impact	Likelihood
			III	E
Critical Success Factor	<i>How will you know that the action taken has worked? What will be the Risk Rating outcome with the new controls?</i>	<ul style="list-style-type: none"> All key groups will be represented in consultation feedback. Satisfaction with information provision and overall satisfaction with the Council would increase 	Impact	Likelihood
			II	E

Risk Ref:	3	Risk Title:	Failure to make progress on the sustainability action plan		
Responsibility	<i>Who is managing the risk?</i>		Head of Economic and Sustainable Development		
Consequence	<i>What can go wrong? How can it go wrong? Has it gone wrong before?</i>		<ul style="list-style-type: none"> The authority fails to lead by example on sustainable initiatives and does not provide the opportunities for residents to take advantage of, for example, energy saving measures Failure to resource the plan properly Lack of awareness of current initiatives National Indicators have been abolished. The Council is at a high level already and a high base line may prove difficult to improve on if new Indicators are introduced. 		
Cause / Trigger	<i>What happens to bring the risk into being?</i>		<ul style="list-style-type: none"> Monitoring reveals that the actions are not taking place and targets are not being achieved Withdrawal of Government funding for sustainable initiative subsidies 		
Existing Control	<i>What controls exist now to minimise the</i>		<ul style="list-style-type: none"> Action Plan for the development of Climate Change Strategy agreed Sustainability team has been set up 		

	<i>risk?</i>	<ul style="list-style-type: none"> Regular progress reports on strategy development reported to SEPSC Standing items for Cabinet/Management Board and Management Board meetings Partnership arrangements have been set up with the LSP and Energy Savings Trust Membership of the Herts Sustainability Forum with bi-monthly meetings Information is provided via the "Our Climate Is Changing" website Greenhouse Gas emissions data has been submitted to DECC ISO14001 re-accreditation achieved (excluding Batchworth Depot) Membership of USEA Green Deal Community Interest Company agreed 		
Adequacy of Control	<i>What evidence is there that the existing Controls are working? What would the Risk Rating be without the existing controls?</i>	<ul style="list-style-type: none"> Stakeholders are kept up to date on progress via regular reports Internal audits Submissions to DEFRA and DECC 	Impact	Likelihood
			IV	D
Further Action / Controls Required	<i>What gaps have been identified? What can be done to reduce the likelihood of something going wrong and/or reduce the Impact if something does go wrong?</i>	<ul style="list-style-type: none"> Annual audit and re-accreditation of ISO14001 for Three Rivers House Seeking accreditation for ISO14001 for Batchworth Depot Continued development and promotion of the "Our Climate Is Changing" website Continued monitoring of Greenhouse gas emissions and reporting to DECC Development of a Climate Change Strategy and Action Plan to replace the Sustainability Action Plan. Progress the Green Deal initiative via the Community Interest Company 		
Cost / Resources	<i>Are there cost / resource implications in achieving the further action above?</i>	No additional resource requirements identified	£ 0	
Current Status	<i>What is the current position on introducing additional controls? What is the current Risk Rating</i>	<ul style="list-style-type: none"> Additional controls to be completed during 2012/13 Impact and probability have not changed since last review 	Impact	Likelihood
			IV	E
Critical Success Factor	<i>How will you know that the action taken has worked? What will be the Risk Rating outcome with the new controls?</i>	<ul style="list-style-type: none"> Successful ISO14001 accreditation for Batchworth Depot Successful ISO14001 re-accreditation each year. 	Impact	Likelihood
			IV	F

Risk Ref:	4	Risk Title:	Failure to engage the community in the Strategic Plan	
Responsibility	<i>Who is managing the risk?</i>	Community Partnerships Manager		
Consequence	<i>What can go wrong? How can it go wrong? Has it gone wrong before?</i>	<ul style="list-style-type: none"> Poor response rates from the community or hard to reach groups. Lack of consultation of community in priorities set by the Council. 		

Cause / Trigger	<i>What happens to bring the risk into being?</i>	<ul style="list-style-type: none"> • Citizen's Panel becomes unrepresentative • Consultation methods fail to engage hard to reach groups • Poor consultation methods used • Insufficient resources to engage groups • Hard to reach groups fail to remain engaged due to lack of TRDC response 		
Existing Control	<i>What controls exist now to minimise the risk?</i>	<ul style="list-style-type: none"> • Corporate consultation data is analysed by race, gender, disability, age, area of residence and household income • Consultation best practice guidance updated for all services • Corporate focus groups held with BME communities, LGBT communities and those dissatisfied with key services changes • Research with young people on community safety, South Oxhey initiative and Community Strategy • Stakeholder engagement with low income groups, people with mental health and learning disabilities and low literacy groups • Consultation Action Plan has been developed • Priorities for engagement have been identified • Diversity Peer Challenge completed • Customer Service Excellence accreditation of all services 		
Adequacy of Control	<i>What evidence is there that the existing Controls are working? What would the Risk Rating be without the existing controls?</i>	<ul style="list-style-type: none"> • Evidence held on successful consultation and customer satisfaction 	Impact	Likelihood
			III	D
Further Action / Controls Required	<i>What gaps have been identified? What can be done to reduce the likelihood of something going wrong and/or reduce the Impact if something does go wrong?</i>	<ul style="list-style-type: none"> • Maintain implementation of corporate Consultation Action Plan. 		
Cost / Resources	<i>Are there cost / resource implications in achieving the further action above?</i>	No additional resource requirements identified.	£ 0	
Current Status	<i>What is the current position on introducing additional controls? What is the current Risk Rating</i>	<ul style="list-style-type: none"> • Impact and probability have not changed since last review. • Consultation on the review of the Community Strategy and South Oxhey Initiative undertaken. • Consultation on changes to Council Tax Benefit 	Impact	Likelihood
			III	E
Critical Success Factor	<i>How will you know that the action taken has worked? What will be the Risk Rating outcome with the new controls?</i>	<ul style="list-style-type: none"> • All key groups represented in corporate consultation feedback. • Risk could be closed. 	Impact	Likelihood
			III	F

Risk Ref:	5	Risk Title:	Failure to achieve Community Safety targets			
Responsibility	<i>Who is managing the risk?</i>		Community Safety Manager			
Consequence	<i>What can go wrong? How can it go wrong? Has it gone wrong before?</i>		<ul style="list-style-type: none"> • Ineffective target setting. • Resources not allocated to address actions. • Changes in recording systems. • Initiatives fail to meet targets. • Public do not understand what work is being achieved. • Overall strategy has met strategic targets. 			
Cause / Trigger	<i>What happens to bring the risk into being?</i>		<ul style="list-style-type: none"> • Strategy not translated into action plans for each partner agency. • Action plan not monitored for impact and corrective action. • MIDAS/monitoring systems fail. • Poor practice and enforcement by partners. • Residents mis-informed by national media. • Reduction in funding to partnership. • No joint risk management. • Lack of commitment of staffing resources from partners. • Lack of equality monitoring. • No business continuity or disaster recovery plans. 			
Existing Control	<i>What controls exist now to minimise the risk?</i>		<ul style="list-style-type: none"> • Quarterly performance reports to Community Safety Board and Co-ordination Group. • 6 monthly reports to Leisure and Community Safety Policy and Scrutiny committee. • Briefings with Leader and Portfolio holder. • Participation in Family Intervention Project, Offender Management Group and ASB Action Group. • Equality impact monitored. • Monthly updates to Members 			
Adequacy of Control	<i>What evidence is there that the existing Controls are working? What would the Risk Rating be without the existing controls?</i>		<ul style="list-style-type: none"> • Strategy overall is on target. • Where individual targets not met new action plans have been put in place and targets revised annually. 		Impact	
					III	
Further Action / Controls Required	<i>What gaps have been identified? What can be done to reduce the likelihood of something going wrong and/or reduce the impact if something does go wrong?</i>		<ul style="list-style-type: none"> • Review all bids for sustainability. • Assess risks of all partnership projects. • Request clarity of staffing commitments from all partners through annual action plan. • Request CRB checks for partnership funded projects where relevant. • Request equality impact on all funding proposals. Health and safety terms to be given to all grants. • Review data protection arrangements for non-statutory partners. 			Likelihood
						D

		<ul style="list-style-type: none"> Assess business continuity needs for all partnership projects. Implement shared ASB management system. Seek county clarity on funding sources. Community Safety Board to review funding position following election of Police & Crime Commissioner 		
Cost / Resources	<i>Are there cost / resource implications in achieving the further action above?</i>	Staff time. ICT support to implement new ASB system.	£ tbc	
Current Status	<i>What is the current position on introducing additional controls? What is the current Risk Rating</i>	<ul style="list-style-type: none"> Grants reviewed, and sustainability proposals being reviewed. Dialogue started with LSP regarding funding sources. Shared ASB management tool in place. Pilot area for transition from Family Intervention Project to Thriving Families programme. 	Impact	Likelihood
			III	E
Critical Success Factor	<i>How will you know that the action taken has worked? What will be the Risk Rating outcome with the new controls?</i>	<ul style="list-style-type: none"> Targets of strategy met for year. Review new risks at that point. 	Impact	Likelihood
			III	F

Risk Ref:	6	Risk Title:	Failure to achieve the priorities of the Community Strategy through the LSP		
Responsibility	<i>Who is managing the risk?</i>	Community Partnerships Manager			
Consequence	<i>What can go wrong? How can it go wrong? Has it gone wrong before?</i>	<ul style="list-style-type: none"> Failure to deliver on the strategy by some partners. Loss of resources to support achievement of the priorities. Action plans not effectively implemented. 			
Cause / Trigger	<i>What happens to bring the risk into being?</i>	<ul style="list-style-type: none"> Loss of national funding streams. Changes in priorities of individual partners. Budget limitations. Poor development of action plans. Limited buy in to strategy by partners. 			
Existing Control	<i>What controls exist now to minimise the risk?</i>	<ul style="list-style-type: none"> Action Plan updates provided to board from all sub-partnerships. Key performance indicators being tracked. Regular briefing with leader. Regular meetings of LSP Board. Sustainable funding plan being developed by LSP. 			
Adequacy of Control	<i>What evidence is there that the existing Controls are working? What would the Risk Rating be without the existing controls?</i>	<ul style="list-style-type: none"> Progress made on key projects in the District. Challenge provided to poor performance. Board reviewing impact of CSR and new changes. 	Impact	Likelihood	
			III	C	

		<ul style="list-style-type: none"> • Sustainability key decision element to project funding. 		
Further Action / Controls Required	<p><i>What gaps have been identified? What can be done to reduce the likelihood of something going wrong and/or reduce the Impact if something does go wrong?</i></p>	<ul style="list-style-type: none"> • Complete review of LSP. • Assess new sources of potential shared funding for local priorities. • Maintain risk assessment of all proposals for funding and joint action. 		
Cost / Resources	<p><i>Are there cost / resource implications in achieving the further action above?</i></p>	<ul style="list-style-type: none"> • Staff time. • Partners funding and commitment. 	£ 0	
Current Status	<p><i>What is the current position on introducing additional controls? What is the current Risk Rating</i></p>	<ul style="list-style-type: none"> • Review of partnership has started to risk assess future needs. • Community Strategy reviewed and agreed. • Potential funding sources identified for future years. • Growth bids submitted by some partner agencies • Priorities raised with Hertfordshire Health and Wellbeing Board and Commissioning Staff. 	Impact	Likelihood
			III	D
Critical Success Factor	<p><i>How will you know that the action taken has worked? What will be the Risk Rating outcome with the new controls?</i></p>	<ul style="list-style-type: none"> • Partnership achieves further progress on priorities in areas of deprivation in sustainable manor. 	Impact	Likelihood
			III	E