

Bridges and Secklow Gate Review: Action Plan						51 Recommendations	Red	Amber/ Red	Amber/ Green	Green	Closed
						Current	0	0	10	41	29
						Previous	3	2	9	37	0
Theme / Action Point	Source Ref	Report Recommendation / Learning Point / Issue	Action	Previous Update	Current Update	Previous RAG Status	Current RAG Status	Baseline Target Date	Owner	Other Officers	Date Cleared
Action plan and Reporting											
AP1	Audit Committee	That the Audit Committee be provided with a joint action plan by management & Cabinet that will address, in particular, the issues of: <ul style="list-style-type: none"> Member/officer relationships, incident management, mechanism to challenge decisions, public communication, integrated risk management, and the exchange of information to ensure effective governance, and to address defined roles for Members (Scrutiny, Cabinet and other roles) and Officers, including an appropriate training programme for Members and Officers. That the plan above include timescales, define accountability (including CLT in appropriate cases), a suitable process for escalation as necessary, and a process for follow-up on all action plans by Internal Audit.	1) An action plan will be developed that encompasses the recommendations / actions that have been stated in the Audit Committee Resolutions, CLT management statement, Haines Watts Secklow Bridge Report, Internal Audit Secklow Bridge Report, Internal Audit Bridge Service Report and the Secklow Gate Bridge Investigation Report. 2) Designated staff will be named as responsible for the implementation / ownership of the agreed actions to be overseen by a named sponsor for each theme. Overall sponsor to be undertaken by a named person in the Portfolio Office. 3) CLT will collectively act as the overall plan owner. CLT to monitor progress on a bi-monthly basis. 5) Action Plan to be agreed by The Leader of the Council, Audit Committee Chair and Vice Chairs. 4) Quarterly updates on progress to the Audit Committee.	Outstanding action is for this plan to be agreed by the Leader, Chair and Vice-chair of Audit Committee. Updated scheduled for Audit Committee on 28th March.	Action Plan was approved by the Leader and the Chair and Vice Chairs of Audit Committee on 28/03/12	Green	Green	28/03/2012	CLT		30/05/2012
AP2	Audit Committee	Internal Audit undertake a follow up audit to provide assurance to the Committee that the recommendations are being implemented successfully and promptly for all the bridge reports	1) Internal Audit follow up in 6 months time to review and verify progress against the action plan. 2) Report progress back to Audit Committee	Item scheduled in the Audit Committee Forward Plan	Item scheduled in the Audit Committee Forward Plan - report to the September meeting	Green	Green	01/08/2012	Lynda Baker Head of Internal Audit		
Bridge Repairs (Theme Owner: Alex Constantinides (Transport and Highways))											
BR1	Bridges Report Recommendation Schedule	The urgent prioritised programme of Principal Inspections (PI's) should be progressed, monitored and completed.	1) Manage the contractor in the delivery of the PI's 2) Ensure reports are signed off and entered into BMX 3) Reports to BMWG regarding progress / delays	1) 2011/12 Phase one PI's programme (62 bridges) is nearing completion, target is to complete by end March 2012 (no issues flagged). BMWG is to agree the Phase two programme (216 bridges) for 2012/13, with a view to extending it over more years. 2) Sign offs by the client officer are on going, Mouchel are entering reports onto BMX. Monthly reviews of progress are taking place. 3) Mouchel is providing regular reports to BMWG. 4) The Bridges Management Working Group (BMWG) has been established and now meets every two weeks (previously monthly) to help bring the issues to a quicker conclusion.	2011/12 Phase one PI's programme (62 bridges) completed, signed off and entered onto BMX. BMWG agreed the Phase two programme (75 bridges) for 2012/13. Remainder of bridges to be completed in 13/14 & 14/15 on a prioritised risk basis This work will be ongoing over the next 3 financial years and the action will be monitored via the SLA KPI's - Suggest to close	Green	Green	31/03/2012	Alex Constantinides Highways and Transport	Andrew Jackman & Tim Hughes	30/05/2012
BR2	Bridges Report Recommendation Schedule	The Client must actively monitor the agreed programme of rectification work e.g. Bridge Management System, rolling maintenance plans, proper certification of inspections etc	Client must ensure: - General inspections are completed within a 2 year period and appropriately signed off. - Maintenance requirements of each bridge is kept up to date to ensure a rolling maintenance programme - BMX is updated within agreed parameters	1) Mouchel is progressing with and meeting the GI programme, sign off is taking place. Monthly monitoring is taking place to verify this. 2) Mouchel are inputting the maintenance requirements for structures onto the BMX management system and maintaining the rolling maintenance programme. Monthly monitoring taking place. 3) Mouchel is updating BMX within the agreed parameters. Monthly monitoring is taking place	1) Mouchel completed 11/12 GI programme and has commenced 12/13 programme, sign off is taking place. 2) Mouchel are inputting the maintenance requirements for structures onto the BMX management system and maintaining the rolling maintenance programme. 3) Mouchel is updating BMX within the agreed parameters. This work will be ongoing and the action will be monitored via the SLA KPI's	Green	Green	01/04/2012	Alex Constantinides Highways and Transport	Andrew Jackman & Tim Hughes	30/05/2012
BR3	Bridges report recommendation schedule. Secklow learning Opportunity 2	The necessary information for every Bridge structure must be obtained and scanned by the Council to enable Mouchel to update and maintain the Bridge Management Xpert (Bridges System). Once that data is obtained the progress of this should be actively monitored by the client.	1) Obtain funding for scanning and indexing structure of the work in line with financial regulations 2) Procurement of the work in line with financial regulations 3) Project completed 4) BMX updated to agreed parameters	1) Funding for scanning and indexing to be sought as part of a business case submission with a START document. Target date end March. 2) The work will be procured in line with financial regulations. 3) The project will be monitored through to the target completion date of end August 2012. 4) BMX will be updated to agreed parameters	1) Funding for scanning obtained and the work is now underway. 2) Work procured in line with financial regulations. 3) Project being monitored through to the target completion date of end August 2012. 4) BMX being updated	Amber/Green	Green	30/08/2012	Alex Constantinides Highways and Transport	Andrew Jackman & Tim Hughes	

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Contract Dispute											
CD1	Audit Committee, Bridge Report and Secklow.	That management create an action plan and provide the Audit Committee with regular updates on progress of the remedial work for Bridges, the proposed SLA changes and any contractual dispute resolution, to enable the Committee to provide the public with reassurance that their bridges are safe and also to demonstrate to the public that the identified governance weaknesses have been addressed. Ensure that revisions to the SLA pick up all the learning points from various bridge reports.	1) The Council should obtain the advice of a suitably qualified Highways / Bridges expert regarding the SLA / Contractual issues. The Client Officer & Mouchel should undertake a gap analysis of the current service provision against the SLA and the Code of Practice and formally report on the service provision in terms of: - what does the Council need to do to ensure compliance with the code. - what aspects of the work should Mouchel already be providing under the SLA to meet the code. - what aspects are outside of the SLA but are required to meet the code. - where have Mouchel not performed under the historic SLA - the costs to the Council of meeting each element of the Code / risks associated with non implementation. 2) Consider consultant report and implications of new SLA in any contract resolution. 3) Revise and Agree the SLA with the involvement of PDT and Legal Services 4) SLA signed 5) Report to Audit Committee	1) The Council has appointed an Interim Bridges and Highway Structures Team leader (Tim Hughes). He will provide assistance with the SLA/ Contractual issues. Mouchel will undertake the required gap analysis which will inform the requirements of the SLA. 2) The new SLA is being developed to include for the requirements of the Code of Practice. Resolution of the contractual dispute is being progressed through the BMWG. 3) Revision of the SLA will include for the involvement of PDT and Legal Services. 4) Target date for SLA to be signed off is end June 2012 due the need for a pricing exercise and subsequent agreement of commercial terms. 5) Completion of the new SLA will be reported to the Audit Committee	1) Way forward in respect of the SLA/ Contractual issues now agreed. Mouchel completed the required gap analysis which informed the requirements of the SLA. 2) The new SLA includes for the requirements of the Code of Practice. Resolution of the contractual dispute is being progressed through the BMWG and is nearing completion. 3) Revision of the SLA includes for the involvement of PDT and Legal Services. 4) Target date for SLA to be signed off is end June 2012 due the need for a pricing exercise and subsequent agreement of commercial terms. Additional resource from Mouchel obtained to assist with SLA formatting. 5) Completion of the new SLA will be reported to the Audit Committee.	Amber/Green	Green	30/06/2012	Alex Constantinides Highways and Transport	Andrew Jackman & Tim Hughes	
CD2	Bridge report	A formal and transparent process to resolve the contractual disagreements in accordance with the PPP Contract terms, must be agreed	1) Letter of Claim to be responded to by Mouchel 2) Process to resolve the contractual dispute to be determined	1. Mouchel responded to the letter on 23 January. 2. It has been agreed that this will be settled by the Bridge Management Working Group In addition David Hill is chairing the SLA and settlement meetings	Process for resolving the contractual dispute has been agreed. Negotiation due to be completed by 30/06/12	Green	Green	30/06/2012	Mike Hood Partnership Team	Michael Hodgson, Partnership Director	
CD3	Bridge service report recommendation schedules	Those services that are determined to fall outside the Mouchel SLA (and thus the contract) must be procured in line with the Council's Financial Regulations and Contract Procedure Rules.	1) That PDT/client officer inform the Head of procurement of which services are out of scope (once the SLA has been agreed); 2) That the Head of Procurement puts in place a procurement strategy to acquire the required services in line with the Council's Constitution.	Dependent on CD1 & BR3	Dependent on CD1. The new SLA will include all aspects of the service and therefore there should not be a call for further procurement of services.	Amber/Green	Green	30/08/2012	Alex Constantinides Highways and Transport	Andrew Jackman & Tim Hughes Catharine Southern	
SLA and Client Function											
SC1	Haines Watts, Secklow Learning Opportunity 4	Ensure that the current review of working better together with the strategic partner fully captures MKC approach, ethos and culture and that the embedding of these in outsourced arrangements is periodically reviewed to ensure seamless delivery and value for money.		The WBT programme has now completed. The successor to WBT is New Ways of Working (NWoW) which has oversight of all change/vfm projects between the Council & Mouchel. The Partnership Delivery Team has oversight of all additional spends that Council makes with Mouchel, and, with Mouchel Management, will remind services, where appropriate, that work should be formed as a project.	Completed	Green	Green	31/03/2012	Mike Hood Partnership Team	Michael Hodgson, Partnership Director	30/05/2012
SC2	Audit Committee	Mouchel needs to demonstrate that the officers carrying out the contracted function have the experience, skills and qualifications to carry out the work required.	1) Agree with Mouchel how assurance will be evidenced - what data is required 2) Obtain key assurance data from Mouchel 3) Review data 4) Report to Audit Committee	The PDT will undertake a skills/qualifications audit across the various services provided by Mouchel for a report to the Audit Committee.	Mouchel have provided the council with a list of the skills, qualifications and experience of the staff across each service within the partnership.	Green	Green	31/03/2012	Mike Hood Partnership Team	Michael Hodgson, Partnership Director	30/05/2012
SC3	HW Report 3.1.6 Int Audit 1.12	That management submit to the committee an action plan that will demonstrate that all the Council's client officers have the requisite skills, training, capacity and support/challenge and manage/modify Council contractors	1) Council to review the overall corporate approach to contract management 2) establish a corporate lead for developing the Council's strategic approach to contract management. This will include a training programme and skills audit.	A draft proposal is currently being developed, due the end of March to Strand 5 of OTP	An approach to the future of contract management has been agreed by the OTP Board. This approach is now being refined in consultation with the relevant ADs. A further report is going back to the OTP Board on 31 May. A report to Audit Committee will be provided 26/06	Green	Green	30/06/2012	Mike Hood Partnership Team	OTP Strand 5	30/05/2012
SC4	Haines Watts, Secklow Learning Opportunity 9 + 15	A clear protocol to be introduced for commissioning work to Mouchel. This protocol should also include the timings of actions expected by the Council in commissioning work to Mouchel. Internal KPIs with targets should be introduced for the Council to assess the Council's own performance in commissioning work to Mouchel. Council senior officers should be held accountable for achieving these targets	1) Review existing arrangements for commissioning additional work 2) Consider where gaps may exist in current arrangements 3) Develop action plan to strengthen current arrangements 4) Ensure additional spend protocols encompass lessons learned for Bridges / Secklow	The Add Spend policy will be reviewed and revised. The new process will include a requirement to identify appropriate KPIs A note to staff will be circulated to inform them of the changes to the policy.	Change to delivery date A new draft Add Spend policy has been produced and has been subject to consultation. It has been discussed at the Partnership Executive Board and following some minor redrafting will be implemented.	Green	Green	30/05/2012	Mike Hood Partnership Team		30/05/2012
SC5	Bridges Report Recommendation Schedule	The Client should also ensure that appropriate reports (as defined in the SLA) are regularly provided by Mouchel, verified independently by the Client Officer and reviewed against the requirements of the SLA	1) Client Officer needs to ensure that the following reports are obtained and checked: - Monthly monitoring reports - Deliver agreed bridges Capital and Revenue Works programmes, reporting to Council staff monthly on both financial and works progress - Costed and prioritised maintenance recommendations, for Capital works presented to the Council annually by the end of April to enable LTP preparation - Development of a continuous improvement plan to increase BCI rating of the bridge stock - Preparation of rolling maintenance programme including costed works schedules delivered to the Council's Highway Network Manager by 30 April annually to assist in budget preparation - A fully costed on-going rolling bridge maintenance programme presented annually to the Council for approval	Two weekly BMWG meetings are scheduled. The Client Officer is ensuring that the following are obtained and checked: - Monthly monitoring reports - Delivery of the bridges Capital and Revenue Works programmes is being monitored through monthly progress meetings. Reports to Council staff are being provided monthly on both financial and works progress. - Mouchel are arranging for the first costed and prioritised maintenance recommendations for Capital works since the audit to be presented to the Council by the end of April 2012. - Mouchel are developing a continuous improvement plan to increase BCI rating of the bridge stock - Mouchel are preparing the first submission of the rolling maintenance programme including costed works schedules since the audit for delivery to the Council's Highway Network Manager by 30 April 2012. - Mouchel is developing a fully costed on-going rolling bridge maintenance programme for presentation annually to the Council for approval This process is now ongoing after the establishment of the Bridges Management Working Group who track the above information	Regular BMWG meetings taking place. Client Officer ensuring that the following are obtained and checked: - Monthly monitoring reports - Delivery of the bridges Capital and Revenue Works programmes is being monitored through monthly progress meetings. Reports to Council staff are being provided monthly on both financial and works progress. - Mouchel are arranging for the first costed and prioritised maintenance recommendations for Capital works since the audit to be presented to the Council by the end of April 2012. (Slipped to mid May) - Mouchel are developing a continuous improvement plan to increase BCI rating of the bridge stock - Mouchel are preparing the first submission of the rolling maintenance programme including costed works schedules since the audit for delivery to the Council's Highway Network Manager by 30 April 2012 (slipped to mid May). - Mouchel is developing a fully costed on-going rolling bridge maintenance programme for presentation annually to the Council for approval by 18 May. This work will be ongoing and the action will be monitored via the SLA KPI's	Green	Amber/ Green	30/04/2012	Alex Constantinides Highways and Transport	Andrew Jackman & Tim Hughes	30/05/2012

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SC6	Bridges Report Recommendation Schedule	The Client, be it directly themselves or through Mouchel, should ensure there is robust contract management arrangements which should include: - A robust programme of routine and preventative maintenance should be in place. - A procurement process / framework should be completed to enable the Council to efficiently procure bridge repairs. The Bridge Service should liaise with the Head of Strategic Procurement to ensure an effective process.	Work with contracts unit to ensure effective frameworks are in place.	1) The Client officer and Mouchel will work with Contracts to ensure effective frameworks are in place for bridge maintenance works. This will include for: - Putting in place a robust programme of routine and preventative maintenance. - Putting in place a procurement process / framework to enable the Council to efficiently procure bridge repairs. The Bridge Service will liaise with the Head of Strategic Procurement to ensure an effective process. Link to CD 3	Client officer and Mouchel are working with Contracts to ensure effective frameworks are in place for bridge maintenance works. This includes for: - Putting in place a robust programme of routine and preventative maintenance. - Putting in place a procurement process / framework to enable the Council to efficiently procure bridge repairs. Bridge Service is liaising with the Head of Strategic Procurement to ensure an effective process. Meeting has taken place with procurement to consider framework needed for bridge propping. Processes for working with Synergy have been reviewed in order to improve coordination	Amber/Green	Amber/ Green	30/08/2012	Alex Constantinides Highways and Transport	Andrew Jackman & Tim Hughes	
SC7	Bridges Report Recommendation Schedule	A monitoring system that safeguards any 'weak' structure identified should occur in line with the Code of Practice and the DMRB standard BD79/06 "The management of sub-standard highway structures".	1) Client to liaise with Mouchel to ensure monitoring system is in place and is adequate. (The Client and Mouchel must ensure that significant health and safety risk / deterioration of a bridge is acted upon promptly and is escalated through an agreed process should there be inadequate response to concerns raised)	1) As part of the monthly bridges progress meetings the Client officer is liaising with Mouchel to ensure monitoring of any weak bridges takes place and is adequate. 2) Mouchel is developing a fully documented escalation process to ensure that significant health and safety risk / deterioration of a bridge is acted upon promptly should there be inadequate response to concerns raised. This will be agreed with the Client officer. Target date for completion is the end of June 2012. This will be developed in conjunction with the Client officer	1) As part of the monthly bridges progress meetings the Client officer is liaising with Mouchel to ensure monitoring of any weak bridges takes place and is adequate. 2) Mouchel is developing a fully documented escalation process to ensure that significant health and safety risk / deterioration of a bridge is acted upon promptly should there be inadequate response to concerns raised. This will be agreed with the Client officer. Target date for completion is the end of June 2012. This will be developed in conjunction with the Client officer and based on BD 79/06 flowchart.	Green	Green	30/06/2012	Alex Constantinides Highways and Transport	Andrew Jackman & Tim Hughes	
SC8	Bridges Report Recommendation Schedule	The Client and Mouchel must ensure that significant health and safety risk / deterioration of a bridge is acted upon promptly and is escalated through an agreed process should there be inadequate response to concerns raised.	1) Agree an incident reporting process and the parameters for reporting.	1) Mouchel is preparing a fully documented incident reporting process for agreement with the Client officer. Target date for completion end of June 2012	1) Mouchel preparing a fully documented incident reporting process for agreement with the Client officer. Target date for completion end of June 2012	Green	Green	30/06/2012	Alex Constantinides Highways and Transport	Andrew Jackman & Tim Hughes	
Project Management and Incident Planning											
PM1	Audit Committee	Redefine what a project is so that it includes reference to the need to take full account of the level of potential disruption to the community or the risks to the Council's reputation, and the degree of political salience thereby attached to the activity.		What constitutes a project has been redefined to take account of the following criteria: 1) an investment (either time or money is required). 2) It is something new or out of the ordinary, so there is an element of uncertainty or risk. 3) There is a fixed timescale or end. 4) There will be a charge at the end. Additionally, if the activity (or the incident that gave rise to the activity) has the potential to cause a significant level of disruption to the normal life of the community or affect the Council's reputation and therefore attract a high degree of political/community interest, that should reinforce the case for that activity to be treated as a project and managed accordingly.	Project Definition updated December 2011	Green	Green	31/03/2012	CLT		30/05/2012
PM2	Internal Audit Secklow Learning Opportunities 1,3,7,8,9,10,11,12,13,14,15	Improving Project Management - review current processes to check suitability for use in post emergency situations	Portfolio Office to review the MK Approach, in line with the Emergency Planning and Business Continuity Processes to ensure there is a corporate policy for incident management. All policies to be reviewed and updated as required. Communication of Incident Management Framework & the linkages between EP, BC and PM disseminated throughout the organisation	A draft Incident Management Flow chart has been developed - for consideration by the Board. MK Approach documentation reviewed and updated EP Process being updated to include reference to using the MK Approach for projects that are required during and after recovery	Draft Incident Management Process has been updated following feedback from identified reviewers. The Item has been reviewed and accepted by the Board, and will now be included as Annexes to the MK Approach, the Emergency Planning Process and the Business Continuity Guidance.	Green	Green	30/05/2012	Jill Jones Head of Portfolio Office	supported by Susie Morrissey Portfolio Office & Lucy Baker Business Continuity & Debra Mordecal, Emergency Planning	30/05/2012
PM3		Where there is scope for involvement of more than one department, arrangements should be in place for co-ordination of resources to ensure there is a single point of responsibility to manage and take the issue forward.		BCP Processes being updated to include reference to using the MK Approach for projects that are required during and after recovery		Green	Green	30/05/2012	Jill Jones Head of Portfolio Office	supported by Susie Morrissey Portfolio Office & Lucy Baker Business Continuity & Debra Mordecal, Emergency Planning	30/05/2012
PM4		Where the Council has experts in specific fields this expertise will be utilised in providing advice throughout the project as required.	Review the MK Approach Project Directory and include additional teams that may need to be consulted.	Additional teams for inclusion in the Directory have been scoped and include: -Insurance -Equalities -Property (updated)	MK Approach Version 4 is currently being updated for sign off by CLT 14/6, and is scheduled to be relaunched at the next PM Network on the 11th July 2012.	Green	Green	30/06/2012	Jill Jones Head of Portfolio Office		
PM5	Secklow	Engagement with the Councils Emergency Planning Unit - Review scope of existing emergency planning processes and determine whether they need a refresh in the light of the lesson learnt from Secklow. Issue a communication to remind Heads of Service of the policies, processes and procedures already in place.	Review scope of existing emergency planning processes and determine whether they need a refresh in the light of the lesson learnt from Secklow. Issue a communication to remind Heads of Service of the policies, processes and procedures already in place.	There is a two year rolling programme to review the Emergency Planning Processes. The current refresh of the EPP will include updates on Communication and signposting Project Management processes during the recovery phase and beyond.	EP Process reviewed and updated - only update left is to include the Incident Management and Recovery Framework - subject to the approval of the Board	Green	Green	30/05/2012	Karen Ford Regulatory Unit	Debra Mordecal, Emergency Planning	30/05/2012
PM6	Secklow learning Opportunity 4	Definition of an incident outside of normal business - Develop and communicate a definition of an incident so officers are aware when an event can no longer be managed through business as usual	Develop and communicate a definition of an incident so officers are aware when an event can no longer be managed through business as usual	Several meetings have taken place to discuss the Incident Management Framework that already exists in the Council. National definition of Incident Management & Business continuity definitions to be consulted. Plan to develop a flow chart to help managers understand the scale of an incident & managing recovery through a project / BAU	The Incident Management & Recovery Framework, as developed by the Working Group, has been reviewed and approved by the Board 30/05/12	Green	Green	30/05/2012	Jill Jones, Head of Portfolio Office	supported by Susie Morrissey Portfolio Office & Lucy Baker Business Continuity & Debra Mordecal, Emergency Planning	30/05/2012

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PM7	Secklow learning Opportunity 1, 3, 10	Develop an agreed framework for dealing with High Impact / Major Incidents that will cover: A) the first 72 hours or until the incident is stabilised B) any further remedial action which may be required managed either as business as usual (BAU) or using project management protocols- framework to include an assessment to determine most appropriate on going management approach and decision tree C) Identification of impacted MKC Departments D) Identification of all stakeholders E) completion of a risk and impact assessment	Change to: 1) Review existing Emergency Planning Procedures and Business Continuity Processes and refresh in light of the Secklow Gate incident. 2) Develop a flow chart to help managers identify the best tool for managing an incident and the subsequent 'second day' / into recovery processes	As PM6	The Incident Management & Recovery Framework, as developed by the Working Group, has been reviewed and approved by the Board 30/05/12	Green	Green	12/06/2012	Jill Jones Portfolio Office	supported by Susie Morrissey Portfolio Office & Lucy Baker Business Continuity & Debra Mordcaal, Emergency Planning	30/05/2012
PM8	Int Audit learning Secklow Learning Opportunity 1	Training of staff - Incident Framework	Train Heads of Service, nominated deputies (and partners as applicable) in the use of the framework (action dependent on PM7 above) for managing the incident in the first 72 hours and then as BAU or as a project and also in financial control.	Training to follow development of Incident Framework. Service Lead to scope training requirements and target audience, and identify in-house specialist(s) to design and deliver the training. Corporate Learning and Development Team to advise and support throughout as appropriate (e.g. design, mode of training, administration of delivery and post training evaluation).	Training for the new Incident Management and Recovery Framework is to be embedded within the existing training programmes for Emergency Planning, Business Continuity and Project Management. ADs to be trained as Incident Directors as part of EP process A new series of Business Continuity 'Rehearsals' is being programmed for the end of the year SLT briefing arranged for the summer (July/Aug) Project Managers Network will include an item on the incident, and the Council's response, including the Incident Management framework	Green	Green	30/06/2012	Jill Jones Head of Portfolio Office	Morag Shaw, HR	30/05/2012
PM9	Internal Audit Secklow Learning Opportunities 1,3,7,8,9,10,11,12, 13,1415	Training of staff - Project Management	Ensure that all Corporate Directors, Assistant Directors, Heads of Service and their nominated deputies - are provided with an overview of the MK Approach and how it should be applied in MKC. Managers to use the Performance Appraisal process to identify project management training needs. Learning and Development Team and Portfolio Office to assess needs arising from Perf. Appraisal and of those associated with current and pipeline projects. Agree training plan with CLT in context of overall corporate training programme. Deliver targeted programmes (e-learning, direct training) across 2012/13.	1. Performance Appraisal programme imminent. All to be completed by end June 2012. 2. Project Management training contained within corporate programme for 2012/13 and to be reviewed when corporate TNA completed.	Link to PM8 MK Approach training currently awaiting approval to seek tender, intention is for a new course to start in the autumn. A one off training session has been arranged for the interim.	Green	Green	12/09/2012	Jill Jones Head of Portfolio Office	Morag Shaw, HR	30/05/2012
PM10	Internal Audit Learning Opportunities 1,3,7,8,9,10,11,12, 13,1415	Key staff from MKC and partners (Mouchel) need to ALL be aware of the management process (BAU or project management) being used to close out the incident after the first 72 hours	Ensure staff and partners (e.g. Mouchel) are aware of the MK Approach, Incident Management, Emergency Planning and Business Continuity processes and how their project management processes align so that all those closely involved in resolving the incident understand the processes followed	Link to PM 9 and PM8. Mouchel SDM team to be included in training	Link to PM8	Amber/Green	Green	12/09/2012	Jill Jones Head of Portfolio Office	Morag Shaw, HR	30/05/2012
PM11	Audit Committee	A briefing note for dissemination to managers highlighting all lessons learned.	1) Draft Note 2) Agree Note with Board 3) Send note to all staff	A draft briefing note has been written but not sent. Project Board to consider the next steps	Action Completed. Note to all staff drafted, agreed by the board and sent to all staff on 05/04/12	Amber/Red	Green	15/03/2012	Lynda Baker Head of Internal Audit	Susie Morrissey, Portfolio Office Kellie Evans, Communications	30/05/2012
Leadership											
L1	Haines watts and audit committee, Secklow Learning Opportunity 12	A cultural shift is required to remove silo thinking and to introduce a culture of constructive challenge and more proactive strategic leadership	Embed the 'One Council' culture envisaged when establishing the revised organisational structure. - Develop a pattern of Senior Leadership Team meetings (involving all Corporate Directors and Assistant Directors) and change and strengthen corporate processes and support systems (eg BPC, ESS/MSS) to reinforce the 'one Council' approach - Complete the restructuring of the Corporate Core/Strategy Division (and strengthen connections between it and the other major corporate 'support' functions) - Ensure Service Group and team/individual objectives track back to the outcomes and priorities in the Corporate Plan 2012-16, giving everyone a sense of working to a coherent common purpose. - Promote a common set of Organisational Values to reinforce the sense of operating as 'one Council' - CLT to model a culture of constructive challenge and explicitly welcome constructive challenge from ADs and Heads of Service	01.02.12 Schedule of Senior Leadership Team (SLT) meetings in place. Key issues to be analysed and debated collectively. Corporate Processes review completed and immediate improvement priorities identified. Corporate Core/Strategy Division – appointments to new structure under way. Service Plans being prepared to ensure delivery of the Corporate Plan Organisational Values being tested via whole organisation communications. Led by CLT the Performance Challenge arrangements are promoting two-way dialogue and constructive challenge as are the SLT meetings.	SLT meetings ongoing; collective development strategic policy assessment for Member consideration completed. Corporate Core/Strategy Division – appointments to new structure completed by 1st April 2012 Service Plans in place; performance appraisal cycle in train to ensure all staff have clear and agreed targets, and that their learning, development and support needs are identified. Organisational values – feedback reviewed; values adopted and promulgated. Quarter 4 Performance Challenge of Service Group ADs completed, including critical analysis of new Service Plans to ensure effective relationship with the Corporate Plan 2012-16.	Green	Green	30/06/2012	David Hill	Morag Shaw, HR	

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L2	Haines Watts	Scrutinise the performance appraisal system relating to senior managers with a view to ensuring that core roles and responsibilities are subject to adequate measures; and that there is a clear delineation between the roles and responsibilities of the Corporate Directors, Assistant Directors and Heads of Services.	Clarify roles and expectations of Corporate Directors and of CLT in providing strategic, proactive corporate leadership and challenge. Set new objectives for CLT and for Corporate Directors individually, for 2012/13 that reflect these requirements. Clarify roles and expectations of Assistant Directors and Service Groups in managing resources and taking responsibility for the achievement of service outcomes, amend role profiles accordingly and introduce new leadership competences for Assistant Directors. Apply the foregoing to the appraisal of Assistant Director performance with effect from 1 April 2012 and set new objectives for service groups, and for individual Assistant Directors, for 2012/13 that reflect these requirements.	01.02.12 Roles and expectations of Corporate Directors and CLT defined and tested with Assistant Directors to develop a collective understanding. Consideration being given also within Corporate Director appraisals and objective setting. Role profile refresh under way; corporate role of Assistant Directors scoped; leadership competences developed and being incorporated in role profiles and the performance appraisal process.	CHANGE TO DATE: Role profile work still ongoing Performance Appraisals for CE and Corporate Directors completed. Individual and collective accountabilities to be signed off by Members post Annual Council Meeting (23/5). Assistant Director Performance Appraisals under way. New senior leadership competences in place to support effective performance appraisal. Work on role profiles continues to mid-July 2012.	Green	Amber/ Green	12/09/2012	David Hill	Morag Shaw, HR	
L3	HW Report 3.1.6	Develop an approach to cultural and organisational development to ensure appropriate challenge to decisions is enabled	Address within OTP5 and adjust existing plans where needed by 30 April ; make use of current data and existing channels to promote and influence positive culture change: 1) Roll-out and test organisational values - review feedback, adjust and adopt. 2) Embed org. values and competences; align to all management development provision, induction and other relevant training and development provision. 3) Work with staff and manager focus groups to identify barriers to change and how these can be overcome 4) establish a range of opportunities for effective two-way communication that promotes constructive feedback and challenge. 5) Annual sense check to baseline and measure progress.	1. March 2012 - Organisational values communicated within OTP update to all staff. Feedback invited. 2. Competences (generic, management and senior leadership) embedded within performance appraisal process and all relevant training and development provision. 3. March 2012 – focus groups run to review staff survey results and identify priorities for action. 4. No new action this month. 5. No new action this month.	CHANGE TO DATE 1. May 2012 - Organisational values – feedback reviewed; values adopted and further communication imminent. 2. Performance appraisal cycle under way; competences embedded; new management programmes start mid-May to build management capacity and competence. 3. Focus Group feedback reported to CLT; key actions arising from focus groups/staff survey agreed for immediate implementation. 4. CE's workplace/staff meetings – first cycle completed with clear evidence of opportunities offered and taken for staff to question and comment on organisational issues. Cycle of similar meetings being planned across 2012/13 to continue to promote productive two-way communication. 5. No new action this month.	Green	Amber/ Green	12/09/2012	Morag Shaw (HR Strategy)		
Risk Management											
RM1	Audit Committee	That the Audit Committee work programme includes regular information items on Key Risks for Service Groups / projects to assure the Committee that individual parts of the Council are applying effective risk management & business continuity and where risk management is in place are we applying it properly.	1) Confirm Audit Committee Forward Plan includes quarterly updates from the Risk & Business Continuity Team on Service Group and Project Risks 2) Develop forward plan for service & project risks to be shared with Audit Committee 3) Confirm that the Annual Audit on Risk Management & Business Continuity is reported to the Audit Committee	30.1.12 Audit (Risk Management & Business Continuity Team) give quarterly updates to CLT and Audit Committee. At the last CLT, part of the report expressed concern that risks (at AD level) were only being updated when chased by a member of the Risk & BC Team. This does not give the assurance that risks are being reviewed and managed correctly. (DW) 15/02/12 Annual Audit on Risk Management & Business Continuity to provide broader picture of compliance - this audit is currently underway (JP) Risk is being scheduled to go on the forward plan for Audit Committee and CLT (Simon Heap & June Allen) Further work required to identify a programme of service areas that can share their risk registers. Paper going to CLT.	It was agreed with the with the Audit Committee Planning Group, that rather than a specific programme of reviewing service risks at the Committee meeting, the Risk Team should be empowered to identify services of concern for bringing to the attention of the Committee in their regular reports. Next Risk item scheduled for Audit Committee on 26/6/12 Regular Risk & BC updates programmed for CLT meetings	Amber/Green	Green	31/03/2012	John Pettitt Head of Risk and Insurance		30/05/2012
RM2	Haines Watts and Bridge Service report rec schedule	Review risk management and business Continuity arrangements to ensure that they are robust and fit for purpose; and that managers understand that these arrangements form part of routine business as well as atypical events such as the SGB incident. An embedded risk management culture as required by the Risk Management and Business Continuity Manual should be implemented. This should incorporate risk management and contingency surrounding potential structure failures. This should be reported within the service returns and service report.	1) Agree TOR for annual Audit of Risk Management & Business Continuity 2) Consider recommendations and gaps identified as part of the review 3) Develop action plan to implement recommendations "Management and contingency surrounding potential structure failures" 4) RMBC team to contact "Strategy Property" (formerly Asset Management Planning Group) to ensure the approach is communicated and that risks identified on asset management plans are reported in GRACE and that at every meeting they consider their Risk Register.	30.1.12 Haines Watts to commence an Audit of Risk Management in early February 2012. TOR agreed. CLT to review risk at Service Group/AD level	CHANGE TO DATE Internal Audit of Risk & BC carried out, report and recommendations due for approval by the end of June.	Green	Amber/ Green	12/09/2012	John Pettitt Head of Risk and Insurance		
Finance											
FM1	Audit Committee	That Cabinet be requested to ensure that the relevant budget items are reviewed to ensure they have taken account of the issues highlighted by these reports.	Review the impact of budget lines arising from the action plan to identify any impacts	Issues raised in these reports were reviewed as part of the MTFP process to ensure appropriate provision for potential costs were included in the accounts Cabinet approved the budget: 14th February; Full Council: 21st Feb	No additional update	Green	Green	31/03/2012	Nicole Jones AD Financial Management		30/05/2012
FM3	Bridge service report recommendation schedules	The Client department should ensure there is effective monitoring of the cost of externally procured Principal Inspections until the issue of who should be responsible for meeting these costs is resolved.	1) Develop process for cost monitoring	1) The Client officer is monitoring the cost of the externally procured Principal Inspections in conjunction with Mouchel through the BMWG	1) Client officer monitored the cost of the now completed externally procured Principal Inspections in conjunction with Mouchel through the BMWG	Green	Green	31/03/2012	Alex Constantinides Highways and Transport	Andrew Jackman & Tim Hughes	30/05/2012

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FM4	Internal Audit Secklow Learning Opportunity 4	Develop a process to ensure that any emergency expenditure can be authorised quickly and or SLA / procurement rules waived	1) Review existing procedures to ensure that expenditure can be authorised quickly in the event of an emergency 2) Amend procedures if necessary including that Once the incident has been resolved and there is no risk to public safety, that expenditure is reviewed to ensure ongoing costs are benchmarked and provide value for money. 3) Ensure all budget holders aware of emergency expenditure arrangements	There is provision within the financial scheme of delegation and the contract procedure rules for emergency decision on expenditure and the waiver of CPRs. A review of these procedures is planned with the review of the Financial Regulations (link to action in FM5)	No additional update - A review of the Financial Regulations is due at the end of the year	Green	Green	31/12/2012	Nicole Jones AD Financial Management	Catharine Southern, Head of Procurement	
FM5	Internal Audit Secklow Learning Opportunity 4	Develop and implement a process for recovering costs from insurers	Amend Council's financial procedures so that when a claim has to be made against an insurer (who is not the Council's insurer) then ongoing advice is sought from insurance section. Once the incident has been resolved and there is no risk to public safety, that expenditure is reviewed to ensure ongoing costs are benchmarked and provide value for money	This will be considered as part of the next annual review of the Financial Regulations & Procedure Rules. Officer process starts in May, ready for Full Cabinet at the end of the year	No additional update - A review of the Financial Regulations is due at the end of the year	Green	Green	31/12/2012	Nicole Jones AD Financial Management		
FM6	Internal Audit Secklow Learning Opportunity 16	Develop effective budgetary control to monitor and report on an ongoing basis as project costs are incurred	Budget managers supported by finance teams to review and challenge recoverable cost codes.	Robust monitoring and challenge of recoverable cost codes are in place (reported to Audit Committee 25/1/12)	No additional update	Green	Green	31/03/2012	Nicole Jones AD Financial Management		30/05/2012
Internal Audit											
IA1	Haines Watts	A formal scope document issued to all stakeholders when reviews are directly commissioned by Management should include the following information as a minimum: • The overall purpose of the review i.e. assurance or consultancy. The conclusion of the final report should be against the overall purpose; • Any areas to be excluded from the review and final report; and • List of Officers / Member for draft and final report distribution.	1) Develop draft template review scope document 2) Circulate template for review 3) When agreed bring template into use	Template being drafted	Template approved	Amber/Green	Green	31/03/2012	Lynda Baker Head of Internal Audit		30/05/2012
IA2	Haines Watts	Audit Committee Reporting Format – All reports to the Audit Committee should follow a standard format unless the Committee approves otherwise. The standard format must include the following: • The overall conclusion on state of internal control for the area under review; • Findings based on risk impact (High / Medium / Low), and • Actions plans to mitigate risk with officer responsibility and deadline.	1) Develop draft report template 2) Circulate template for review 3) When agreed bring into use	Template being drafted	Template approved	Green	Green	15/03/2012	Lynda Baker Head of Internal Audit		30/05/2012
IA3	Audit Committee and Haines Watts	That the Head of Internal Audit be requested to provide assurance that the PPP contract is being delivered in accordance with the SLAs within the 2012/13 (and future years) Annual Audit Plan and that contract audits provide assurance that client officers are effectively auditing contractor performance. The results of these audits should be made available to senior management of the Council and Members responsible for the contractor relationship.	1) Client side contract audit to include; - effectiveness of client operations - audit of data provided in reports received from the contractor 2) Made available to senior mgt and Members responsible.	2012/13 Audit Plan to include review of the PPP and other contracts	2012/13 Audit Plan includes review of the PPP and other contracts	Green	Green	31/12/2012	Lynda Baker Head of Internal Audit		

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Other											
O1	Bridges Report Recommendation Schedule	The impact of the estimated Gross Replacement Cost and Depreciated Replacement Cost must be considered and the potential opportunity / threat in respect of future funding evaluated.	1) Implications need to be explored 2) Report on financial risk to the Council 3) Calculate GRC and DRC	1) Work on updating BMX with more data will be needed to complete this task. This links with the records scanning task set out in BR3. 2) Further work by the client officer and Mouchel will be undertaken to determine the financial risk to the Council. 3) An assessment of the GRC and DRC will be made in 12/13 to meet the needs of whole government accounts.	Client officer and Mouchel undertaking fact finding with other Mouchel contracts to understand the requirements for this. This action also links with the records scanning task set out in BR3. 2) Further work by the client officer and Mouchel to be undertaken to determine the financial risk to the Council. 3) An assessment of the GRC and DRC will be made in 12/13 to meet the needs of whole government accounts.	Amber/Green	Amber/ Green	30/08/2012	Alex Constantinides Highways and Transport	supported by Finance Nicole Jones	
O2	Bridges Report Recommendation Schedule	A project should be undertaken to identify retaining walls and other highway structures needing to be maintained. These structures should be subject to inspection and other processes as defined in the CoP.	1) Obtain funding for scanning and indexing 2) Procurement of the work in line with financial regulations 3) Project completed 4) BMX updated to agreed parameters	1) The Client officer is reviewing with Mouchel the most efficient means of identifying retaining walls and other highway structures needing to be maintained. 2) subject to the outcome of 1) 3) subject to the outcome of 1) 4) subject to the outcome of 1)	1) HCA records retrieval underway and fact finding discussions commenced. BMWG agreed that MKC highway inspectors would be tasked with locating retaining walls and other highway structures needing to be maintained. Work being mobilised 2) subject to the outcome of 1) 3) subject to the outcome of 1) 4) subject to the outcome of 1)	Green	Amber/ Green	30/09/2012	Alex Constantinides Highways and Transport	Andrew Jackman & Tim Hughes	
O3	Secklow Report	Ensure communications with the public and stakeholders (including members) about service delivery are proactive and feed back into plans	As part of the review of Emergency Planning processes, develop a clear communication strategy that should include the closing of the immediate incident and the how the ongoing remedial work will be carried out. For Incidents: 1) Review arrangements for how services communicate with residents and stakeholders 2) Develop best practice guidelines to ensure effective comms 3) Implement best practice	Comms element to be included as part of the Incident Management Framework - being developed in PM7 by PFO, EP and BC	Communications included in the review and update of MK Approach, Business Continuity Process and Emergency Planning Process	Green	Green	30/04/2012	Kellie Evans Head of Corporate Communications	Debra Mordecai, Emergency Planning, Susie Morrissey, Portfolio Office & Lucy Baker, Business Continuity	30/05/2012
O4	Haines Watts Report 3.1.6	Develop the relationships with Members and introduce a process to review relationships against the member / officer protocol	1) Develop a set of role profiles for: a) Cabinet Members b) Chairs of Committees c) Overview & Scrutiny Members d) Ward Members 2) Implement the new role profiles 3) Review Member/Officer protocols with Constitution Commission & Full Council 4) Work with Officers to communicate new role profiles & updated officer/member protocols	Consultant (Martin Horton) has been commissioned to produce a set of Member Role Profiles. Due to report 31/12 - currently delayed (within time tolerance) to 09/03/12. Consultant (Jonathan Huish) commissioned to run skills audit with Members (due to do this post election)	Consultant has submitted his draft Role Profiles. Members deferred consideration until after the Elections Induction for 12 new Members held on 8 and 10 May All Members elected on 3 May to have Personal Development Planning interviews with Jonathan Huish in June. Member/Officer Relations Protocol to be considered by new Constitution Commission	Amber/Red	Amber/ Green	31/09/2012	John Moffoot Head of Democratic Services		
O5	Bridges Report Recommendation Schedule	The Client should review the draft Transport Asset Management Plan with consideration of including a separate section for Bridges to ensure that routine and preventative maintenance is undertaken effectively and synergies across the highway network obtained. The TAMP should then be submitted for formal adoption.	1) Review Transport Asset Management Plan 2) Develop a separate section on Bridges 3) submit plan for formal adoption	1) The Client officer is reviewing Transport Asset Management Plan with a view to commissioning Mouchel to develop a separate section on Bridges. 2) Mouchel is likely to be commissioned to develop a separate section of the TAMP for bridges. The formal plan will be submitted formal adoption when completed.	1) The Client officer is reviewing MKC's Transport Asset Management Plan and with Mouchel those of other Councils with a view to commissioning Mouchel to further develop the section on Bridges. 2) Mouchel is likely to be commissioned to develop a separate section of the TAMP for bridges. The formal plan will be submitted formal adoption when completed.	Amber/Green	Amber/ Green	30/09/2012	Alex Constantinides Highways and Transport	Andrew Jackman & Tim Hughes	
O6a	Audit Committee	That management provide the Audit Committee with an action plan that will demonstrate that whistleblower referrals are taken seriously, that remedial action is timely and that whistleblowers, wherever employed on Council services, are properly protected and that the employment contract / terms and conditions handbook (as appropriate) reflects duty of care with regard to whistle blowers.	1) Review existing procedures for whistle blowing 2) Consider if existing procedures are fit for purpose 3) Amend procedures if necessary 4) Roll out new procedures	The Whistle blowing Policy is reviewed and revised every year. Policy revised and adopted in 2011/12 and Audit Committee received several reports on referrals and effectiveness during 11/12. About to start the next annual review and report in June '12 to Audit Committee.	The policy has been reviewed and requires no changes. A couple of cases are under review and if they highlight any learning the policy will be changed and submitted to Audit Committee. NB the policy is reviewed annually so will be reviewed again in Jan 2013.	Green	Green	30/06/2012	Duncan Wilkinson, Audit & Risk Management		30/05/2012
O6b			1) Review existing employment contract/ terms and conditions handbook with regard to whistle blowing 2) Consider if existing statements are fit for purpose, and where statement is most appropriately placed 3) Adopt and implement any necessary changes.	All actions are on track	Complete. Terms and Conditions Handbook updated	Green	Green	31/03/2012	Morag Shaw (HR Strategy)		30/05/2012
O7	Audit Committee	That CLT look at effectiveness and manner of repairs that were not handled appropriately	1) Identify repairs for review 2) Undertake review of repairs and any outstanding repairs 3) Develop action plan as appropriate	1) The Client officer has reviewed the identified repairs 2) The Client officer will undertake a review of the repairs and any outstanding repairs. The outstanding repairs are programmed for completion by the end of March 2012. 3) The Client officer worked with Mouchel to develop the action plan	LINK TO SC6 1) Repair work in 11/12 all completed. Mouchel checking work done 2) The Client officer undertook a review of the repairs and any outstanding repairs. 3) The Client officer worked with Mouchel to develop the action plan	Green	Green	30/03/2012	Alex Constantinides Highways and Transport	Andrew Jackman & Tim Hughes	

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O8	Secklow Learning Opportunity 6	Working with partners - prohibition notice breached	Communicate and clarify process to enforce prohibition orders on third parties including the use of penalties to prevent 3rd parties actions adversely impacting on due process Review the process to enforce prohibition orders on third parties including the use of penalties to prevent 3rd parties actions adversely impacting on due process	<i>Change in Action Owner agreed by the Board - further update required</i>	The Documentation provided to support the issue of a Prohibition Notice has been reviewed and modifications proposed.	Red	Amber/ Green	12/06/2012	Karen Ford Regulatory Unit		
O9	Secklow Learning Opportunity 5	Maintaining Accurate Records - Register of Land	Develop a register of land that MKC may need to access in order to maintain / repair assets	<i>Change in Action Owner agreed by the Board - further update required</i>	Legal advice received - the Council, as the Highways Authority in an emergency - has the power to enter land for emergency repairs (subject to compensation claims). This Legal position has been disseminated through Property Services.	Red	Green	30/06/2012	Alex Constantinides Highways and Transport	Peter Smettem, Property Tim Hughes, Bridges	30/05/2012
O10	Secklow Learning Opportunity 5	Maintaining Accurate Records - access to 3rd party sites land	Work with principal partners whose land MKC might need to access in the event of an emergency and check lease arrangements for adequacy of provision to carry out works. Where such permissions are missing develop protocols for emergency access and works and agree with partners	<i>Change in Action Owner agreed by the Board - further update required</i>	MK Approach guidance has been updated to signpost the Property team in the negotiation of licences and compensation claim process. Given that our immediate access to 3rd party land is covered in an emergency situation, the suggestion to maintain a register of land for ongoing repairs and maintenance is considered to be a burdensome and costly exercise that will not provide value for money for Council.	Red	Green	30/06/2012	Alex Constantinides Highways and Transport	Peter Smettem, Property Tim Hughes, Bridges	30/05/2012