

## **Priority 1: Partnership Working**

Lead Member:  
Lead Officer: Laurie Bell

### **What are we aiming to achieve over the next 3 years?**

To ensure that all the services and work of the Council is underpinned with effective partnership working.

### **Why is this a priority?**

- We need to harness the skills, experience and resources of partner organisations in the private, public and voluntary/community sectors in order to achieve the best outcomes for local people.
- We have a duty to prepare a Community Strategy for North Wiltshire, in partnership with other organisations. We will seek to deliver this Strategy through working with our partners on the North Wiltshire Partnership.
- We have some mandatory responsibilities to work in partnership (for example, on Crime and Disorder Reduction Partnerships).

### **Vision for 2020**

**Everything to be underpinned by partnership working and community engagement, working towards building true community spirit and a caring society**

### **Milestone Targets towards achieving our Vision:**

- Deliver plans for action to realise ambitions within North Wiltshire Community Strategy, in partnership with service deliverers, linked into annual review of Community Strategy.
- Work in support of developing and delivery of the Wiltshire Local Area Agreement once agreed in March 2007.
- Carry out audit to inform review of Crime and Disorder and Drug Mis-use Reduction Strategy by 2008.

### **Key Actions for 2006/07 (and key performance targets for 2006/09):**

- Assist the five community planning partnerships to deliver actions within their community plans – reporting to the Council on the number of actions delivered by March 2007.
- Encourage community and voluntary groups to seek community area funding to help deliver projects identified in community plans – reporting to each Area Committee 3 times by March 2007.
- Support the North Wiltshire Partnership to develop plans for action for each of the eight strategic themes within the Community Strategy by March 2007.\*
- Undertake partnership reviews using the evaluation tool kit to include Citizens Advice Bureau – by December 2006.\*
- Detailed training on the Council's responsibilities under the agreed Compact with the Voluntary and Community Sector, to be undertaken for each Council Team and for elected Members by March 2007.

(Actions marked with \* link specifically to the Council's CPA Improvement Plan)

<b>Performance Indicator</b>	<b>Current performance</b>	<b>Target for March 2007</b>	<b>Target for March 2008</b>	<b>Target for March 2009</b>
Percentage of Area Committee funding awarded to projects in support of priorities within the Community Area Plans	To be confirmed	75% of annual spend	80% of annual spend	85% of annual spend

## **Priority 2: Waste and Recycling**

Lead Member:

Lead Officer: Nick Fenwick

### **What are we aiming to achieve over the next 3 years?**

- Raise awareness of the need to minimise waste and increase recycling.
- Provide a good waste collection service that gives people opportunities to recycle their domestic refuse.
- Increase the amount of waste sent for recycling from the District's households and reduce the amount of waste going to landfill.
- Provide a competitive and quality commercial waste service for businesses.

### **Why is this a priority?**

- Local people rate waste collection and recycling as a highly valued service and one where they would wish to see more investment.
- It is an environmental imperative for us to increase recycling and waste minimisation.
- National targets are set for recycling by Central Government, based on European Directives.

### **Links to the Vision for 2020**

#### **Waste & Recycling:**

To be a zero biodegradable municipal waste to landfill District.

#### **Milestone Targets towards achieving our Vision:**

- Maintain and improve upon DEFRA recycling target of 18% from April 2006.
- Meet longer term recycling and waste reduction targets in partnership with Wiltshire County Council.
- Aim to achieve a 50% recycling of household waste by 2020, in line with the Regional Waste Strategy

#### **Key Actions for 2006/07 (and key performance targets for 2006/09):**

- Implement a waste strategy as part of Wiltshire Waste Partnership by July 2006
- Establish Energy Policy by October 2006.
- Continue to roll out an opt-in green waste service across the District by March 2007
- To complete and implement review of refuse and trade waste rounds by December 2006

- In partnership implement Local Public Service Agreement 2 targets by March 2006.
- Revise the constitution for the Wiltshire Waste Partnership by March 2007.

(Actions marked with \* link specifically to the Council's CPA Improvement Plan)

<b>Performance Indicator</b>	<b>Current performance</b>	<b>Target for March 2007</b>	<b>Target for March 2008</b>	<b>Target for March 2009</b>
BV82 (a & b): % of household waste recycled & composted	??	18%	20%	To be developed
BV84 (a): Kg waste collected per head	??	355kg	355kg	To be developed

### **Priority 3: Housing**

Lead Member:  
Lead Officer: Laurie Bell

#### **What are we aiming to achieve over the next 3 years?**

- Maximise the opportunities for a decent home for everyone.
- An agreed way forward for continuing to develop new affordable housing in the district.

#### **Why is this a priority?**

- House prices in North Wiltshire are high.
- Local people rate housing services as an important priority.
- We need innovative new schemes to provide affordable housing for local people.
- We need to work on homelessness prevention and to bring empty homes back into use.
- We have mandatory responsibilities for some housing work linked to national legislation.

#### **Links to the Vision for 2020**

##### **Housing:**

- To ensure decent housing for everyone.

##### **Milestone Targets towards achieving our Vision:**

- Implement updates of housing needs across the district to achieve a minimum of 5 local needs surveys per year and a new District Wide Needs Survey every 5 years in 2010, 2015 and 2020.
- Target initiatives to keep people in their own homes, through the grants programme, homelessness prevention and partnership working.
- As part of the Local Public Service Agreement (LPSA), work towards the following targets:
  - (a) To eliminate the use of bed and breakfast accommodation for 16/17 year olds by March 2008.
  - (b) To reduce the number of 16/17 year olds in unsuitable accommodation by 50% by March 2008.
- Deliver 150 affordable homes per year up to 2008.

##### **Key Actions for 2006/07 (and key performance targets for 2006/09):**

- Produce a new Homelessness Strategy by July 2006.
- Reduce the use of bed and breakfast for young people by 50% and reduce the number of young people in unsuitable accommodation by 25% by March 2007. (Links to LPSA targets above)
- Complete review of the Housing Advice Service by June 2006.
- Reduce the number of households in temporary accommodation by at least 10% by March 2007.
- Complete 150 new affordable homes by March 2007, including at least 10 rural homes.
- Complete five local housing needs surveys.

- Complete research to assess the needs of gypsies and travellers in the district by July 2006.
- Complete Affordable Housing Supplementary Planning Document by March 2007. (linked target to Spatial Planning priority)
- Review the Housing Needs Register contract and Allocations Policy by March 2007.
- Produce an Empty Homes Strategy by June 2006.\*
- Produce a Private Sector Renewal Strategy and Policy by May 2006.\*
- Enable 55 vulnerable households in the private sector to live in decent homes by March 2007, through provision of advice and assistance.
- Enable at least 90 adaptations for disabled residents in the district by March 2007.
- Improve the energy efficiency of residential accommodation in the district by 2.5% by March 2007.

(Actions marked with \* link specifically to the Council's CPA Improvement Plan)

<b>Performance Indicator</b>	<b>Current performance</b>	<b>Target for March 2007</b>	<b>Target for March 2008</b>	<b>Target for March 2009</b>
LPI.xx: Number of affordable homes delivered	143 in 2005/06	150 over the year	150 over the year	150 over the year
BV183a: Length of stay of homeless households in temporary B&B accommodation.	2 weeks (average stay)	1.8 weeks	To be developed	To be developed
BV183b: Length of stay of homeless households in temporary hostel accommodation.	??	21 weeks	20 weeks	To be developed

#### **Priority 4: Cleaner, Safer and Better Streets**

Lead Member:

Lead Officer: Nick Fenwick

#### **What are we aiming to achieve over the next 3 years?**

- Improve cleanliness and physical appearance of roads and lanes and work in partnership with other local authorities in Wiltshire to improve the 'Streetscene'.
- Reduce fear of crime and actual crime levels.

#### **Why is this a priority?**

- Local people expect public open spaces to be clean and well kept.
- Cleaner, better, safer streets is an emerging priority nationally and a high local priority, arising from consultation and is one of the four key themes being progressed from the Wiltshire Community Strategy.
- We have a mandatory responsibility to work with partners on Crime and Disorder Reduction Partnerships.

#### **Links to the Vision for 2020**

##### **Local Environment and Streetscene:**

- To enhance the safety and attractiveness of the local environment and streetscene.

##### **Milestone Targets towards achieving our Vision:**

- Improve street cleaning and grounds maintenance services locally following the Best Value Review that took place in 2005.
- Review licensing policy no later than November 2007.
- Implement "Staying Safe, Feeling Safe" – a Strategy for Reducing Crime, Anti-Social Behaviour and Drug Misuse in Wiltshire and reduce crime levels by 12.5% by 2008.
- Work in partnership with agencies across Wiltshire to increase public satisfaction of the streetscene by 20% by 2010.

##### **Key Actions for 2006/07 (and key performance targets for 2006/09):**

- Undertake a street design audit of all towns in accordance with an agreed framework to assess the quality of the environment during 2006.
- Review service delivery of street cleansing and grounds maintenance following best value review and joint project with the local authorities in Wiltshire by March 2007.
- In partnership, introduce a system for reporting and dealing with abandoned vehicles by March 2007.
- Establish quality standards for Council's public open spaces by March 2007.
- Review Public Convenience provision and quality standards by March 2007.

(Actions marked with \* link specifically to the Council's CPA Improvement Plan)

<b>Performance Indicator</b>	<b>Current performance</b>	<b>Target for March 2007</b>	<b>Target for March 2008</b>	<b>Target for March 2009</b>
BV199a: Local street & environmental cleanliness - Litter	??	20%	20%	To be developed

## **Priority 5: Spatial Planning (including Local Development Framework/Local Plan)**

Lead Member:  
Lead Officer: Alun Davies

### **What are we aiming to achieve over the next 3 years?**

- Implement the production of the identified Local Development Framework documents as established in the mandatory Revised Local Development Scheme 2006 – 2009 for North Wiltshire District Council.

### **Why is this a priority?**

- We are facing a major change in needing to move from our current Local Plan system (where our Local Plan guides land-use in the longer term) to a new Local Development Framework. This will involve a rolling programme of replacing planning policies and land allocations.
- This is a mandatory duty arising from the Planning and Compulsory Purchase Act 2004.

### **Links to the Vision for 2020**

#### **Spatial Planning:**

- To promote the integration of leisure, housing and work.

#### **Milestone Targets towards achieving our Vision:**

- Adoption of the Local Plan 2011 in June 2006.
- Publish Local Development Documents for Housing & Employment, Statement of Community Involvement and Core Strategy by 2007.
- 13,500 dwellings planned between 1991 and 2011 (as amended by the Wiltshire and Swindon Structure Plan 2016 to 9000 dwellings between 1996 and 2016).
- Allocation of 150 hectares of employment land by 2011.
- New targets will be set in 2008 in the Regional Spatial Strategy. Initial indications suggest the need for more employment and housing land allocations largely at Chippenham.

#### **Key Actions for 2006/07 (and key performance targets for 2006/09):**

- Develop and finally Publish the Core Strategy Preferred Options Development Plan Document by June 2007 and then adopt the final document by January 2008.
- Develop and finally Publish the Housing and Employment Issues and Options by May 2006 and then the Preferred Options Development Plan Document by September 2006 and then adopt the final document by November 2008.
- Publish the Submission Document of the Statement of Community Involvement by April 2006.
- Hold Examination (if required) into the Statement of Community Involvement by September 2006 and then adopt by March 2007
- Prepare and complete the Affordable Housing Supplementary Planning Document (SPD) by March 2007. (linked target with Housing Priority)
- Prepare and complete the Sustainable Development SPD by October 2007.
- Prepare and complete the Open Spaces SPD by October 2007.

- Oversee preparation of three Conservation Area Management Plans SPDs as undertaken by the Community and Environment Business Area by November 2007.
- Replace the current reporting structure to Council for Spatial Planning policy by March 2007.
- Publish the North Wiltshire Local Plan 2011 including GIS/Website preparation by July 2006
- Develop and Publish the Chippenham and the Main Towns Issues and Options Document by April 2007.
- Develop and Publish the Rural Areas Issues and Options Document by April 2007.
- Develop and Publish the West of Swindon Issues and Options Document by Feb 2007.
- Develop and Publish the Bowood Estate Issues and Options Document by September 2007 and then the Preferred Options document by January 2007 and then adopt the final document by May 2008.

(Actions marked with \* link specifically to the Council's CPA Improvement Plan)

<b>Performance Indicator</b>	<b>Current performance</b>	<b>Target for March 2007</b>	<b>Target for March 2008</b>	<b>Target for March 2009</b>
BV200a: Local Development Scheme	LDS for 2005- 2008 in place. Submission of Revised LDS 2006 – 2009 to S/S in April 2006	Yes – further revisions will be considered by end December 2006 following the consideration of the Annual Monitoring report	Further revisions will be considered by end December 2007 following the consideration of the Annual Monitoring report	Further revisions will be considered by end December 2008 following the consideration of the Annual Monitoring report
BV200b: Plan-making Milestones.	Some targets set in the LDS 2005 – 2008 met. Remaining not on target.	Submission of Revised LDS 2006 – 2009 to S/S in April 2006 will, if approved, set new targets	Any necessary Submission of Revised LDS 2007 – 2010 to S/S in April 2007 will, if approved, set new targets	Any necessary Submission of Revised LDS 2008 – 2011 to S/S in April 2008 will, if approved, set new targets
BV200c: Annual Monitoring Report	Completed	To be submitted to the S/S by end December 2006	To be submitted to the S/S by end December 2007	To be submitted to the S/S by end December 2008



## **Priority 6: Buoyant Economy**

Lead Member  
Lead Officer: Laurie Bell

### **What are we aiming to achieve over the next 3 years?**

- Put in place the mechanisms to identify the needs of urban and rural communities.
- Work with community groups and partner organisations to respond to those needs.
- Manage the Council's landholdings and properties to obtain the maximum return for the Council and local communities.

### **Why is this a priority?**

- Regeneration and maintaining a buoyant economy is a local priority, particularly expressed by the Local Strategic Partnership.
- We need to maintain high employment rates and a diversity of businesses within the District.
- We have a responsibility to manage our landholdings and other assets in the best interests of local people.

### **Links to the Vision for 2020**

#### **Buoyant Economy:**

- To have a diverse and flexible local economy.

#### **Milestone Targets towards achieving our Vision:**

- Deliver biennial North Wiltshire Festival – a showcase event celebrating the diversity of local businesses, suppliers and communities throughout North Wiltshire – 2006, 2008, 2010, 2012, 2014, 2016 & 2018.
- Deliver Economic Regeneration Strategy for North Wiltshire by end 2008. Including key areas of Business Support and Inward Investment.
- Review Asset Management strategic approach and revised Plan by end 2006.

#### **Key Actions for 2006/07 (and key performance targets for 2006/09):**

- Progress redevelopment and reuse of strategic sites in consultation with the local community including Calne Phase 3 (including Phelps Parade), Bath Road Chippenham and Hygrade site in Chippenham.
- Review and deliver action plans as set out in Economic Regeneration Strategy
- Provide a Visitors' Guide for North Wiltshire by March 2007.
- Continue to promote North Wiltshire as a business relocation destination
- Promote the North Wiltshire towns at the North Wiltshire Festival in July 2006.
- Deliver the North Wiltshire Festival in July 2006.
- Launch a "Made in North Wiltshire" website to promote local suppliers by March 2007.
- Work in partnership to produce a Tourism Strategy for Wiltshire and Swindon by March 2007.
- Carry out a needs survey for rural businesses by March 2007.
- Deliver the Countryside and Open Space Strategy, including updating the Open Space Study to become a Supplementary Planning Document by March 2007.

- Undertake Investment Review of Council's assets by March 2007.

(Actions marked with \* link specifically to the Council's CPA Improvement Plan)

<b>Performance Indicator</b>	<b>Current performance</b>	<b>Target for March 2007</b>	<b>Target for March 2008</b>	<b>Target for March 2009</b>
Total number of inward investment enquiries per 10,000 economically active population	N/a	Baseline to be established in 2006/07	To be determined	To be determined
Number of North Wiltshire business enquiries for advice and information received in the financial year per 10,000 economically active population.	N/a	Baseline to be established in 2006/07	To be determined	To be determined
Average number of void properties on all industrial estates	4/30	5/30	5/30	5/30

## **Priority 7: Healthy Lifestyles – including Sports Development & Arts Development**

Lead Member:  
Lead Officer: Laurie Bell

### **What are we aiming to achieve over the next 3 years?**

- Raise awareness of the need for healthy lifestyles for all ages.
- Increase participation within sport and physical activity – especially involving the disadvantaged and disengaged.
- Deliver community based arts projects in response to community need (community planning and anti social behaviour reduction).
- Deliver District-wide Arts Facility at the Pound in Corsham.
- Seek opportunities for providing added value into existing mechanisms and workplace structures to improve the health and well-being of the population.

### **Why is this a priority?**

- Government priorities are focusing on health improvements, childhood obesity and increasing participation in physical activity.
- Our Area Community Plans, the North Wilts Local Strategic Partnership and the Wiltshire Strategic Board all highlight Healthy Lifestyles as a local priority.

### **Links to the Vision for 2020**

#### **Healthy Lifestyles:**

- To provide leisure opportunities and facilities for everyone to encourage healthy lifestyles.

#### **Milestone Targets towards achieving our Vision:**

- By 2010 to deliver leisure provision reflecting the feedback of local people in the “Live Life to the Full” visioning survey.

#### **Key Actions for 2006/07 (and key performance targets for 2006/09):**

- Need to review what leisure activities will be provided based on the feedback from the “Live Life to the Full” survey by March 2007.
- Start construction work on the North Wiltshire Arts Centre by May 2006.
- Work with the Wiltshire Alternative Youth Sports (WAYS) Partnership to deliver alternative sports: including transfer of the mobile skate park to WAYS by June 2006.
- Deliver the Annual Youth Games in July 2006.\*
- Work with partners to deliver actions in support of priorities in the County-wide sports strategy by March 2007.
- Improve the Council’s playgrounds by March 2007 and agree future partnership management arrangements.

(Actions marked with \* link specifically to the Council’s CPA Improvement Plan)

<b>Performance Indicator</b>	<b>Current performance</b>	<b>Target for March 2007</b>	<b>Target for March 2008</b>	<b>Target for March 2009</b>
Participants in Area Youth Games Event	300	350	375	400

## Priority 8: Car Parks and Decriminalisation

Lead Member:

Lead Officer: Nick Fenwick

### What are we aiming to achieve over the next 3 years?

- To provide local controls for parking enforcement and to improve parking in the main towns.
- To improve overall environmental conditions, including safer traffic conditions.
- Less pollution would result from less illegal parking, fewer cars, and better circulation.

### Why is this a priority?

- It will enable the Council to integrate on-street parking enforcement with off-street parking enforcement (car parks) which we are responsible for.
- It will provide better transport and traffic management and reduce pollution and congestion.

### Links to the Vision for 2020:

#### Local Environment and Streetscene:

- To enhance the safety and attractiveness of the local environment and streetscene.

#### Milestone Targets towards achieving our Vision:

- Introduce Phase 2 of DPE (subject to agreement with Wiltshire County Council and following public consultation) -residents permits and on street charging from April 2007.

#### Key Actions for 2006/07 (and key performance targets for 2006/09):

- Implement decriminalisation of parking enforcement (Phase 1) in September 2006.
- Further consultation on the introduction of residents parking schemes by July 2006
- Consider an approach to develop the strategy for Parking, Transport and Access (PAT) by March 2007.
- Establish transportation and travel strategy with County Council and stakeholders by March 2007.

(Actions marked with \* link specifically to the Council's CPA Improvement Plan)

Performance Indicator	Current performance	Target for March 2007	Target for March 2008	Target for March 2009
Local (no. of penalty notices issued)	Currently being developed	To be developed	To be developed	To be developed
Local (% of penalty notices, which were appealed against)	Currently being developed	To be developed	To be developed	To be developed
Local (% penalty notices cancelled)	Currently being developed	To be developed	To be developed	To be developed

## Key Improvement Areas for 2006-09

The Council's overall improvement plan was drawn up after our Comprehensive Performance Assessment in 2004.

Main areas for improvement identified by CPA inspection in January 2004	Update – Where we are now
<ul style="list-style-type: none"> <li>The Council has not developed a long-term vision for the district.</li> </ul>	<ul style="list-style-type: none"> <li>Vision for 2020 approved by Council in January 2005.</li> </ul>
<ul style="list-style-type: none"> <li>The Council needs to be more effective in explaining its priorities to the community.</li> </ul>	<ul style="list-style-type: none"> <li>New communication &amp; consultation strategy agreed in autumn 2004.</li> <li>Further review of communication and consultation carried out and increased resource included in budget 2006/07.</li> </ul>
<ul style="list-style-type: none"> <li>The Council is not achieving consistently high standards in all its priority services.</li> </ul>	<ul style="list-style-type: none"> <li>Improvement plans are in place for certain core services:               <ul style="list-style-type: none"> <li>Benefits</li> <li>Cleansing and Amenities services.</li> </ul> </li> <li>Investment into core services made in 2006/07 budget being monitored against improved performance targets</li> </ul>
<ul style="list-style-type: none"> <li>The systems the Council uses to drive improved performance are not yet embedded throughout the council.</li> </ul>	<ul style="list-style-type: none"> <li>Performance management framework operating well (monthly performance reports &amp; regular cycle of reports to Corporate Management Board, that are then cascaded to staff and key members)</li> </ul>
<ul style="list-style-type: none"> <li>The Council needs to carry out more research into the needs of children, young people and minority groups.</li> </ul>	<ul style="list-style-type: none"> <li>Strong focus on engaging young people over the two years. Major Youth Conferences held in 2004. and 2005. Young People's Council meeting 3 times a year. Youth Strategy working group set up and on target to complete strategy and action plans by July 2006.</li> <li>Action plan in place to improve Equalities and Diversity work linked to corporate priority.</li> <li>Housing and Employment Development Plan Document will involve baseline research to prepare policies to accommodate these groups.</li> </ul>

## Risk Management and Key Strategic Risks

There are a number of key strategic risks that the Council will need to manage over the next 12 months. These are set out here in summary, showing the links to the priorities.

<b>Risk</b>	<b>Consequences (if risk is realised)</b>	<b>Actions</b>	<b>Links to Priorities</b>
<p><b>Fit for Purpose Organisation</b></p> <p>(need to ensure the Organisation is fit for purpose – in terms of capacity and structure, to ensure it can meet the challenges ahead)</p>	<ul style="list-style-type: none"> <li>• Ineffective use of resources</li> <li>• Inefficient delivery</li> <li>• Staff leave</li> <li>• Service delivery deteriorates</li> <li>• Fail to deliver PI's</li> <li>• Fail to deliver priorities</li> <li>• CPA impact</li> </ul>	<p>The Chief Executive is addressing this in the context of the overall direction of the Council</p>	All
<p><b>Future Leisure Provision</b></p> <p>(need to ensure that value for money is being achieved)</p>	<ul style="list-style-type: none"> <li>• Time and resources used to deal with this</li> <li>• Opportunity for radical review of leisure provision</li> <li>• Reputational impact</li> <li>• Financial implications</li> </ul>	<p>Leisure Provision Board in place to ensure best value is achieved in line with leisure survey.</p>	Healthy Lifestyles And Equalities & Diversity
<p><b>HR Strategy</b></p> <p>(effective workforce development planning fails to happen)</p>	<ul style="list-style-type: none"> <li>• Impact on CPA</li> <li>• Ineffective resource allocation</li> <li>• Staff morale falls</li> <li>• Possible claims</li> <li>• Loss of key staff/capacity</li> <li>• Lose continuity of skills</li> <li>• Pay/rewards inappropriate</li> </ul>	<p>Revised Draft HR Strategy out for consultation by end March 2006.</p> <p>Approved HR Strategy in place by end July 2006.</p>	All
<p><b>Political Management</b></p> <p>(changes by current administration or change in administration)</p>	<ul style="list-style-type: none"> <li>• Impact on CPA</li> <li>• Financial implications</li> <li>• Capacity issues</li> <li>• Reputation undermined</li> <li>• Legal implications</li> <li>• Staff morale falls</li> <li>• Short termism</li> </ul>	<p>Budget and Policy framework being revised to ensure members' decisions operate within an agreed process.</p>	All
<p><b>Budget and Policy Framework</b></p> <p>(effective decision-making framework needed to ensure key decisions are not taken without full financial and corporate implications being considered)</p>	<ul style="list-style-type: none"> <li>• Capacity issues</li> <li>• Corporate effect – unforeseen</li> <li>• Financial implications</li> <li>• Impact on CPA</li> </ul>	<p>Budget and Policy framework being revised to ensure members' decisions operate within an agreed process.</p>	All

<b>Risk</b>	<b>Consequences (if risk is realised)</b>	<b>Actions</b>	<b>Links to Priorities</b>
<p><b>Asset Management Strategy</b></p> <p>(particular issues with specific buildings and assets)</p>	<ul style="list-style-type: none"> <li>• Services not provided</li> <li>• Increased financial expenditure</li> <li>• Political fall out</li> <li>• Reputation management</li> </ul>	<p>New Asset Management Strategy and Plan in place.</p> <p>Individual asset matters being managed and reviewed as appropriate</p>	Buoyant Economy
<p><b>Member Development</b></p> <p>(if members do not fully understand their roles and responsibilities this can create risk for the Council)</p>	<ul style="list-style-type: none"> <li>• Incorrect decisions made</li> <li>• Financial implications</li> <li>• Members at risk – liable</li> <li>• Commitments made that can't be fulfilled</li> </ul>	Agreed approach to member development approved in March 2006.	All
<p><b>Equalities and Diversity</b></p> <p>(risk of failing to connect with all customers and being unable to prove that services are equal for all)</p>	<ul style="list-style-type: none"> <li>• Reputation undermined</li> <li>• Legal implications</li> <li>• Financial implications</li> <li>• Impact on CPA</li> </ul>	Equalities Policy agreed by Council in February 2006. Action plan in place (see priority for Equalities & Diversity within this Plan)	Customer Focus, Equalities & Diversity and Partnership Working
<p><b>Service Delivery Partnerships</b></p> <p>(risk that partnership objectives do not align with the Council's objectives)</p>	<ul style="list-style-type: none"> <li>• Key PI's not delivered</li> <li>• Financial implications</li> <li>• Reputation undermined</li> <li>• Legal implications</li> <li>• Relationships with partners deteriorate</li> </ul>	Partnership evaluation toolkit now in use. Partnerships being reviewed.	Customer Focus, Equalities & Diversity and Partnership Working
<p><b>IT Strategy</b></p> <p>(lack of overall IT Strategy will hinder forward planning for the Council)</p>	<ul style="list-style-type: none"> <li>• Service driven approach to procurement</li> <li>• Lack of consistency across services</li> <li>• Lack of effective change control</li> <li>• Systems not compatible</li> <li>• Fails to link to change and knowledge management</li> <li>• Duplication occurs</li> <li>• Greater potential for fraud</li> </ul>	New IT Strategy to be produced by July 2006.	All