

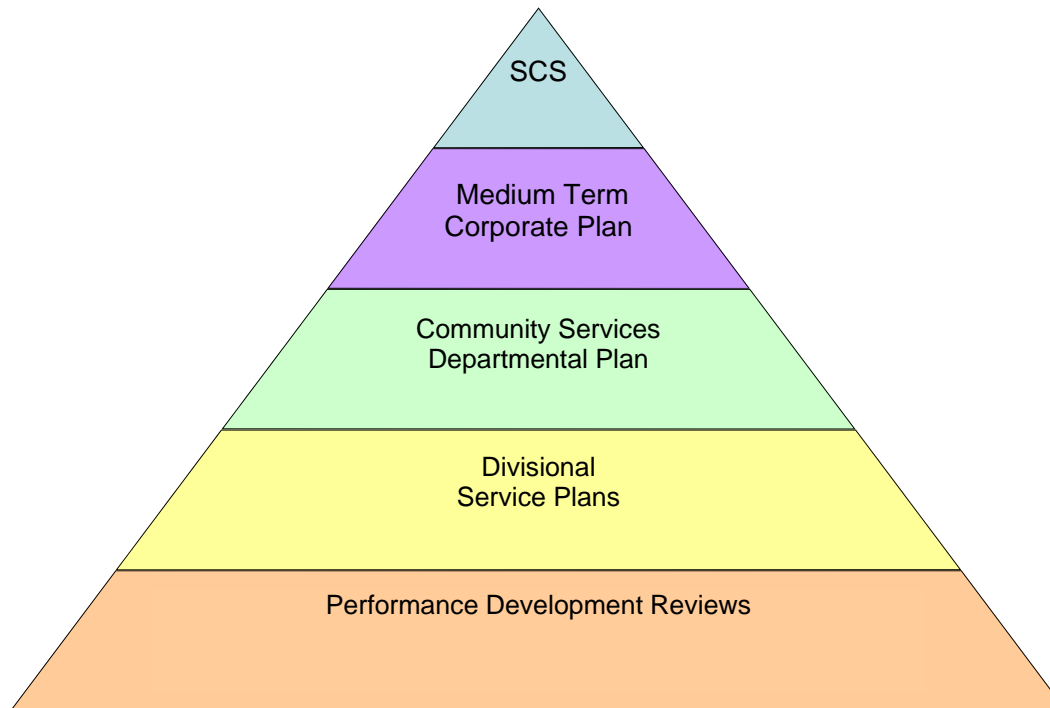


# **Community Services Department**

## **DEPARTMENTAL PLAN 2010-2014**

## Purpose of the Plan

This Service Plan sets out the activities that Community Services will deliver over the next four years and ensures that these activities complement the desired outcomes of the authority and the community as a whole. The Service Plan is part of the Council's 'golden thread' that ties together all of the key strategies, from the Sustainable Community Strategy (SCS) down to individual staffs PDRs, as set out below



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## Section 1 – About Community Services

The Community Services Department delivers a broad range of services to residents and businesses within Darlington. The Department is made up of nine service areas all of which deliver against their own service plan developed to meet the specific needs of their customers. The Department has an annual budget of...

The management team for the Department is made up of:

Cliff Brown  
Director of Community  
Services

Pauline Mitchell  
Assistant Director  
of Adult Social  
Care & Housing

Elizabeth Davison  
Assistant Director  
of Finance &  
Performance

Steve Thompson  
Assistant Director  
of Culture &  
Leisure

Dave Winstanley  
Assistant Director  
of Highways

Ian Thompson  
Assistant Director  
of Environmental  
Services

Dave Forrest  
Assistant Director  
of Construction &  
Maintenance

Ken Poole  
Assistant Director  
Technical Services

Rose Lamb  
Head of Quality  
Management  
System

The Services delivered are:

<p>Pauline Mitchell Assistant Director of Adult Social Care &amp; Housing</p>	<p>Elizabeth Davison Assistant Director of Finance &amp; Performance</p>	<p>Steve Thompson Assistant Director of Culture &amp; Leisure</p>	<p>Dave Winstanley Assistant Director of Highways</p>	<p>Ian Thompson Assistant Director of Environmental Services</p>	<p>Dave Forrest Assistant Director of Construction &amp; Maintenance</p>
<p>Learning Disabilities Adult Protection Mental Health Older People Occupational Therapy Physical &amp; Sensory Impairment Workforce Development Substance Misuse</p> <p>Housing Benefits Housing Estates Supporting People Warden Service Private Sector Housing Renewal Housing Strategy</p>	<p>Financial Management Budgetary Control Financial Planning Financial Protection Financial Assessment Project Co-ordination Information Technology Performance Management Service Planning Equalities</p>	<p>Sponsorship Events Leisure &amp; Sports Arts Centre Civic Theatre School Meals Catering Railway Museum Tourist Information Centre</p>	<p>Highways &amp; Bridge Design Highways Maintenance Traffic Management Road Safety</p>	<p>Street Scene Building Cleaning Transport Services Uniformed Wardens Anti Social Behaviour Dog Wardens Environmental Crime CCTV Countryside Cemeteries &amp; Crematorium Waste Management</p>	<p>Planned &amp; Responsive Maintenance New Construction Asbestos Surveying &amp; Removal Civil Engineering Street Lighting</p>

Ken Poole  
Assistant Director  
Technical Services

Rose Lamb  
Head of Quality  
Management  
System

Surveying  
Estimating  
Building & Design  
Services  
Contract Income  
Recovery  
Purchasing  
Woodburn Nursery  
Facilities Management  
New Business  
Manufactured Joinery  
Depot Site  
Management

Quality &  
Environmental  
Management  
Secretariat  
Reception/Post

## **Section 2 – What are the outcomes that we want for our communities?**

Using Outcomes Based Accountability methodology this service plan is designed to deliver key actions which will contribute to the outcomes for Darlington residents as set out in One Darlington : Perfectly Placed. These are:

- Everybody in Darlington is able to enjoy the borough's prosperity and quality of life
- Everyone in Darlington aspires and is able to achieve their full potential and maximise their life chances
- People in Darlington live long, healthy, active and independent lives
- People in Darlington enjoy an attractive, clean, green and sustainable environment
- All people feel safe and live in a crime free environment

## **Section 3 – Measuring Outcomes**

### **How can we measure if the population are better off?**

Achievement of the outcomes set out in One Darlington : Perfectly Placed will ensure that all residents benefit from an improved quality of life. In order to know what this will look like and how we will know if it has been achieved we have developed the following measures:

#### **PROSPEROUS DARLINGTON**

##### **Outcome**

- Everybody in Darlington is able to enjoy the borough's prosperity and quality of life

##### **What this will look like**

- All children and young people get the best possible start in life, and acquire the education and skills needed to access jobs in the local economy
- Average local wage levels are commensurate with national levels and support a good quality of life
- Economic activity levels are high and unemployment is below the national average
- Low unemployment is consistent across the borough and any gaps in unemployment rates are narrow

##### **Performance Indicators**

- NI 116 – Proportion of children in poverty
- NI 151 – Overall employment rate
- NI 166 – Median earnings of employees in the area



## **ASPIRING DARLINGTON**

### **Outcome**

- Everyone in Darlington aspires and is able to achieve their full potential and maximize their life chances

### **What this will look like**

- All people can aspire and achieve irrespective of economic and social circumstances
- Children and young people are well-prepared to start school, achieve and attend well at school, and progress to further and higher education, employment and training
- Children and young people engage in positive activities and express their happiness and satisfaction
- All People are well educated with relevant and current skills and opportunities for lifelong learning and training
- People of all ages participate positively in community and leisure activities

### **Performance Indicators**

- NI 075 - Achievement of 5 or more A\*-C grades at GCSE or equivalent including English and Maths
- NI 110 - Young people's participation in positive activities
- NI 163 - Working age population qualified to at least Level 2 or higher

## **HEALTHY DARLINGTON**

### **Outcome**

- People in Darlington live long, healthy, active and independent lives

### **What this will look like**

- People are making healthy lifestyle choices
- Mortality rates from preventable causes are reducing
- People's health and well-being is not dependent on where they live or on economic and social circumstances
- People look forward to, and achieve, healthy and active lifestyles well beyond retirement age

## **Performance Indicators**

- NI 119 – Self reported measures of people’s overall health and well-being
- NI 120 – All-age all cause mortality rate

## **GREENER DARLINGTON**

### **Outcome**

- People in Darlington enjoy an attractive, clean, green and sustainable environment

### **What this will look like**

- People are taking active steps to reduce their CO<sub>2</sub> emissions
- People can easily access jobs and facilities by walking, cycling and public transport
- People are actively minimising waste, increasing reuse, recycling and composting and the amount of waste sent to landfill is minimised
- Streets are clean and well-maintained
- People are satisfied with their environment

## **Performance Indicators**

- NI 005 – Overall/general satisfaction with the local area
- NI 186 – Per capita reductions in CO<sub>2</sub> emissions
- NI 187 – Tackling fuel poverty

## **SAFER DARLINGTON**

### **Outcome**

- All people feel safe and live in a crime free environment

### **What will this look like?**

- People will feel safe, and will be safe at any time of the day;
- There will be a crime free environment;
- There will be potential inward migration;
- Satisfaction levels will be extremely high, and perceptions will change;
- People will take ownership of the local area, which will be vibrant, inclusive and clean.

### **Performance Indicators**

- LI 0702 - People feeling safe at night
- LI 0703 - People feeling safe during the day
- LI 0700 - Total crimes committed
- NI 017 - Perceptions of anti-social behaviour

## Section 4 – Current Performance

Key Performance Indicator	Baseline	Current Performance	Current Trend	Turning the Curve Goal
NI 116 – Proportion of children in poverty	21.4% (2007/08)	20.8% (2008/09)	Improving	Reduce
NI 151 – Overall employment rate	74.4% (2009)	72.6% (2010)	Declining	Increase
NI 166 – Median earnings of employees in the area	£415.30 (2008/09)	£438.40 (2009/10)	Improving	Increase
NI 075 - Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	47.7% (Summer 2008)	51.8% (Summer 2009)	Improving	Increase
NI 110 - Young people's participation in positive activities	New Indicator	68.4% (2008/09)	-----	Increase
NI 163 - Working age population qualified to at least Level 2 or higher	71.1% (2007)	73.2% (2008)	Improving	Increase
NI 119 – Self reported measures of people's overall health and well-being	New Indicator	74.0% (2008 Place Survey)	-----	Increase
NI 120 – All-age all-cause mortality rate	656.0 (2008)	632.3 (2009)	Improving	Reduce
NI 005 – Overall/ general satisfaction with the local area	76.2% (2006 BVPI Survey)	79.2% (2008 Place Survey)	Improving	Increase
NI 186 – Per capita reductions in CO <sub>2</sub> emissions	7.8 tonnes (2005)	7.8 tonnes (2006)	Stable	Increase
NI 187 – Tackling fuel poverty	a) 14.0% b)18.0% (national baseline)	a) 6.9% b)30.6% (2008/09)	Improving	Reduce a) Increase b)
LI 0702 - People feeling safe at night	48.7% (2007 Com. Survey)	51.1% (2009 Com. Survey)	Improving	Increase
LI 0703 - People feeling safe during the day	94.5% (2007 Com. Survey)	94.5% (2009 Com. Survey)	Stable	Increase
LI 0700 - Total crimes committed	702 (Oct –Dec 2008)	646 (Oct –Dec 2009)	Improving	Reduce
NI 017 - Perceptions of anti-social behaviour	23.0% (2006 BVPI Survey)	17.1% (2008 Place Survey)	Improving	Reduce

## Are the outcomes improving or getting worse and where are we heading?

Of the fifteen key performance indicators used to measure our chosen outcomes current performance shows:

Two are static with performance remaining stable from baseline

- NI 186: Per capita reductions in CO<sub>2</sub> emissions
- LI 0703: People feeling safe during the day

Two are new indicators using survey responses for which only one year's data currently exists

- NI 110: Young people's participation in positive activities
- NI 119: Self reported measures of people's overall health and well-being

One is currently declining i.e. NI 151: overall employment rate, which reflects the impact of the economic downturn and recession.

Ten have an improving trend using latest performance against baseline.

The above represents a brief snapshot of current performance. Fuller analysis of previous year's data, longer term trends and projections was generated for corporate and departmental turning the curve exercises. The resulting service delivery priorities are contained in the following sections to set out this Department's contribution to the desired outcomes.

## What do we propose to do?

Delivery of the agreed Sustainable Community Strategy (SCS) outcomes will require input from a range of partners that collectively make up the Local Strategic Partnership (LSP). Each theme group produces detailed delivery plans to co-ordinate the work of the various sectors. The Council acts as a critical partner within that framework. Our Medium Term Corporate plan sets out what we as an individual organisation can contribute to the whole. Actions which are designed to address the key indicators and outcomes are then allocated to the four departments including Community Services.

Community Services Activity contributes to improving outcomes across all the SCS Themes and its action planning supports all the SCS outcomes. This can be evidenced by the service delivery priorities set out below. Actions are reviewed on a regular basis. New actions or continuation of existing successful actions are identified through the Outcomes Based Accountability process and incorporated into Service Plans.

As detailed above these service plan actions are specific to the achievement of each outcome, however to enable us to ensure the effective delivery of these actions the Council manages its services around four corporate functions which are:

- Ensuring good quality services
- Championing the interests of residents and businesses
- Promoting the Borough
- Setting a vision for the Borough

This section also sets out how the department contributes to ensuring that the Council carries out these four functions.

## Alignment of Outcomes, Performance Measures and Service Delivery Priorities

	SCS Outcome HEALTHY	SCS Population Accountability Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
1	People in Darlington live, long, healthy, active and independent lives	NI119 – Self reported measure of people’s overall health and well being	People exercise choice and control over the services they receive	NI139 Survey receiving support to exercise choice and control	<i>Adult Services</i>	NI130 – Clients receiving Direct Payments  <i>Local Indicator to be developed for direct payment user group</i>  <i>Local Indicator to be developed for carers</i>
			People have access to services which improve health and wellbeing		NI39 – Hospital admissions alcohol NI40 Drug users NI119 Overall Health NI124 Long term condition supported NI125 Achieving	

	SCS Outcome HEALTHY	SCS Population Accountability Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
				independence NI129 End of life care NI137 Healthy life expectancy NI136 Supported to live independently NI138 >65 satisfaction with neighbourhood NI127- Self reported experience of social care users	People who have long-term needs and their carers are supported to live as independently as they choose, and have well timed, well- coordinated treatment and support.	NI132 – Timeliness of assessment NI135 – Carers receiving assessment NI133 – Timeliness of packages
					People who use Adult Services are able to have a social life and to use leisure, learning, cultural and other local services.	
					Highways	
					Children are provided key road safety skills to encourage walking and cycling as a more sustainable, healthy travel choice.	<i>Local Indicator to be developed numbers of schools or children trained</i>
					<i>Cultural Services</i>	
				NI8 Adults in sport  NI55 – Obesity among primary	High quality leisure facilities accessible to all residents	



	SCS Outcome HEALTHY	SCS Population Accountability Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
				<p>school age children in Reception year</p> <p>NI56 - Obesity among primary school age children in Year 6</p> <p>NI57 – Children and young people’s participation in high quality PE and sport</p> <p>LI2503 Satisfaction with the Dolphin Centre</p>		
				<p>NI10 Visits to museums</p> <p>NI11 Engagements in Arts</p> <p>LI2502 Satisfaction with Arts Centre</p> <p>LI2504 Sat with Civic Theatre</p>	High quality cultural facilities accessible to all residents	<p>LI2505 Visits to TIC</p> <p>LI2506 Visits to Museum</p>

	SCS Outcome HEALTHY	SCS Population Accountability Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
				LI2508 Sat with Railway Museum		
			People are free from Discrimination and Harassment and are able to Maintain Personal Dignity and Respect	NI140 Fair Treatment	<i>Adult Services</i>	
		People who use services and their carers have fair access to services. Their entitlements to health and care services are upheld.				
					Finance and Performance	
				Vulnerable Adults Safeguarded through financial protection		
			NI 1 People from different backgrounds get along	People are free from discrimination or harassment in their living environments and neighbourhoods.		

	SCS Outcome HEALTHY	SCS Population Accountability Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
				NI128 Measure of respect & dignity	<p>People who use services and their carers are safeguarded from all forms of abuse.</p> <p>Personal care maintains service users human rights, preserving dignity and respect, helps them to be comfortable in their environment, and supports family and social life.</p>	
			Support people to live independently	NI141 - Vulnerable people achieving independent living	<p><i>Supporting People</i></p> <p>Support people to live independently through Supporting People services</p>	<p>NI142 Vulnerable people supported</p> <p>LI2400 Level B Providers</p> <p>LI2403 % people supported for training/work</p>

	SCS Outcome HEALTHY	SCS Population Accountability Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
						LI2404 % people supported to manage health
				NI139 Survey receiving support to live independently supported  NI145 Adults with LD in settled accommodation  NI149 Adults with MH in settled accommodation	<i>Adult Services</i> Support people to live independently through Adult Services	NI136 Supported to live independently

	SCS Outcome <b>PROSPEROUS</b>	SCS Population Accountability Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
1	Everybody in Darlington is able to enjoy the borough's prosperity and quality of life	NI 151 – Average Employment Rate  NI116 – Proportion of children in poverty	People are supported to achieve economic wellbeing	NI146 Adults with LD in employment NI150 Adults with MH in employment	<i>Adult Services</i>	
					People who use adult services are supported in finding or maintaining employment.	
				People who use adult services and carers have income to meet living and support costs.	NI 130 Clients receiving Direct Payments	
				<i>Finance and Performance</i>		
				Income maximisation through financial assessment		
					The built environment supports the prosperity of the Borough	LI2306 Satisfaction of HB service
				Ensure all residents are treated equally and fairly in the administration of Housing and Council Tax Benefit.	NI180 Changes in HB entitlements NI181 Time to process claims LI2300 Fraud investigations LI2301 Processing new claims LI2302 Change in Circumstances	

	SCS Outcome PROSPEROUS	SCS Population Accountability Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
						LI2303 % Claims calculated correctly LI2304 % recoverable overpayments LI2305 Overpayments recovered LI2307 Cases decided in 14 days LI2308 % old overpayments recovered LI2309 % reconsiderations in 4 weeks LI2310 Average waiting time for interview
					<i>Housing</i>	
				NI187 – Tackling Fuel Poverty	Provide a balanced and sustainable housing market providing multi tenure housing options, accessible and affordable to all local	NI156 Households in temp accommodation  NI158 % non decent council

	SCS Outcome PROSPEROUS	SCS Population Accountability Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
					people.	homes  LI2204 Heat efficient homes in private sector  LI2210 No of enforcement interventions
				NI160 Sat with landlord services	Continue to work collaboratively with residents, private landlords and key stakeholder partners to maximise inward investment for Darlington supporting housing and economic growth.	
					Highway	
			<i>The built environment supports the prosperity of the Borough</i>	LI 2611 % of pop satisfied with road maintenance LI 2612 % of pop satisfied with pavement maintenance	Develop asset management strategies to ensure optimal allocation of resources for the management, operation, preservation and enhancement of the highway infrastructure to meet the needs of current	NI168 Principal roads maintenance  NI169 Non principal roads maintenance

	SCS Outcome PROSPEROUS	SCS Population Accountability Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
					and future customers	
					Develop Network Management practices to maximise the efficiency of the transport network to meet the needs of current and future customers.	
					Contribute to the delivery of capital projects to meets the objectives of the Transport Strategy	



	SCS Outcome GREENER	SCS Population Accountability Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
1	People in Darlington enjoy an attractive, clean and green environment	NI 005 – Overall/general satisfaction with the local areas	Residents enjoy a clean environment	NI 195 – Improved street and environment cleanliness NI196 Fly tipping LI2703 – Satisfaction with Street Cleanliness LI2711 - Satisfaction with Town Centre Cleanliness LI2712 - Satisfaction of upkeep of Residential Areas	<i>Environmental Services</i>	
					To improve the cleanliness of the Borough	
			Residents enjoy access to parks and open spaces	LI 2709 Sat with Parks & Open Spaces	<i>Environmental Services</i>	
					To provide and maintain high quality parks and open spaces	LI2714 land for nature conservation  LI2715 quality countryside

	SCS Outcome GREENER	SCS Population Accountability Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
						LI2716 Rights of way easy to use
					<i>Cultural Services</i>	
					To provide a range of inclusive leisure activities in parks	
			Ensure biodiversity continues to increase to more sustainable levels	NI197 Improved local biodiversity	<i>Environmental Services</i>	
					Continue to look for opportunities for biodiversity gain from a range of developments in rural areas	LI2714 land for nature conservation
		NI 192 – Percentage of household waste sent for reuse, recycling and composting	Contribute to making Darlington more sustainable	NI193 Municipal waste LI2704 Sat with Waste collection LI2706 Sat with Civic Amenity sites	<i>Environmental Services</i>	
				LI2705 Sat with recycling facilities NI191 Waste per household NI192 Recycled	To provide high quality waste management services	LI2707 % households serviced kerbside
						LI2708 % households served by two kerbside
						LI2707 % households serviced kerbside
						LI2708 % households

	SCS Outcome GREENER	SCS Population Accountability Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
				household waste		served by two kerbside
		NI186 – Per capita reduction in CO2 emissions	Reduce Carbon Emissions		Highways	
					Develop a Street Lighting Carbon Management Plan	Develop a Street Lighting Carbon Management Plan
					Environmental Services	
					Review Transport Services impact on Carbon Emissions	
					Housing Services	
				Reduce carbon footprint on all Housing	LI 2204 Increase heat efficient homes	

	SCS Outcome SAFER	SCS Population Accountability Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
1	All people feel safe and live in a crime free environment	NI 17 Perception of anti social behaviour  People feeling safe: LI 0702 - At night; LI 0703 During the day	People feel safe	NI21 Dealing with anti-social behaviour	Environmental Services	
					Continue to develop and strengthen approach to tackling anti social behaviour	
		LI 700 - Total crimes committed	People in the Borough are safe	<i>Local Indicator to be established</i>	Highways	
					Highways deliver services to reduce road casualties	NI47 3 yr rolling average in People KSI in road accidents NI48 3 yr rolling average Children KSI in road accidents LI2600 No of People KSI LI2601 % Change No of People KSI LI2602 No of Children KSI LI2603 % Change Children KSI

	SCS Outcome SAFER	SCS Population Accountability Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
						LI2604 No of all slight injuries LI2605 % change in slight injuries LI2613 No of children slightly injured  LI2608 Average no of days to repair street light
			Contribute to civil contingencies in accordance with corporate policies		Environmental Services	
					<i>To be developed alongside corporate action plan</i>	
					Highways	
					<i>To be developed alongside corporate action plan</i>	

	Corporate Function	Corporate Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
1.	Championing the interests of citizens and business based on a solid evidence base and good in-depth engagement	NI 004 – % of people who feel they can influence decisions in their locality	Robust knowledge management ensures effective service delivery and commissioning to meet the needs of residents		Finance and Performance	
					Analysis of demographic and performance data to inform outcome based commissioning	
					Management of Strategic Service Planning	
					Housing Services	
			Effective engagement with services users to help shape service delivery		<i>An effective Tenants Board which helps shape service delivery</i>	
					Cultural Services	
					Customer engagement in shaping service delivery through co-ordinated customer feedback	

	Corporate Function	Corporate Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
					Environmental Services	
					Through various community engagement processes and working with partners we will tackle priorities raised by residents.	
					To continue to expand the Street Champions programme to assist in shaping service delivery.	
		NI 140 – Fair treatment by Local Services	An inclusive approach to service delivery which meets the needs of all communities		<i>All services will contribute to the corporate approach to Equality and Diversity and the implementation of the Equalities Framework</i>	
					Environmental Services	
					To continue to expand the Street	

	Corporate Function	Corporate Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
					Champions programme to assist in shaping service delivery.	
					To impact on other community engagement processes, working with partners to tackle priorities raised by residents.	
2.	Promoting the borough as an active player within local, sub-regional, regional and national governance	LI 0003 – Darlington's share of external funding awarded to the Tees Valley	Promotion of the Boroughs tourism and cultural offer to attract investment		Cultural Services	
			Participation in local,			
					Environmental Services	



	Corporate Function	Corporate Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
					Continue to play an active part in the RIEP Board for Waste Management. Continue to be representative on the National Advisory Group for Keep Britain Tidy.	

	<b>Corporate Function</b>	<b>Corporate Indicator</b>	<b>Departmental Outcome</b>	<b>Population Accountability Indicator</b>	<b>Service Delivery Priority</b>	<b>Service Performance Measure</b>
<b>3.</b>	Ensuring the provision of good quality public services	LI 0400 – Satisfaction with the overall service provided by the Council			Finance and Performance	
Effective financial management assists in the delivery of good quality services				Effective Financial Management	Internal Customer Satisfaction	
				Management of Financial Procedures		Timeliness of Reports
				Financial Monitoring of Direct Payments		Accuracy of Reports
Ensuring Effectiveness of Information Systems						
A sound approach to strategic financial analysis informs business decisions		Strategic financial analysis of business options				

	Corporate Function	Corporate Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
			Robust knowledge management and sound strategic planning ensures the commissioning of good quality public services		Management of Strategic Service Planning	
			Strong performance management which focuses on outcomes for residents ensures the delivery of good quality public services		Analysis of demographic and performance data to inform outcome based commissioning	
					Management and ongoing development of the PMF	
		NI 005 – Overall/ general satisfaction with the local area	<i>Details of work we do to commission good quality services in Darlington not provided by Council and details of any external or partner services where we</i>		Environmental Services	
					Continue to improve performance monitoring and reporting for Environmental Services	

	Corporate Function	Corporate Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
					Continue to improve satisfaction with Environmental Services	
					Ensure services are delivering value for money	
4.	Promoting strong partnerships to ensure there is a vision and direction for the borough and for public services	<i>To be added</i>	Working with external partners in the public and private sector to develop services which meet the needs of the community		<b>Environmental Services</b>	
					To continue to be a key player - ASB Team, CCTV, Street Scene within the CDRP	

	Corporate Function	Corporate Indicator	Departmental Outcome	Population Accountability Indicator	Service Delivery Priority	Service Performance Measure
					Continue to support the work of the Tees Valley Waste Management Group, Fleet Managers Group and Heads of Street Scene	
					Continue to work in partnership with colleagues across Tees Valley to identify areas of joint working to improve service and deliver efficiencies	

## Targets

### Performance Targets

PI Number	Description	Actual 2008/09	Actual 2009/2010	Target 2009/10	Target 2010/11	Target 2011/12	Target 2012/2013	Target 2013/14
<b>Adult Social Services</b>								
NI 125	Achieving independence for older people through rehabilitation/intermediate care	73.7%		75	76	77	78	
NI 127	Self reported experience of social care users	Not reported						
NI 128	User reported measure of respect and dignity in their treatment	Not reported						
NI 130	Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	215.6		16.80	30.00			
NI 131	Delayed transfers of care from hospitals	0.76		1	1	1	1	
NI 132	Timeliness of social care assessment	78.90%		81	82	83	84	
NI 133	Timeliness of social care packages	97.07%		92	93	93	94	
NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information	25.30%		27	27	28	29	
NI 136	People supported to live independently through social services (all ages)	2695.39		2,900.00	2,950.00	2,975.00	2,999.00	
NI 139	People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently	32.1%						

PI Number	Description	Actual 2008/09	Actual 2009/2010	Target 2009/10	Target 2010/11	Target 2011/12	Target 2012/2013	Target 2013/14
NI 145	Adults with learning disabilities in settled accommodation	Information Centre awarded us 100%		75	76	77	77	
NI 146	Adults with learning disabilities in employment	Information Centre awarded us 10.0%		6	6	7	7	
NI 149	Adults in contact with secondary mental health services in settled accommodation	35.1 (Figures from Mental Health Trust)						
NI 150	Adults in contact with secondary mental health services in employment	2.8 (Figures from Mental Health Trust)						
LI 2000	Intensive home care	16.03		17	17	17	17	
LI 2001	Cost of intensive social care for adults and older people	£492.85		480	490	500	510	
LI 2003	Assessments of adults and older people leading to provision of service	65.9%		75%	75%	75%	75%	
LI 2004	Clients receiving a review as a percentage of adults receiving a service	85.5%		88.5%	89%	89.5%	89.5%	
LI 2007	Unit cost of home care for adults and older people	£11.99		13.87	14.02	14.20		

PI Number	Description	Actual 2008/09	Actual 2009/2010	Target 2009/10	Target 2010/11	Target 2011/12	Target 2012/2013	Target 2013/14
LI 2008	Admissions of supported residents aged 65 or over to residential/nursing care	86.3		89	88	87	87	
LI 2009	Admissions of supported residents aged 18-64 to residential/nursing care	0.98		1.4	1.3	1.3	1.3	
LI 2010	Ethnicity of adults and older people receiving assessment	1.18		1	1	1	1	
LI 2011	Ethnicity of adults and older people receiving services following an assessment	0.75		0.9	1	1	1	
LI 2012	Intensive home care as a percentage of intensive home and residential care	29.1%		32.00%	34.00%	36.00%	36.00%	
LI 2013	Percentage of people receiving a statement of their needs and how they will be met (Was BV58 and was changed mid 2006-07)	96.62%		96.50%	97.00%	97.00%	97.00%	
LI 2019	Items of equipment delivered in 7 days	Dropped in 2008-09 - Reinstated for 2009-10		94%	95.00%	95%	96.00%	
LI 2020	Percentage of those making a complaint under the Adult Social Care Complaints Procedure satisfied with the handling of these complaints	Not reported - New for 2009-10		65%	67.5%	70.0%	72.5%	
LI 2021	Percentage of all complaints received under the Adult Social Care Complaints Procedure referred to the Ombudsman following investigation under the Council's procedure	Not reported - New for 2009-10		1%	1.0%			
LI 2022	Number of complaints submitted to the Ombudsman without consideration through the Adult Social Care Complaints Procedure (premature complaints)	Not reported - New for 2009-10		1	1	1	1	



PI Number	Description	Actual 2008/09	Actual 2009/2010	Target 2009/10	Target 2010/11	Target 2011/12	Target 2012/2013	Target 2013/14
LI 2802	% PDRs undertaken - Adult Services Individuals	95%		96%				
LI 2803	% PDRs undertaken - Adult Services Group	100%		90%				
<b>Environmental</b>								
NI 021	Dealing with local concerns about anti-social behaviour and crime by the local council and police							
NI 191	Residual household waste per household			590	570	550	490	
NI 192	Household waste recycled and composted			40.00%	42.00%	44.00%	50.00%	
NI 193	Municipal waste land filled			55.00%	45.00%	44.00%	40.00%	
NI 195 (1)	Improved street and environmental cleanliness levels of litter			9%	8%	8%	8%	
NI 195 (2)	Improved street and environmental cleanliness levels of detritus			8%	7%	6%	6%	
NI 195 (3)	Improved street and environmental cleanliness levels of fly posting			0%	0%	0%	0%	
NI 195 (4)	Improved street and environmental cleanliness levels of graffiti			4%	4%	4%	4%	
NI 196	Improved street and environmental cleanliness – fly tipping			2	2	2	2	
NI 197	Improved local biodiversity – active management of local sites							
LI 2703	Satisfaction of Cleanliness			62%	65%	67%	67%	
LI 2704	Satisfaction of Waste Collection			83%	84%	85%	85%	
LI 2705	Satisfaction with recycling facilities			72.00%	75.00%	76.00%	77.00%	
LI 2706	Satisfaction with Civic Amenity Sites			65.00%	67.00%	70.00%	70.00%	
LI 2707	Percentage of households resident in LA area served by kerbside collection			100.00%	100.00%	100.00%	100.00%	
LI 2708	Percentage of households residents in LA area served by at least two kerbside collections			100.00%	100.00%	100.00%	100.00%	
LI 2709	Satisfaction of Parks & Open Spaces			77%	79%	81%	81%	

PI Number	Description	Actual 2008/09	Actual 2009/2010	Target 2009/10	Target 2010/11	Target 2011/12	Target 2012/2013	Target 2013/14
LI 2711	Satisfaction with the cleanliness of the town centre			79%	80%	81%	81%	
LI 2712	Satisfaction of upkeep of Residential Areas			55%	57%	59%	60%	
LI 2714	Areas of Council-owned land under management for nature conservation and accessible to the public			85	87	89	91	
LI 2715	Area of publicly accessible quality countryside within easy reach of people's homes			219	221	223	225	
LI 2716	% of total length of rights of way that were easy to use by members of the public			72.50%	73.00%	74.00%	75.00%	
LI 2806	% PDRs undertaken - Environmental Services Individuals	84%		96%				
LI 2807	% PDRs undertaken - Environmental Services Groups	99%		90%				
<b>Highways</b>								
NI 047	People killed or seriously injured in road traffic accidents	7.40%		5.10%	22.90%			
NI 048	Children killed or seriously injured in road traffic accidents	-5.30%		30.00%				
NI 168	Principal roads where maintenance should be considered	5%		5%	5%	5%	5%	
NI 169	Non-principal roads where maintenance should be considered	15%		13%	11%	10%	10%	
LI 2600	Number of people KSI in road traffic collisions	31		38	34	30		
LI 2601	Percentage change in KSI from 1994/98 average	-45.60%		-31.60%	-33.30%	-40.00%		
LI 2602	Number of children KSI in road traffic collisions	6		5	5	5		
LI 2603	Percentage change in children KSI from 1994/98 average	-40.00%		-50.00%	-50.00%	-50.00%		
LI 2604	Number of all slight injuries	340		340	335	330	tbc	

PI Number	Description	Actual 2008/09	Actual 2009/2010	Target 2009/10	Target 2010/11	Target 2011/12	Target 2012/2013	Target 2013/14
LI 2605	Percentage change in slight injuries from 1994/98 average	-24.60%		-24.60%	-25.70%	-26.80%		
LI 2607	Condition of category 1,1a and 2 footways	18		17	16	15	15	
LI 2608	Average number of days taken to repair a street light fault: non DNO	2.91		3.00	3.00	3.00	3.00	
LI 2610	Condition of unclassified roads			10.5	10.0	10.0	10.0	
LI 2611	Percentage of population very or fairly satisfied with road maintenance	33.80%		35.00%	38.00%	41.00%	43.00%	
LI 2612	Percentage of population very or fairly satisfied with pavements maintenance	39.80%		41.50%	43.00%	45.00%	45.00%	
LI 2613	Number of children slightly injured in road traffic collisions.	40		61	45	45		
LI 2813	% PDRs undertaken - Highways individuals	100%		96%				
LI 2814	% PDRs undertaken - Highways Groups	100%		90%				
<b>Building Services</b>								
LI 2100	% of Urgent Repairs			97.5%	98%	98.5%	99.0%	
LI 2101	Non Urgent Repairs			5	5	5	4.5	
LI 2104	% of repair appointments kept			98%	98%	98.5%	99%	
LI 2105	R & M Satisfaction - appointment offered			94%	94.5%	95%	96%	
LI 2106	R & M Satisfaction - with quality of work			99%	99%	99%	100%	
LI 2107	Percentage of gas services completed within the year			98%	98%	98%	99%	
LI 2108	Complete adaptations with no estimates within 25 days			90%	91%	92%	93%	
LI 2109	Complete adaptations with estimates within 70 days			90%	91%	92%	93%	
LI 2110	Undertake repairs before lettings within 20 days			95%	95%	95%	95%	
LI 2111	Undertake repairs on letting major works within 40 days			95%	95%	95%	95%	
LI 2112	Undertake repairs on letting minor works within 7			95%	95%	95%	95%	

PI Number	Description	Actual 2008/09	Actual 2009/2010	Target 2009/10	Target 2010/11	Target 2011/12	Target 2012/2013	Target 2013/14
	days							
LI 2113	Undertake repairs on letting gas and electric checks within 3 days			95%	95%	95%	95%	
LI 2804	% PDRs undertaken - Building Services Individuals	99%		96%				
LI 2805	% PDRs undertaken - Building Services Groups	100%		90%				
<b>Cultural Services</b>								
NI 008	Adult participation in sport	23.40%		23.10%	25.10%	26.10%		
NI 010	Visits to museums or galleries	49.80%		51.30%	52.80%	53.80%		
NI 011	Engagement in the arts	42.10%		43.10%	45.30%	46.30%		
LI 2502	Satisfaction with Arts Centre	56.3%		60%	62%	65%	65%	
LI 2503	Satisfaction with the Dolphin Centre	75.3%		76%	78%	80%	80%	
LI 2504	Satisfaction with Civic Theatre	75.3%		76%	78%	80%	80%	
LI 2505	Number of people using Information Darlington Tourist Information Service	260,454		200,000	201,000	201,500	202	
LI 2506	Number of visits in person to the Railway Museum per 1000 population	303		234	250	260	270	
LI 2507	Satisfaction with markets	63.80%		65%	65%	65%	65%	
LI 2508	Satisfaction with Railway Museum	47.40%		48%	50%	52%	54%	
LI 2810	% PDRs Undertaken - Culture Individuals	82%		96%				
LI 2811	% PDRs Undertaken - Culture Groups	95%		90%				
<b>Departmental</b>								
LI 2800	% PDRs Department - Individuals	90%		96%				
LI 2801	% PDR Department Groups	98%		90%				
<b>Housing</b>								
NI 156	Number of households living in Temporary Accommodation	2		4	4	4	4	

PI Number	Description	Actual 2008/09	Actual 2009/2010	Target 2009/10	Target 2010/11	Target 2011/12	Target 2012/2013	Target 2013/14
NI 158	% non decent council homes			0	0	0	0	
NI 160	Local Authority tenants' satisfaction with landlord services	84.20%		88%	88.30%	88.40%	88.50%	
NI 187i	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating	6.99%		7%	7%	6%	6%	
NI 187ii	Tackling fuel poverty – people receiving income based benefits living in homes with a high energy efficiency rating	30.60%		31%	31%	32%	32%	
LI 2200	Average SAP Rating	80		80	80	82	84	
LI 2201	The number of private sector vacant dwellings that are returned into occupation or demolished.	80		81	83	84	85	
LI 2204	Increase no. of heat efficient homes in private sector			650	700	700	750	
LI 2210	Number of LA enforcement interventions to reduce the risk to health and safety of vulnerable households living in the private sector			60	65	65	70	
LI 2211	Number of LA enforcement interventions to reduce the risk to health and safety of vulnerable households living in the public sector			50	60	70	80	
LI 2808	% PDRs undertaken - Housing Individuals	100%		96%				
<b>Housing Benefit</b>								
NI 180	Changes in Housing Benefit/ Council Tax Benefit entitlements within the year			950	950	950	950	
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events			13	13	13	13	
LI 2300	HB Fraud Investigations Number of prosecutions	6.78		5.8	6	6.2	6.4	
LI 2301	HB Processing new claims	20.62		22	22	22	22	
LI 2302	HB Change in circumstances	7.49		9	9	9	9	
LI 2303	HB % of claims calculated correctly	97.38%		97%	97%	97%	97%	
LI 2304	HB % of recoverable overpayments recovered	65.08%		65%	65%	65%	65%	

PI Number	Description	Actual 2008/09	Actual 2009/2010	Target 2009/10	Target 2010/11	Target 2011/12	Target 2012/2013	Target 2013/14
LI 2305	HB Overpayments recovered as % of debt outstanding	36.30%		35%	35%	35%	35%	
LI 2306	HB Satisfaction: Overall Service	80%		82%	82%	82%	82%	
LI 2307	% of cases decided within 14 days of receiving all the information	93.03%		95%	95%	95%	95%	
LI 2308	Percentage of old overpayments recovered	17.79%		17%	17%	17%	17%	
LI 2309	% of applications for reconsideration revision actioned and notified within 4 weeks	92.65%		90%	90%	90%	90%	
LI 2310	Average waiting time for a Benefits interview	11		12	12	12	12	
LI 2809	% PDRs undertaken - Housing Benefit Individuals	100%		96%				
LI 3000	% of telephone calls answered in 20 seconds (H Ben)			70%	80%	80%	80%	
<b>Supporting People</b>								
NI 141	Number of vulnerable people achieving independent living	75.47%		77%	79%	81%	83%	
NI 142	Number of vulnerable people who are supported to maintain independent living	99%		98%	98%	98%	98%	
LI 2400	Percentage of providers to achieve Level B or above of Quality Assessment Framework	53.30%		30%	30%	30%	30%	
LI 2403	Percent of people in short term service who are supported to access training/work			65%	66%	67%	68%	
LI 2404	Percent of people in long term services who are supported to better manage their physical and mental or health			50%	50%	50%	50%	
LI 2812	% PDRs undertaken - Supporting People Individuals	100%		96%				
<b>Technical Services</b>								
LI 2815	% PDRs undertaken Technical Services Individuals			96%				
LI 2816	% PDRs undertaken Technical Services Groups			90%				

<b>PI Number</b>	<b>Description</b>	<b>Actual 2008/09</b>	<b>Actual 2009/2010</b>	<b>Target 2009/10</b>	<b>Target 2010/11</b>	<b>Target 2011/12</b>	<b>Target 2012/2013</b>	<b>Target 2013/14</b>

## Section 6 – Managing the Business

Managing Resources well has always been uppermost among the Council's priorities. Following the introduction by the Government of its Use of Resources External Audit Inspection for Local Government, Managing Resources is now externally scrutinised. As is the case with many modern day inspections Use of Resources is built around a series of Key Lines of Enquiry (KLOE) against which an authority's performance is assessed.

The inspection seeks to establish the following in relation to assets: Does the organisation manage its assets effectively to help deliver its strategic priorities and service needs?

This KLOE focuses upon whether:

The organisation:

- has a strategic approach to asset management based on an analysis of need to deliver strategic priorities, service needs and intended outcomes;
- manages its asset base to ensure that assets are fit for purpose and provide value for money; and
- works with partners and community groups to maximise the use of assets for the benefit of the local community.

As regards the workforce the KLOE seeks to establish:

Does the organisation plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?

This KLOE focuses on whether:

The organisation:

- has a productive and skilled workforce;
- knows in the medium to longer term what staff it will need, with what skills, and has plans to achieve this;
- engages and supports staff in organisational change; and
- has policies which support diversity and good people management.

Together with PwC our external auditor the Council has produced an action plan that seeks to consolidate and improve upon the external auditor's judgment of how it manages its assets and provide a self-assessment of how it manages its workforce to inform the 2010 inspection.



## Human Resources

1. The Community Services Department has the largest workforce in the Council, employing 2083 members of staff of which just over 59% are female. Just under 56.5% of employees work part time which is slightly higher than for the Council overall where 50% of employees work part time.
2. The average salary in the UK is around £24,000 per year. Of our total workforce around 13% earn above £25,000 per year compared to the overall Council where 35% of employees earn over £25,000. The highest wage bracket is those earning over £50,000, within Community Services 0.10% of our female employees earn over £50,000 per year compared to 0.34% of our male employees. Across the Council overall, 1.3% of female employees and 3.4% of male employees earn over £50,000.
3. The age profile of the department is spread fairly evenly over the different age groups with only a small number aged over 60. Of those people on a permanent contract, 18.5% have been employed by the Council for less than 4 years, whilst only 8.5% have been employed for over 20 years.

2009	
Age range	%
16-29	19.5
30-39	17.5
40-49	30.5
50-59	24
60+	8.5

4. Out of the workforce of 2083 people, there are 81 people who have declared a disability, the equivalent to 1.54% of the workforce (as reported at quarter 3 local indicator). As part of the Council's Employment of People with a Disability Policy, any employee who has or develops a disability is provided with the opportunity to explore any reasonable adjustment to the workplace to support their employment.
5. During the period April 2009 to January 2010, 155 people left the Community Services. There were many reasons given for staff leaving the Council's employment, the main reasons were; personal reasons; end of a contract; or, had secured alternative employment.

6. The average number of working days lost to sickness absence per employee in the year ending Jan 2010 was 9.05 days. The department takes a robust approach to sickness absence management, supporting employees where relevant via the employee assistance programme, encouraging healthy lifestyle choices. It must however be recognised that higher levels of absence may be a feature of the nature of some job roles that are more likely than in others due to the nature of the work and the environment.
7. It is essential for us to maximise our capacity by effective resource management and prioritisation of workload, systematically reviewing and removing any non-value added tasks and critically evaluating potential projects before we embark upon them. There is a need for managers to be adept in the use of project management, business process re-engineering skills and be able to manage change within the organisation.
8. As work practices and service delivery needs change there will be a need to work flexibly to suit and this will require a range of flexible measures including changes to hours of work, home working, hot desking and remote and satellite working.
9. There is a very clear need to ensure open communications channels exist during what will be a period of extensive and prolonged change.
10. A recent staff survey would suggest that approximately 25% of the workforce has low- level qualifications at or below level 2 based on the national qualification framework. It is important that we adopt an approach with our workforce to raise the floor of qualification levels and at the same time improve basic skills in Literacy, numeracy and IT which reflects our approach to improve the skill levels of the Borough and raise educational standards to improve life chances. At the same time it is also important to raise standards of written work including the use of grammar and plain English.

## Workforce Planning

Workforce planning is a vital component of the business and service planning process in local government, in response to the climate of rapid and comprehensive change in which public services now operate, combined with, on the one hand, the drive for greater efficiency and value for money and, on the other, rising customer expectations for effective and personalised services that deliver high levels of performance. Workforce planning needs to happen corporately, departmentally and at service level.

Effective planning is required to ensure that the organisation has the right staffing levels and skills mix to support the delivery of current and planned future service priorities particularly in respect of the new business model. The HR strategy can then be shaped and developed to support the demands of the rapidly changing world in which we operate.

Service managers should consider their workforce issues as an integral part of the service planning process and record these on the template below. At divisional level service priorities linked to desired outcomes are identified in this service plan, and should be combined with looking longer term to future operational scenarios.

Using their knowledge of their current workforce, future numbers required and the skills, capacity and development issues an assessment has been made of the future needs of their service in collaboration with the relevant departmental HR and Workforce Development Manager.

The Community Service Workforce Plan has been developed alongside the Community Services Departmental Service Plan 2009-13 and describes our actions to achieve the objective of 'Promoting the well-being and development of the workforce'. It has also considered the Organisational Development Strategy, Leading Edge, and we have embraced the core values of:

- **Listening** - to our communities - our customers, to our members, to each other, raising our public profile through effective delivery of services;
- **Learning-** Learning from things we do well, and not so well. Learning from good practice, continually improving for the future, sharing our learning with others. Learning new skills and applying them effectively.
- **Leading** - Leading and influencing development of the Borough. Leading the field in what we do demonstrating vision, clarity of purpose and priorities, empowering, inspiring, supporting, and valuing people;

In developing this Workforce Plan senior managers have undertaken a high level appraisal of each of the following areas

- ***Leadership Capability and Capacity within the Service***
- ***Skills***
- ***Diversity***
- ***Absence***
- ***Turnover***
- ***Recruitment***
- ***Age Profile***
- ***Management Capacity***
- ***Work Patterns***
- ***Permanent / Contract Staffing***

The findings from these appraisals are explained in detail in the section below. This is followed by a table of actions to be delivered during 2009-2013. Progress against these actions will be monitored via the Community Services Departmental Service Plan 2009/13 and also through the individual service plans.

### **What are the workforce issues within the service areas?**

#### **Adult Social Care and Health**

Adult Social Care and Health have produced a Workforce Plan since 2005 and a supporting Workforce Development Plan since 2006. Both these documents have been refreshed in 2009 to take into consideration the Adult Social Care and Health Service Plan 2009-13. It is not necessary to duplicate the Adult Social Care and Health Workforce Plan within this document, but it should be read in conjunction with this Community Services Workforce Plan.

#### **Building Services**

The emphasis on customer care is ongoing and links with the tenants board remain strong.

There is a significant proportion of the Building Services workforce in the 50+ age bracket and succession planning is therefore already being considered. A five-year recruitment strategy has been developed to train apprentices in the relevant trades where natural wastage is going to occur. In addition, managers in key positions are training deputies to enable some succession to occur without major disruption to the service.

The balance between permanent and agency staffing is subject to the seasonal demands of the business. Some specific skills are recruited as required, for example asbestos operatives are contracted for specific projects. It is likely that this work pattern will continue.

## **Cultural Services**

Following the restructure of Cultural Services in 2007/2008 a service development programme has been introduced to align skills and service delivery. This has been designed following a training needs analysis and includes the introduction of the Code of Service, the customer service standard that all teams are required to work with.

Initial code of service training targeted 250 staff within Cultural Services. The 60 Managers that sit within the service have also been targeted with management development sessions which now happen three times a year. These sessions are designed to develop in-house skills in managers so that they can coach their teams effectively on service delivery daily. This management development programme reduces the need to source external training and leads to a skilled and motivated workforce that supports a reduced turnover in staff.

The programme provides a framework to manage training and development with a service wide approach rather than by service area which promotes access for all teams to statutory and development training that sits within the service development programme. Training and development is in response to our business plans.

The Learning Skills Council will be approached as an organisation that helps employers develop workforce skills so they can improve productivity and competitiveness. The LSC supports the initiative Train to Gain, which is the government's flagship service that helps employers of all sizes and in all sectors to get the training advice and support they need to succeed. This can include substantial funding and training subsidies and it has been recommended that Cultural Services look at what support the LSC can provide to this service.

The external environment continues to influence training and development. Within the programme of health intervention that is funded by Darlington PCT, we have committed to developing coaching staff in line with national governing body recommendations. This will enable us to provide a diverse range of community based sessions for residents. Another example includes a requirement stipulated by the Amateur Swimming Association that all swimming teachers should now have their minimum level two coaching qualification to enable delivery of the National Teaching Plan.

## **Environmental Services**

Street Scene is now fully implemented and training addressed. There remains an issue with recruiting new staff to the generic posts as people in the job market rarely have all the qualifications and specific skills needed and therefore new recruits need to be trained. A similar problem still exists within the CCTV section and the Crematorium and Cemeteries section, where people in the job market do not possess the necessary qualifications and skills, so training has to take place for new recruits.

A greater emphasis continues on communication and community engagement. Work patterns reflect a more customer-focused service, with staff attending meetings with residents (e.g. Talking Together), mainly taking place in evenings or at weekends.

There are low numbers of women within some areas of work across Environmental Services, mainly because of the nature of the work. We retain a focus on addressing this by ensuring positive stories and press releases highlighting women that already work in these areas.

The service occasionally uses agency staff and has recently examined different options to cover the recruitment of staff during the peak work months.

There are high levels of sickness absence in Building Cleaning due to the manual nature of the work and a large proportion (over 40%) of the workforce being over 50. Street Scene also has a high level of sickness absence due to the work being manual and outdoors. The service continues to take a proactive approach to tackling sickness absence.

Building Cleaning has an older age profile but this is a national trend. Building Cleaning is working very closely with Adult Social Services to provide job opportunities for people with learning disabilities. Additionally, Street Scene continues to work closely with young people not in education, training or work. These young people are provided with opportunities to learn Street Scene skills. The service is currently exploring the possibility of offering apprenticeships.

## **Highway Service**

There is a skills gap nationally in engineering. Many people that apply for posts do not have the relevant experience in Civil Engineering. The Service therefore provides training to new staff, including school leavers, to help them work towards HNC in Civil Engineering. Staff who obtain the HNC qualification move up the salary scale as an incentive for them to complete the course. The Service is also going to investigate introducing a Modern Apprenticeship Scheme in Civil Engineering.

There is a specific problem filling vacancies for school crossing patrols, which is continuing to be addressed by advertising vacancies on the radio and lampposts. Also installing puffin crossings as an alternative to employing school crossing patrols.

The staff profile shows a lack of female staff in engineering, although there are female staff employed in non-engineering posts such as road safety and administration. The low interest in engineering posts by females is a national trend.

There is now a greater importance of community engagement which means that staff need to have skills in communication and engagement. Therefore staff training on this is being developed.

The small team of staff means there are issues when a member of staff is off on sick leave. The managers in Highways Services are actively implementing the corporate procedure for dealing with sickness absence.

The work comes in waves which means that the service often has to be reactive and this places pressure on staff to meet tight deadlines. Staffing profile does not include the contract / agency staff. A graduate from the National Graduate Programme has been placed in Highways and is being mentored and assisting to develop key systems and procedures.

### **Housing Benefits**

Housing Benefits Service has a high turnover of Benefit Clerks and Benefit Assessors and find it difficult to recruit staff. Problems retaining or recruiting staff are dealt with by providing incentives such as professional training, allowing flexible working arrangements, and by developing staff internally.

Housing Benefits support the development of their staff and have a full time Training Officer. Staff have completed NVQ3 in Benefits Admin and Certificate of Advanced Investigative Practice and are supported to attend vocational training courses. Staff development is backed up by opportunities for career advancement in Housing Benefits with positions at various levels.

### **Housing Service**

The Housing Management Team have a steady turnover of staff and are successful at recruiting officers who are very capable of responding to the day to day management, maintenance and accommodation issues with good community engagement skills. However, the team relies heavily on the Housing Strategy Team for development of strategies and more advanced written communication skills and would benefit from achieving a better skill mix. Similarly, there are only two officers with specific strategic roles in the Strategy and Renewal Team. The Housing Renewal Team has previously experienced difficulty in recruiting appropriately experienced and trained staff, which has led to an over-reliance on expensive agency staff. However, the current economic climate has increased the supply of experienced and trained staff in this field alleviating some of the previous difficulties and assisting with recruitment.

The Lifeline Service previously required much of the workforce to live in tied accommodation and their previous designation of being manual workers all contributed to the majority of the workforce being predominately female, older than average and with relatively low-level qualifications. The job evaluation process and the move to a more mobile and non resident workforce is gradually changing the profile and we are attracting officers who are younger and with more qualifications although the workforce is still predominantly female. Recent discussions with the Darlington College will create opportunities for the workforce to access educational qualifications.

Across all areas of Housing Services there is an increasing need for partnership working and it is therefore important that partnership skills are further developed.

### **Supporting People**

The Supporting People Service is a very small team and so any turnover of staff or sickness has a huge impact on the team.

Nationally there is a skills shortage in procurement, therefore staff may need to be recruited who do not have the necessary qualifications, but who have the potential to develop the necessary skills. Officers are already undertaking procurement training and development to meet the requirement for commissioning services.

### **Support Services**

#### Technical Services

The Architectural Design Team has now been integrated with the Technical Team for over a year, this implementation has been largely seamless. The section is now gearing up to accommodate an expansion of design work mainly on the Primary Capital Programme of Works for the Children's Services Department. This should result in approximately five new posts being created and this will also lessen the Council reliance on external consultants.

In 2009 the section will also establish a Projects Office that will take on board responsibility for all of the Council's major projects which will be project managed within a set methodology. The team will be established in early 2009 and will be created by using existing staff from within the Council. The role of this office will in part also determine Darlington Borough Council's training needs for Project Managers, present and future, and will develop a training programme to meet those needs. This programme is likely to be carried out over a period of 2/3 years with the initial focus being aimed at staff within the Projects Office Team.



Staff turnover can present problems in recruitment within very competitive job market. Therefore, the review of the section will look at options to retain and provide improved career progression to staff.

In the current economic climate staff turnover is not envisaged to be a real concern over the next 2/3 years as the construction industry is historically the first to suffer and last to recover, so movement of staff will be minimal in this timeframe.

### **Finance, Performance and ICT**

There has been a high level of sickness in pockets of the team over the past year however this is starting to improve and clarity around roles and responsibilities following the finance review has helped this process. As the team is relatively small with less than 40 staff any absence impacts on the sickness statistics and the team capacity.

Leadership skills in the current management team are strong. There is unlikely to be a problem with recruitment, however the market has not been tested in this area for some time. We will actively encouraging the staff below management level to develop their skills to ensure that service delivery can continue even if someone leaves.

The profile of the staff is relatively young and the majority of staff are in full time permanent positions, with temporary staff only used to plug the gap to cover long-term absences.

### **Management Systems and PA Support**

The Management Systems section is a unique service within the authority, made up of a small team whose prime objective is to monitor and report on service performance within the British Standard framework of Quality, Environment and Health & Safety Systems also the government's renamed Customer Service Excellence Award Scheme.

PA and typing services across four locations has also seen a number of resource changes and implementation of some of the key products coming out of the administration review.

Over the next 12 months as ongoing projects embed and the administration review continues to evaluate the remaining strands of administration processes, further changes may impact upon work patterns of the section.

QMS service performance is greatly affected by any staff turnover or sickness and this directly impacts on the team. This year has seen an increase in sickness levels, this is now starting to improve.

There continues to be a National skills shortage of Quality Management practitioners, many people applying for Quality Management or auditor positions do not have the relevant experience, therefore staff may need to be recruited who have the potential to develop the necessary skills. In-house training is provided with ongoing development of staff recognised as part of the Performance Development Review process.

As the section is small there is limited opportunity for staff to progress and as a result, staff look externally for career progression.

<b>Corporate Objective</b>	<b>Related Departmental Service Objective</b>	<b>Actions</b>	<b>Responsibilities</b>
<b>DEPARTMENTAL</b>			
Enhancing our capacity to improve	Promote well being and development of the workforce	All Community Services' third tier managers, and fourth tier where appropriate, to attend Leadership training courses	SMT/HR Manager
		Identify staff that have the potential to be managers and provide these staff with opportunities (e.g. work shadowing), especially prior to a manager leaving	All managers
		Staff to attend change management courses	All managers
		Explore mentoring opportunities with a view to supporting staff to achieve qualifications i.e. NVQ3	All managers
		Review need for market supplements as required	SMT/HR Manager
		Identify key positions and develop staff to provide cover/obtain permanent positions as Managers	All managers
		Traditional male work areas e.g. Highways, to attend school career open days to attract more women into the service	SMT
		Link into any Corporate initiatives to help diversify the workforce	SMT
		Link to Train to Gain initiative	SMT
		Staff, where appropriate (e.g. front line staff that have regular contact with customers), to attend customer care training	SMT/HR
		Review and maintain H& S policy to comply with OHSAS 18001:2007	SMT/Kurt Busuttil

		Further encourage near miss reporting	SMT/Kurt Busuttil
		Ensure all DSE assessments are carried out	SMT/Kurt Busuttil
		Carry out employee wellbeing survey	SMT/Kurt Busuttil
		To carry out an assessment of first aid needs and implement the relevant findings	SMT/Kurt Busuttil
		Undertake PDRs	All managers
		Undertake PDR interim review	All managers
		Staff to attend the Council's corporate training on how to undertake Equality Impact Assessments	
		Development of an ongoing Social Care and Workforce Development Plan that is responsive to the changing social care landscape that is drive by the needs of people who receive social care support	Mark Humble

<b>Corporate Objective</b>	<b>Related Departmental Service Objective</b>	<b>Actions</b>	<b>Responsibilities</b>
<b>BUILDING SERVICES</b>			
Enhancing our capacity to improve	Promote well being and development of the workforce	Review Construction Skills strategy and deliver action plan	Gordon Papple
		Review higher education opportunities	Mike Harding
<b>FINANCE &amp; PERFORMANCE</b>			
Enhancing our capacity to improve	Promote well being and development of the workforce	Develop a training policy for Finance & Performance teams	Elizabeth Davison
		Feed into the Corporate review on Workforce Development	Elizabeth Davison
		Implement mobile working for visiting officers	Heather McQuade
		Provide briefing/awareness sessions to care managers on Financial Protection issues	Heather McQuade
		Ensure all staff attend Corporate training on Equalities	Elizabeth Davison/Sharon Raine
		Develop focus groups across service areas to ensure feedback on performance issues	Elizabeth Davison/Sharon Raine
		Feed into Talking Together events on budget/performance	Elizabeth Davison/Sharon Raine
		Performance staff to attend data quality training	Sharon Raine
<b>HIGHWAYS</b>			
Promote well being and development of the workforce	Promote well being and development of the workforce	Review the staffing structure of the Highways Service and implement recommendations. Review needs to cover an analysis of the age profile of the workforce and succession planning	Dave Winstanley

		Assistant Director of Highways to work closely with the Transport Policy Team to improve coordination of the delivery of the Local Transport Plan	Dave Winstanley
		Attend school career open days if invited to do so, to encourage more females and younger people to take up a career in engineering	Dave Winstanley
		Investigate introducing a Modern Apprenticeship Scheme in Civil Engineering	Dave Winstanley
		Review job specifications	Simon Litchfield
Provide excellent services	Promote well being and development of the workforce	Continue to implement the Health & Safety Action plan	Lee Waters
		To carry out an OHSAS 18001 gap analysis	Lee Waters
<b>HOUSING</b>			
Enhancing our capacity to improve	Promote well being and development of the workforce	Explore possibilities of secondment opportunities with Housing Service	Hazel Neasham/HR
		Ensure risk assessments are implemented	Hazel Neasham/Alan Glew/ Kurt Busuttil
		Ensure all DSE assessments are carried out	Hazel Neasham/Alan Glew/ Kurt Busuttil

<b>Corporate Objective</b>	<b>Related Departmental Service Objective</b>	<b>Actions</b>	<b>Responsibilities</b>
<b>HOUSING BENEFITS</b>			
Enhancing our capacity to improve	Promote well being and development of the workforce	Development of staff training to include: 2 members of staff to attain NVQ Assessors. 6 members of staff to attain NVQ level 3	Anthony Sandys
<b>STREET SCENE</b>			
Enhancing our capacity to improve	Promote well being and development of the workforce	Continue to deliver training to Street Scene staff to enable them to deliver generic services	Ian Thompson/all managers
		Review leadership development for senior managers	Ian Thompson/all managers
		Review training requirements following the implementation of mobile working within the Street Scene Service	Ian Thompson/all managers
		Deliver CPC driver programme of training	Roger Scott
		Review NVQ2 opportunities in partnership with Darlington College	Brian Graham

<b>Corporate Objective</b>	<b>Related Departmental Service Objective</b>	<b>Actions</b>	<b>Responsibilities</b>
		Encourage near miss reporting throughout the department	Ian Thompson/Kurt Busuttil
		Maintain the OHSAS 18001 certificate within Environmental Services and Building Services	Ian Thompson/Kurt Busuttil
		Ensure H&S management system is implemented within new team (Countryside team/Cems and Crems)	Ian Thompson/Kurt Busuttil
		Ensure all DSE assessments are carried out using the e learning system	Ian Thompson/Kurt Busuttil
<b>SUPPORTING PEOPLE</b>			
Enhancing our capacity to improve	Promote well being and development of the workforce	Support staff to gain Chartered Institute of Purchasing and Supply – Level 4 Foundation	Anthony Sandys
<b>TECHNICAL SERVICES</b>			
Promote well being and development of the workforce	Promote well being and development of the workforce	Ensure Technical Services comply with requirement of Construction Design Management	Ken Poole
		Possible staff review	Ken Poole
		Investigate introducing a Modern Apprenticeship Scheme	Ken Poole
		Staff to attend customer care training	Ken Poole



## **Financial Resources**

The Table below details how the net revenue expenditure is distributed within Community Services.

<b>Section</b>	<b>Budget Holder</b>	<b>2010/11 Budget</b>	<b>Gross Expenditure</b>	<b>Revenue Grant Income</b>	<b>Other Income</b>	<b>Net Expenditure</b>
		£'000	£'000	£'000	£'000	£'000
Environmental Services	Ian Thompson	9,082	12,264	(209)	(2,973)	9,082
Leisure & Culture	Steve Thompson	4,087	10,379	(201)	(6,091)	4,087
Technical	Ken Poole	(71)	512	0	(583)	(71)
Highways	Dave Winstanley	4,604	5,223	(162)	(457)	4,604
Finance & Performance	Elizabeth Davison	356	499	0	(143)	356
DLO	Various	(495)	0	0	(495)	(495)
Adults	Pauline Mitchell	27,990	41,068	(2,522)	(10,556)	27,990
Housing General Fund	Pauline Mitchell	1,019	42,187	(795)	(40,373)	1,019
Housing Revenue Account	Pauline Mitchell	0	18,060	0	(18,060)	0

## **Assets**

### Property

The service currently operates out of the following premises

<b>Property</b>	<b>Location</b>	<b>Occupants</b>	<b>Usage</b>
Hundreds Depot	Vicarage Road	8 (including EJD)	8am-5pm
Central House	Gladstone Street		
Town Hall	Darlington		

## Risks

### Risks Identified

Through the Service planning process, risks are identified and assessed in terms of probability and potential consequence. Arrangements are made to manage risks within acceptable levels with the aims of minimising losses and maximising opportunities.

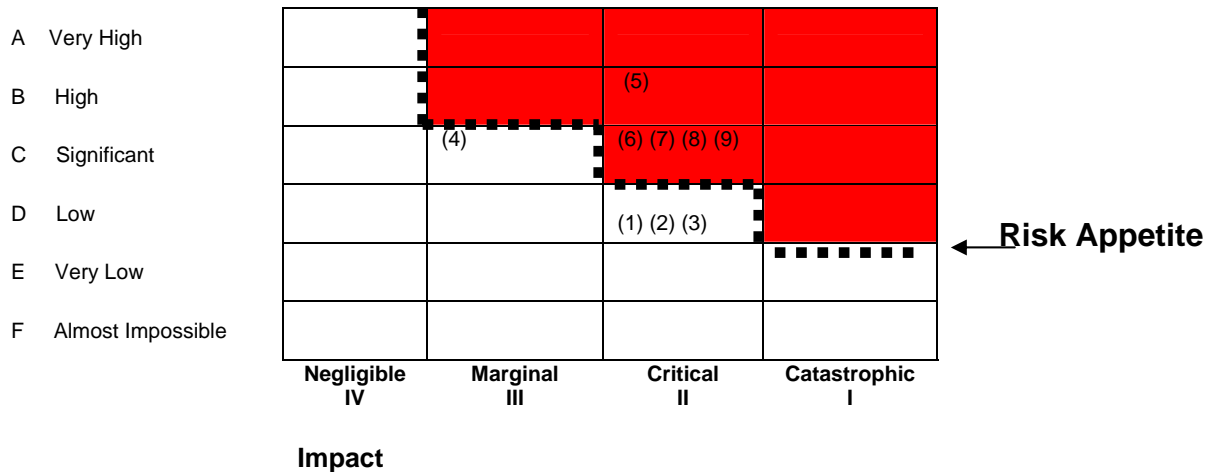
Where risks are assessed as being above acceptable levels, action plans are put in place to reduce exposure by either reducing the likelihood of an event occurring or lessening the impact. Each action plan is assigned to and managed by a senior officer of the Department.

### Plotting the Risks

The above risks are plotted on the Risk Matrix below. This shows the status of the risks in relation to our 'risk appetite'. 'Above the Line' risks require specific action to bring them within acceptable limits; 'Below the Line' risks are already deemed to have satisfactory management controls in place.

### Risk Profile Template

#### Likelihood



### Risks above the appetite line

Risk Number	Current Risk Score	Target Risk Score	Description
5	B2		Recession

### Risks below the appetite line

1. Impact of any unpredicted increase in demand for community care
2. Community Services staff capacity to deliver service improvements
3. Implementation and development of Traffic Management Act duties and the Network Management Plan
4. Depot relocation impacting on service delivery
5. Recession
6. Difficulties in developing a Housing Business Plan and regenerating areas of greatest need when the future financial position of the HRA and the economic climate are uncertain.
7. Ability to adequately address the affordable housing requirements
8. Insufficient skills and capacity in Adult Social Care to deliver the transformational change agenda whilst maintaining quality of service delivery throughout the process
9. ICT interface issues and time impact on resolution

**Risk 1: Impact of any unpredicted increase in demand for community care**

<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequence</b>
More people assessed as requiring services than anticipated	Increase number of referrals and assessments	Increase in overspend or failure to deliver services

<b>ACTIONS/ CONTROL ALREADY IN PLACE</b>	<b>ADEQUACY OF ACTION/CONTROL TO ADDRESS RISK</b>	<b>REQUIRED MANAGEMENT ACTION/CONTROL</b>	<b>RESPONSIBILITY FOR ACTION</b>	<b>CRITICAL SUCCESS FACTORS AND KPI'S</b>	<b>REVIEW FREQUENCY</b>	<b>KEY DATES</b>
Reviewing transitions in Learning Disability and high level packages scrutinised by Senior Managers	Adequate	Enhance understanding of the demographics through the Joint Strategic Needs Assessment	Pauline Mitchell		Joint Strategic Needs Assessment reviewed December each year	Dec 10 Dec 11
Monthly service review meetings	Adequate	Implement self directed support	Pauline Mitchell			
Develop and implementing Home Care Strategy as part of integration with PCT	Adequate					
Cases for CHC considered by multi agency panel	Adequate					

**Risk 2: Community Services staff capacity to deliver service improvements**

<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequence</b>
Pressure to deliver service improvements with a lack of staffing resources	Dips in performance against performance indicator targets and not meeting service plan action deadlines	Unable to progress actions to improve the services  Unable to retain the CAA star rating

<b>ACTIONS/CONTROL ALREADY IN PLACE</b>	<b>ADEQUACY OF ACTION/CONTROL TO ADDRESS RISK</b>	<b>REQUIRED MANAGEMENT ACTION/CONTROL</b>	<b>RESPONSIBILITY FOR ACTION</b>	<b>CRITICAL SUCCESS FACTORS AND KPI'S</b>	<b>REVIEW FREQUENCY</b>	<b>KEY DATES</b>
Implement the Community Services Workforce Plan	Adequate		Cliff Brown		Quarterly through the Departmental Plan updates sent to Departmental Management Team	July 10 Oct 10 Jan 11 April 11
Monitoring of performance indicators and service plan actions	Adequate		Strategy and Performance Manager		Some PIs are monitored monthly  All PIs and service plan actions are monitored quarterly through Service Review	July 10 Oct 10 Jan 11 April 11

					Meetings and Quarterly Performance Report	
Continue to hold Service Review meetings	Adequate		Cliff Brown		Service Review meetings held quarterly	Ongoing quarterly meetings

**Risk 3: The Council fails in its implementation of the Traffic Management Act 2004 and is subject to ‘interventions’ by the Secretary of State**

<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequence</b>
<p>Lack of Government guidance on the Traffic Management Act</p> <p>Lack of staffing resources to ensure the Council complies with the Traffic Management Act</p>	<p>Government intervention</p> <p>We fail our self assessment</p>	<p>Council receives a financial fine of up to £250,000</p> <p>Council has CAA</p>

<b>ACTIONS/ CONTROL ALREADY IN PLACE</b>	<b>ADEQUACY OF ACTION/CONTROL TO ADDRESS RISK</b>	<b>REQUIRED MANAGEMENT ACTION/CONTROL</b>	<b>RESPONSIBILITY FOR ACTION</b>	<b>CRITICAL SUCCESS FACTORS AND KPI'S</b>	<b>REVIEW FREQUENCY</b>	<b>KEY DATES</b>
<p>Project Plan developed and progress reported through LTP</p>	<p>Adequate</p>	<p>Monitor the delivery of the plan</p>	<p>Steve Brannan and Dave Winstanley</p>		<p>Project Plan to be reviewed quarterly</p>	<p>Implementation of the Traffic Management Act</p>
<p>Rolling out training and information sessions to staff, other sections within the Council and are planning an information session with Councillors</p>	<p>Adequate</p>					



Plan to undertake a self assessment each year to assess if we are meeting requirements of the Traffic Management Act	Adequate	Complete the Intervention Criteria self-assessment in December each year	Steve Brannan and Dave Winstanley			Self-assessment undertaken Dec 2010
External assessment has judged the Council's preparation for implementing the Traffic Management Act as excellent	Adequate					
Upgrading of the IT system for electronic notices	Adequate					

**Risk 4: Depot relocation impacting on service delivery**

<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequence</b>
Timescale of the depot relocation	Notification to leave the depot	Unable to deliver services

<b>ACTIONS/ CONTROL ALREADY IN PLACE</b>	<b>ADEQUACY OF ACTION/CONTROL TO ADDRESS RISK</b>	<b>REQUIRED MANAGEMENT ACTION/CONTROL</b>	<b>RESPONSIBILITY FOR ACTION</b>	<b>CRITICAL SUCCESS FACTORS AND KPI'S</b>	<b>REVIEW FREQUENCY</b>	<b>KEY DATES</b>
Delivery of the depot relocation Leading Edge Project	Adequate	None	Cliff Brown		Set out in the Leading Edge project plan	

**Risk 5: Economic downturn**

<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequence</b>
Credit crunch – efficiency savings to be achieved	Not meeting efficiency savings  Unable to deliver MTFP	Council is unable to met planned efficiency savings  Unable to meet service delivery requirements/reduction in customer satisfaction  May impact on Council’s CAA rating

<b>ACTIONS/ CONTROL ALREADY IN PLACE</b>	<b>ADEQUACY OF ACTION/CONTROL TO ADDRESS RISK</b>	<b>REQUIRED MANAGEMENT ACTION/CONTROL</b>	<b>RESPONSIBILITY FOR ACTION</b>	<b>CRITICAL SUCCESS FACTORS AND KPI'S</b>	<b>REVIEW FREQUENCY</b>	<b>KEY DATES</b>
Director/SMT play an active role in managing performance, through monthly programme meetings.		To be kept under review as the full impact of the credit crunch, economic downturn and recession emerge	Cliff Brown/SMT		Monthly	

**Risk 6: Difficulties in developing a Housing Business Plan and regenerating areas of greatest need when the future financial position of the HRA and the economic climate are uncertain.**

<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequence</b>
<i>To be developed</i>		

<b>ACTIONS/ CONTROL ALREADY IN PLACE</b>	<b>ADEQUACY OF ACTION/CONTROL TO ADDRESS RISK</b>	<b>REQUIRED MANAGEMENT ACTION/CONTROL</b>	<b>RESPONSIBILITY FOR ACTION</b>	<b>CRITICAL SUCCESS FACTORS AND KPI'S</b>	<b>REVIEW FREQUENCY</b>	<b>KEY DATES</b>

**Risk 7: Ability to adequately address the affordable housing requirements**

<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequence</b>
<i>To be developed</i>		

<b>ACTIONS/ CONTROL ALREADY IN PLACE</b>	<b>ADEQUACY OF ACTION/CONTROL TO ADDRESS RISK</b>	<b>REQUIRED MANAGEMENT ACTION/CONTROL</b>	<b>RESPONSIBILITY FOR ACTION</b>	<b>CRITICAL SUCCESS FACTORS AND KPI'S</b>	<b>REVIEW FREQUENCY</b>	<b>KEY DATES</b>

**Risk 8: Insufficient skills and capacity in Adult Social Care to deliver the transformational change agenda whilst maintaining quality of service delivery throughout the process**

<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequence</b>
<i>To be developed</i>		

<b>ACTIONS/ CONTROL ALREADY IN PLACE</b>	<b>ADEQUACY OF ACTION/CONTROL TO ADDRESS RISK</b>	<b>REQUIRED MANAGEMENT ACTION/CONTROL</b>	<b>RESPONSIBILITY FOR ACTION</b>	<b>CRITICAL SUCCESS FACTORS AND KPI'S</b>	<b>REVIEW FREQUENCY</b>	<b>KEY DATES</b>

**Risk 9: ICT interface issues and time impact on resolution**

<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequence</b>
<i>To be developed</i>		

<b>ACTIONS/ CONTROL ALREADY IN PLACE</b>	<b>ADEQUACY OF ACTION/CONTROL TO ADDRESS RISK</b>	<b>REQUIRED MANAGEMENT ACTION/CONTROL</b>	<b>RESPONSIBILITY FOR ACTION</b>	<b>CRITICAL SUCCESS FACTORS AND KPI'S</b>	<b>REVIEW FREQUENCY</b>	<b>KEY DATES</b>

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