DARLINGTON
BOROUGH COUNCIL

Corporate Services

DEPARTMENTAL PLAN
2008-2011

Corporate Services Departmental Plan

Purpose of Plan

The purpose of this Service Plan is to ensure that all activities carried out by the Department are designed to help the Council deliver the aims and objectives of the Corporate Plan and where appropriate those of the Sustainable Community Strategy.

Overview of the Department

Vision

"To establish the department as a market leader to respond to the challenges of the next five years."

Departmental Objectives

1. Build trust and confidence with service users by delivering services to agreed standards of quality, performance and efficiency

2. Mainstream an awareness and understanding of democracy, ethics and governance in all areas of the Council

3. Provide the mechanisms to drive forward the Council's 'corporate' agenda, these to include delivering the HR and ICT Strategies

4. Maximise the communities understanding and engagement with the democratic process

5. Protecting the public through advice, guidance and the regulation of activities and businesses

Departmental priorities for 2008/09

1. Darlington and Stockton Partnership

2. Information Governance

3. Staff engagement/ capacity/ workforce planning

4. Public engagement/ access

5. Corporate Landlord

6. Accommodation (ways of working)

7. Night-time economy/ anti-social behaviour/ licensing

8. Civil Contingencies

9. Leading Edge – delivering the HR and ICT Strategies

10. Improve employee health and well being

11. Attain a score of 4 out of 4 for Use of Resources (UOR) Key Lines of Enquiry

Services Provided

Director Paul Wildsmith – Town Hall Tel 2301				
Resources **Assistant Directors** **Brian Boggon** **(2305), David Hall** **(2303)**	**HRM** **Head of HRM** **Lesley Blundell** **(2210)**	**Public Protection** **Assistant Director** **Bill Westland** **(2552)**	**Legal and Democratic Services** **Borough Solicitor** **Catherine Whitehead** **(2306)**	**Customer Services** **Customer Services Manager** **Lynda Bosanko** **(2442)**
Financial Accounting, Management Planning and Reporting Budget Management Local Taxation Capital Planning & Treasury Management Internal Audit (inc. Insurance, Consultancy, Risk Management Coordination & Information Governance) Property and Estate Management. Estates service - vital role in progressing major capital regeneration projects.	Workforce Planning and Organisational Development Policy and Strategy Departmental HR Services Health and Safety	Licensing and Car Park Regulation Trading Standards Environmental Health Building Control The Public Protection role in maintaining an overview of all regulatory services, and particularly ensuring co-ordination between Building Control and Development Control	Legal Services Ensuring propriety in Council affairs Corporate legal advice & advice for front line service delivery Court work, planning appeals and employment tribunals Democratic Services Administration of the Democratic Services of the Council inc., civic and ceremonial events & support for the Mayor & Members Electoral registration service Registration of births, deaths, marriages and civil partnerships Provision of a full facility management arrangement for the Town Hall	Act as first point of contact for a variety of services Channel information and requests to back office service areas, and manage customer expectations Provide a council wide telephone switchboard service Management, monitoring and policing of the Council's website

Key achievements and challenges in 2007/08

Across the department

- ❖ Support provided for the delivery of the Implementation Plan for the D&S Partnership
- ❖ Successfully managed the transference into the department of the Public Protection, Estates and Building Control Services
- ❖ Supported initiatives to ensure a successful Corporate Assessment that forms part of the Comprehensive Performance Assessment (CPA)
- ❖ Use of Resources – initiatives that secured a minimum score of 3 out of 4
- ❖ Embedding the new Leading Edge Organisational Development Strategy that included the new HR, ICT and Employee Communications Strategies
- ❖ Successful implementation of Phase 2 of Job Evaluation and Single Status
- ❖ Successful outcome to the Investors in People review
- ❖ Further Efficiency Review challenges – Value for Money
- ❖ Supported the mainstreaming of Equality Impact Assessments and the introduction of the Council's Disability Equality Scheme
- ❖ Supported the launching of the Council's first Local Area Agreement – Young People – Our Future

Customer Services

- ❖ Achieving service level targets in Contact Centre (telephone contact)
- ❖ Low level of staff resource in the Contact Centre
- ❖ High level of sickness throughout the section
- ❖ Maintaining relationships with back office
- ❖ Introduction of new service areas into Customer Services
- ❖ Generic training
- ❖ Lack of involvement in planning and/or notice of service initiatives that affect Customer Services
- ❖ Technical problems with telephone system
- ❖ Introduction of new services into Customer Services, e.g. Council Tax, *StreetScene* and Housing Benefits
- ❖ Progress on generic training
- ❖ Good Customer Centre feedback from customers
- ❖ New website design for the front page of the council's website and the introduction of self service capability, linked to the CRM system
- ❖ Major overhaul of the Intranet
- ❖ Improved performance in the Contact Centre (telephone contact)
- ❖ Successful identification of additional staff resource requirements in the Contact Centre and subsequent securing of new revenue resource to fund additional posts
- ❖ Introduction of a robust payments and cash handling system to meet audit requirements

HRM

- ❖ Defended the Equal Pay challenges (Key Priority), including settlement payments whilst maintaining the momentum of the Job Evaluation project and maintaining normal day-to-day HR activity-size and scale of the task
- ❖ HR Support to the D&S Partnership
- ❖ Implemented new 'retained' structure following the inauguration of the D&S Partnership
- ❖ Implementation of Phase 2 of Job Evaluation and Single Status
- ❖ Maintained the strategic focus and the impetus of the "Leading Edge" ODS including implementation of the new HR Strategy
- ❖ Implemented the new Northgate PSE Human Resource Management System (including payroll)
- ❖ Implemented the fourth employee survey with an increased positive response
- ❖ Proactive Sickness Absence Management that saw a reduction in sickness absence for the first time in three years
- ❖ Mainstreamed workforce planning & development linked to service planning
- ❖ Supported the multitude of HR demands resulting from business transformation restructuring and change projects

Legal and Democratic Services

Legal Services

- ❖ Pressure on Land Charges income as a consequence of slower housing market, wider use of NLIS and increased activity of personal searchers was managed successfully
- ❖ Reviewed service and cost comparators for Legal Services.
- ❖ Disposal of redundant school sites
- ❖ Introduction of Gambling Act 2005
- ❖ Ethical Governance Framework to be developed
- ❖ Greater partnership working with Stockton Borough Council
- ❖ Further development of external legal work with Teesdale District Council and other local authorities
- ❖ New workload from ASBO team managed successfully
- ❖ Advice given on major developments, e.g. The Oval (Commercial Street) site

Democratic Services

- ❖ Civil Registration reviewed and introduction of web-based systems for Registration Service
- ❖ Borough Council and Parish Council Elections conducted successfully in May 2007

❖ Local Democracy Week – reviewed and co-ordinated approach introduced with a successful outcome

Public Protection

❖ The principal challenges that the Public Protection Division has had to respond to during 2007/08 have revolved around a combination of:
  ➢ Organisational restructuring that saw waste management, markets and the cemeteries and crematoria services transferred to Community Services. Building Control was moved to Public Protection and the whole Division became part of the Corporate Services Department;
  ➢ New statutory duties;
  ➢ Promoting and delivering services in different ways;
  ➢ Maintaining core service delivery in support of the Council's wider objectives;
  ➢ Corporate reviews such as the Administrative Services Review have been progressed and will impact upon the way the Division operates in the future.
❖ Maintaining and enhancing the vitality and viability of the town centre was a major objective for the Council and for the department
❖ Public Protection had a major contribution to make through the Car Park Management and Markets services, and in supporting programmes to tackle anti-social behaviour
❖ The weekly general market and the speciality open markets had to be relocated and integrated in to the new pedestrian town centre. The Division prepared for and led on the enforcement of the smoke free premises legislation. New legislation had to be addressed in Trading Standards including that dealing with primary food production places and raising the age limit for tobacco to 18 years
❖ Preparations had to be made for the introduction of the Gambling Act 2005
❖ Waste Management continued to be a key focus of work for the Division and corporately. A corporate project worked towards a new waste contract for 2009 and the Division was a leading contributor to that project
❖ At the same time the team worked to increase household waste recycling so as to contain landfill within limits that the Council can afford under the Landfill Tax/LATS regime and to meet recycling targets
❖ The Better Regulation agenda was addressed, with alternative forms of enforcement and regulation being developed and established
❖ The Licensing Service launched a Responsible Alcohol Sales Code of Practice for all retailers who sell alcohol for consumption off the premises. 66% of these licensed premises have, to date, signed up to the code

Resources

- ❖ Delivered a sustainable Medium Term Financial Plan
- ❖ D&S Partnership
    - ➢ Implementation of further modules of the Agresso Financial Management System (FMS) and Northgate PSE (Payroll system)
    - ➢ Planned for the implementation for the joint provision of transactional finance and HR services
- ❖ Audit Committee now well established
- ❖ Managers Assurance Statements to support the Statement of Internal Control (SIC) put in place
- ❖ Auditor Scored Judgements rating of 3 out 4 for CPA purposes
- ❖ Strong Budget management that saw 2007/08 out-turn within 0.5% of final in-year projection
- ❖ Early Closure of Accounts
- ❖ Audit Services re-accredited under ISO 9001:2000 International Quality Standard
- ❖ Improved Council Tax collection – BVPI 9
- ❖ Restructure to support the D&S Partnership
- ❖ Implementation of Information Governance Pilot in Children's Services
- ❖ Address the requirements of the revised CPA 'Use of Resources' methodology
- ❖ Implementation of Agresso the new Financial Management System and go live later in 2007 implementation of Information Governance Policy
- ❖ 3 year finance settlement for 2008-09 to 2010-11
- ❖ Governments Comprehensive Spending (CSR) 2007
- ❖ Development of the Corporate Landlord role

What lies ahead in 2008/09?

Across the department

- ❖ Transfer of staff into the D&S Partnership
- ❖ The performance of the D&S Partnership in relation to the department and the Council as a whole
- ❖ Embed the retained organisation and new services
- ❖ Maintaining good levels of morale and attendance
- ❖ Comprehensive Area Assessment (CAA)
- ❖ Outcomes of the Corporate Assessment
- ❖ Annual Use of Resources external audit inspection
- ❖ Budget pressures
- ❖ Further restructuring

Customer Services

- Implementation of further stages of the Action Plan as agreed by the Steering Group
- Development and agreement of phase 2 of the Access to Services Improvement Plan
- Introduction of customer satisfaction surveys for both internal and external customers
- Further web development
- Improving liaison with back office
- Implementing outcomes of t-Government and the Varney Report

HRM

- D&S Partnership – performance in terms of the provision of transactional HR services
- Ensuring that the Structure of HR meets demands
- Embed Workforce planning and workforce development planning in the organisation linked to service plans
- HR Support to the Admin Review
- Continued implications arising from the ongoing Equal Pay challenge
- Ongoing Issues arising from implementation of the Job Evaluation/Single Status Project including appeals, on-going staff support and increased redeployment activity
- Relocation of Hundens Depot
- Work Associated with Level 4 of the Local Government Equality Standard
- Meeting sickness absence targets in the wake of major organisational changes

Legal and Democratic Services

Legal Services

- Legal Services Bill
- Continued pressure on Land Charges income as a consequence of slower housing market, wider use of NLIS and increased activity of personal searchers
- Review of service and cost comparators for Legal Services
- Disposal of redundant school sites
- Introduction of the Gambling Act 2005
- Ethical Governance Framework to be developed
- Greater partnership working with Stockton Borough Council
- Further development of external legal work with Teesdale District Council and other local authorities
- Advice on major developments, e.g. The Oval (Commercial Street) site

<u>Democratic Services</u>

❖ Local Democracy Week – review and co-ordinate approach

Public Protection

❖ The prospects for 2008/09 indicate a continuation of the range of challenges that the Division met in 2007/08
❖ New legislation that will require implementation includes the Unfair Commercial Practices Directive and its new general duty on businesses to trade fairly
❖ The implications of internal reviews such as the Admin Review will need to be accommodated, and this is likely to require changes in the way work is carried out
❖ The Division will need to contribute to and respond to the emerging Sustainable Community Strategy and the Council's corporate objectives
❖ The Government's new national indicators for Local Authorities and Local Authority Partnerships will have to be incorporated in to the Division's work, where appropriate, and performance standards for these new indicators will have to be set
❖ The Division will have to continue to improve its efficiencies to ensure that services can be delivered within available resources

Resources

❖ Implementation of the Corporate Information Governance Policy
❖ Increasing focus on cost effectiveness, nationally and locally
❖ Implement actions to further strengthen the Use of Resources assessment
❖ Accounting and financial reporting developments
❖ Further improvements in local taxation collection
❖ 3 year finance settlement for 2008-09 to 2010-11
❖ Managing the implications of the Government's Comprehensive Spending (CSR) 2007
❖ Extending the use of Local Area Agreements
❖ Further development of the Corporate Landlord role
❖ D&S Partnership –
  ➢ Implementation of further modules of the Agresso Financial Management System (FMS) and Northgate PSE (Payroll system);
  ➢ Performance of the D&S partnership in terms of the provision of transactional finance services

Change Drivers

ISSUES MOST LIKELY TOP IMPACT ON THE SERVICE	WHAT THE SERVICE NEEDS TO DO TO ACHIEVE CHANGE/ IMPROVEMENT
Government Priorities	
Regulatory Services - Change in legislation, guidance etc.	National priorities for regulatory services – licensing, fair trading, animal health, food hygiene, public health, health in the workplace
Civil Contingencies	Develop and maintain management plans for Pandemic Flu, Business Continuity and Civil Contingencies Exercises
Affects of Comprehensive Spending Review	Implement sustainable MTFP
Gershon and the Efficiency Review	Achieve 'gains' identified and submitted to Policy Unit coordinator
CPA "Use of Resources"	Continue to meet methodology requirements
Partnership Working	Deliver the Darlington/Stockton Partnership
Disability Equality Scheme	Undertake Equality Impact Assessments
Decriminalisation of on street car parking	Support Consultancy Division lead on ongoing work to deliver decriminalisation/Civil Parking Enforcement
Rogers Review	National priorities for regulatory services – licensing, fair trading, animal health, food hygiene, public health, health in the workplace

Local Priorities	
Tackle climate change and enhance the environment	Support initiatives to reduce Darlington's Carbon Footprint
Public Engagement/access	Participatory Budget considerations
Sustainable Community Strategy (SCS)	Contribute to and support
Reducing crime and ASB	Legal Advice and support to CDRP, Children's Services and Community Safety team; role of Public Protection
Darlington and Stockton Partnership	Launch 1st April 2008, monitor performance, look to develop Phase 2
Retained organisation	Integrate the new services with the restructured, retained services
Development of actions contained within the HR and ICT Strategies	Action planning, delivery and monitoring

Corporate Assessment	Respond to outcomes of March's assessment
Remaining Leading Edge projects (inc. Outcome of the Admin' Review)	HR/ICT Strategies deliver these key strands and support other corporate initiative where it is appropriate, implement outcomes as they affect the department
Workforce Planning and Development	Implement the departmental workforce plan; staff engagement/capacity/ engagement to be undertaken
Health and Well being	Proactive sickness absence management Educating managers Wellbeing strategy OH/counselling Leadership and management culture Effective change management practice
Public Engagement/Access	Develop customer satisfaction indicators
Corporate Landlord	Develop a Corporate Landlord approach to property management
Business Integration Initiative/Engagement	Appoint Business Strategy Manager
Accommodation (Ways of working)	Accommodation Review and Action Plan
Night time economy/Anti Social Behaviour/ Licensing	Licensing and Trading Standards to focus on policies and enforcement of under-age sales (action plan 8) Tackle the problem of alcohol sales to underage young people using the Bottle Watch initiative Increasing awareness of door step crime and delivering training to prevent people becoming victims
Civil Contingencies	See Government Priorities above
An attractive and vibrant town centre	Make effective use of all available enforcement powers to support an attractive and safe town centre environment
Make Darlington cleaner, safer, greener	Implement enforcement powers and duties under new legislation to ensure a smoke free environment

Consultation	
Employee Survey	To review the employee survey in light of *'Leading Edge'* ODS and HR Strategy and benchmark feedback
Corporate Services Client Survey.	Monitor results, remedy areas of concern
Members Survey	Monitor results, remedy areas of concern
Contact & Customer Services Centres – Lack of customer satisfaction indicators	Develop customer satisfaction indicators

Performance Management	
Data quality – need to maintain standards	Self audit required
Use of Resources	Develop 2008/09 Action Plan and self assessment
Statement of Performance Standards and VFM of all Corporate Services to include new National Indicator set (where applicable), review and develop new Local Indicator set	Benchmark performance; Consult clients; Refine cost comparators with external providers (continuation of an existing 'driver for change'); Realise benefits of 'partnership' working and embed efficiency improvement culture
Revamp of: Employee Survey re Leading Edge	Implement the 4th employee survey
Revamp of: PDR and Competency framework	Reinforce the link to PMF
Combined Financial and Service Performance reporting	Continue to refine the effectiveness of the report

Resources	
Customer Services Centre & Contact Centre	Ensure Capital/Revenue costs are equal to providing and sustaining a quality service
Town Hall fabric	Support consideration of medium-term options
Equal Pay/Single Status	Maintain staffing levels to ensure this is completed by March 2009
Effect of CSR – Local authorities will receive less money – tougher year on year	Consider BID business improvement district (local-area & Supplementary business rate – targeted for certain things i.e. ASB
Capital Receipts	Deliver receipts required to support the Council's capital programme through sale of surplus schools sites and other property assets as appropriate

Opportunities	
ICT ✦ Interactive, 21st century website ✦ Infonet development ✦ Accessibility to local TV interactive	Ensure D&S Partnership is aware of these opportunities and they are considered in the work programme
Darlington/Stockton Partnership	Restructuring; partnering; delivering Gershon Efficiencies; Capacity and Sustainability
Migration to Agresso	E-procurement to support Procurement Strategy and E:Government objectives. Further development into schools and supporting other business processes
Continue to develop more business like approach to service delivery in the transition period in the lead up to the Launch of the D&S Partnership	BPR and restructure
Trading Options	Draw upon the success of the Teesdale initiative

Risks (above the appetite line)	
Darlington/Stockton Partnership – Launch and service delivery performance	See "Priorities for Improvement" Section
Note: All departmental risks are identified in the risk management section of this service plan the only risks identified above appetite line are those listed above.	

Events	
October 2007 Government Comprehensive Spending Review	Service plans inform the budget process
Detailed Design of the D&S Partnership leading to Launch	Embed retained structure, consider future in relation to more services going into the partnership or other partnerships
Information Governance	Adoption of CIG Policy
Organisational Development Strategy (ODS) "Beyond Excellence to Leading Edge" including new HR & ICT Strategies	Continue to embed and develop the organisation, ensure these strategies transform service delivery
Management of Equal Pay Claims	Deal with outstanding cases in 2008/09
Job Evaluation and Single Status	Deal with remainder of Appeals and review Phase 1 implementation ahead of implementing Phase 2
Corporate Assessment and Use of Resources	Rigorous Action Plan required in view of the 'Harder Test' principles being applied
Mainstreaming workforce planning and development	Review year 1 and implement year 2 Action Plan

Priorities for Improvement

Here we illustrate the key areas we are seeking to improve in 2008/09 and how these link to the back to the Service Objective; link across to the departmental objectives and forward to the Corporate Objectives and Community Strategy themes.

1. Darlington and Stockton Partnership (Launch)	
Link to Change Driver Govt, Local Priorities, Opportunities, Risks	**Link to Risk (if applicable)** Departmental risk
Link to Service Plan objective Links to all service plan objectives	**Link to Departmental objective** Provide the mechanisms to drive forward the Council's 'corporate' agenda, these to include delivering the HR and ICT Strategies.
Link to Corporate objective Shaping a better Darlington; Providing Excellent Services; Enhancing our Capacity to Improve	**Link to Community Strategy Themes** This Priority for Improvement supports the Corporate Objectives rather than having direct links to the Community Strategy themes

Actions needed to deliver improvement	Pls	Targets	Lead officer	Date for completion
Launch of the 'Partnership' in accordance with the Implementation Plan.	Launch date	First services of Phase 1 - 1st April 2008	Paul Wildsmith	Remaining services – July 2008

Service improvement description More effective and efficient services
Expected outcome Gershon savings, cost efficiency and value for money
Expected efficiency gains (both cashable & non-cashable) Savings of £7.4m over 10 years
Resource required to implement change Project teams
Implications for Corporate Services Need to ensure the retained organisation can maintain service levels
Additional information Decision to sanction go-ahead ratified by Cabinet (DBC/SBC) and Council (DBC)

2. Information Governance – Implement the Corporate Information Governance Policy Action Plan

Link to Change Driver Local Priority (Members/Officers/Legislation)	**Link to Risk** Departmental and Service Risk
Link to Service Plan objective Effective corporate governance arrangements	**Link to Departmental objective** Mainstream an awareness and understanding of Democracy, Ethics and Governance in all areas of the Council
Link to Corporate objective Providing Excellent Services; Putting the Customer First; Enhancing our Capacity to Improve	**Link to Community Strategy Themes** This Priority for Improvement supports the Corporate Objectives rather than having direct links to the Community Strategy themes; Provide the mechanisms to drive forward the Council's 'corporate' agenda; Provide the mechanisms to drive forward the Council's 'corporate' agenda

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
Deliver the Action Plan linked to the Corporate Information Governance policy	Action Plan milestones	Within set deadlines	Brian James, Ciara Shimidzu	March 2010

Service improvement description
Improved Information handling, management and use

Expected outcome
Data security safeguarded

Expected efficiency gains (both cashable & non-cashable)
Yes

Resource required to implement change
Within resources

Implications for Corporate Services
Across the department

Additional information
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3. Staff engagement/ capacity/ workforce planning

Link to Change Driver	Link to Risk
Local priority, Opportunities; Events	N/A

Link to Service Plan objective	**Link to Departmental objective**
Links to All Service Objectives	Provide the mechanisms to drive forward the Council's 'corporate' agenda, these to include delivering the HR and ICT Strategies

Link to Corporate objective	**Link to Community Strategy Themes**
Providing Excellent Services, Enhancing our Capacity to Improve	This Priority for Improvement supports the Corporate Objectives rather than having direct links to the Community Strategy themes

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
Identify gaps in workforce skills base - Develop and Implement Workforce Development Plan	Date plan developed, Date plan implemented	Implemented by March 2009	Lesley Blundell	March 2009

Service improvement description
Resources = needs; better developed employees; improved performance

Expected outcome
Highly skilled and developed workforce; service sustainability

Expected efficiency gains (both cashable & non-cashable)
Yes

Resource required to implement change
Consultants to support a Skills Audit at 1st/2nd tier.

Implications for Corporate Services
Across the department

Additional information
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4. Public engagement/ access

Link to Change Driver	Link to Risk
Local priority	N/A

Link to Service Plan objective	Link to Departmental objective
Ensure that customers have access to timely, relevant information in an appropriate format; Ensure the Website publishes information in a variety of languages (reflective of our minority ethnic communities) and meets the national standards for uses by sensory impaired people	To maximise the communities understanding and engagement with the democratic process

Link to Corporate objective	Link to Community Strategy Themes
Putting the Customer First; Ensuring Access for All	Aspiring Darlington

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
Work together with the Connecting with Communities' team to enhance engagement with and access for the public	Customer Satisfaction NI 14 Avoidable Contact	4 when 1 is poor and 5 is excellent	Linda Todd	March 2009

Service improvement description
Enhanced engagement with and access for the public

Expected outcome
Increased and better flow of information between the Council and its communities

Expected efficiency gains (both cashable & non-cashable)
To be derived from single point of contact, getting the correct flow of information right first time

Resource required to implement change
In place

Implications for Corporate Services
In Customer Services, reception, the Register Office and links to back-office

Additional information
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5. Corporate Landlord

Link to Change Driver Local priority; Performance Management, Resources	Link to Risk N/A
Link to Service Plan objective Making the best use of assets and improving accessibility	**Link to Departmental objective** Mainstream an awareness and understanding of Democracy, Ethics and Governance in all areas of the Council; Provide the mechanisms to drive forward the Council's 'corporate' agenda; Provide the mechanisms to drive forward the Council's 'corporate' agenda
Link to Corporate objective Enhancing our Capacity to Improve	**Link to Community Strategy Themes** This Priority for Improvement supports the Council's Corporate Objectives rather than having direct links to the Community Strategy themes

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
Follow up the recommendation from the Best Value Review to introduce a Corporate Landlord model to the council.	Impl. Plan milestones	Within set deadlines	Brian Boggon (GM)	March 2010

Service improvement description Implementation of the Corporate Landlord model across the Council, to be managed through the Estates and Property Section within Corporate Services
Expected outcome Integration of Corporate Landlord approach to management of all Councils' Operational and Non Operational Assets
Expected efficiency gains (both cashable & non-cashable) Efficiency through management of all assets through one department / section which will reduce duplication of current management process and improve procurement efficiencies
Resource required to implement change Implementation to be achieved within existing staff resources but ongoing management of the Corporate Landlord will require an additional staff resource
Implications for Corporate Services Potential requirement for additional staff resource to mange the Corporate Landlord process, linked to Risk Management File and Facilities Management
Additional information The Corporate Landlord model will compliment and build on to the work already achieved through the Corporate Premises Risk and Facilities Management file

6. Accommodation (ways of working)

Link to Change Driver Local priority	**Link to Risk** N/A
Link to Service Plan objective Making the best use of assets and improving accessibility	**Link to Departmental objective** Mainstream an awareness and understanding of Democracy, Ethics and Governance in all areas of the Council; Provide the mechanisms to drive forward the Council's 'corporate' agenda; Provide the mechanisms to drive forward the Council's 'corporate' agenda
Link to Corporate objective Shaping a better Darlington; Enhancing our Capacity to Improve	**Link to Community Strategy Themes** Aspiring Darlington

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
Provide the property input to the review of accommodation and modern ways of working.	Review milestones	Within set deadlines	Brian Boggon (GM)	March 2010

Service improvement description Better use of resources - staff and accommodation
Expected outcome More flexible workforce, accommodation that is fit for purpose in the current era
Expected efficiency gains (both cashable & non-cashable) Gershon savings derived from flexible working, better use of accommodation
Resource required to implement change Project team for accommodation review
Implications for Corporate Services Impact of secondment to the project team
Additional information ----

7. Night time economy / Anti-Social Behaviour/ Licensing

Link to Change Driver	Link to Risk
National priorities – statutory duty	N/A
Link to Service Plan objective	**Link to Departmental objective**
Provide public protection services to meet statutory duties	Protecting the public through advice, guidance and the regulation of activities and businesses.
Link to Corporate objective	**Link to Community Strategy Themes**
Shaping a better Darlington; Providing Excellent Services	Safer Darlington

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
❖ Individual and joint working arrangements with Police and other partners	a) LI 3605 b) LI 3606	a) 9 b) 9	Pam Ross	March 2009
❖ Ongoing training of staff				
❖ Ongoing education of Taxi Trade (D89)				
❖ Developing responsible alcohol sales code for off licensed premises				
❖ Licensing Premises in accordance with the Gambling Act 2005				
❖ Underage Sales Enforcement				
❖ Under-age test purchasing				
❖ Doorstep Crime				
➢ Increasing awareness				
➢ Training other trainers to deliver doorstep crime material				
➢ Development of 'No Cold Calling Zones'				
❖ Number of test purchases		1		
❖ Publicity campaigns				
❖ Number of Trainers trained				
❖ Number people who receive Doorstep Crime presentation				
❖ Number of Cold Calling Zones established				

Service improvement description - More targeted enforcement; Reduce sales of alcohol to underage customers; Reduce no of Doorstep Crime incidents
Expected outcome   Enhanced night time economy with improved perceptions of personal safety; Reduced alcohol related anti social behaviour; Reduce fear of Doorstep Crime
Expected efficiency gains (both cashable & non-cashable)   Derived from reduction in crime
Resource required to implement change   Within existing resources
Implications for Corporate Services   Legal & democratic – increased enforcement   Part of ongoing development of Licensing Service in line with 2003 & 2005 Acts

8. Civil Contingencies

Link to Change Driver	Link to Risk
Local Priority	Corporate Risk (below the line)
Link to Service Plan objective	**Link to Departmental objective**
Provide Public Protection services required to meet statutory duties and local needs	Protecting the public through advice, guidance and the regulation of activities and businesses
Link to Corporate objective	**Link to Community Strategy Themes**
Providing excellent services	Safer Darlington

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
Revise Pandemic Flu Plan	Review date	Plan revised July 2008	Bill Westland	July 2008
Complete Business Continuity Plan	Review date	Plans complete by Sep 2008		September 2008
Revise Departmental Plans	Review date NI36 NI37	Plans revised by Dec 2008		December 2008

Service improvement description
Arrangements in place to ensure service/ business continuity

Expected outcome
Service delivery not disrupted by emergency events

Expected efficiency gains
Could be derived if our plan operates more effectively than other Councils, as we would have reduced business interruptions in relation to them

Resource required to implement change
Within existing resources

Implications for Corporate Services
Unlikely – may be some involvement of HR

Additional information
Overall Civil Contingencies managed at County level – division leads on corporate plans and actions within overall CCU framework None

9. Delivering key strands of the "Leading Edge" Organisational Development Strategy

Link to Change Driver Local Priority	**Link to Risk** N/A
Link to Service Plan objective This has links to all service plans	**Link to Departmental objective** Links to all departmental objectives
Link to Corporate objective Links to all Corporate Objectives	**Link to Community Strategy Themes** This Priority for Improvement supports the Corporate Objectives rather than having direct links to the Community Strategy themes

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
Roadshows Corporate Manager's Network feedback Senior Manager's Network feedback Staff forums	CPA rating % Employee engage-ment	Positive comments Above 60%	Lesley Blundell	March 2009

Service improvement description Improved and more focused service delivery
Expected outcome Better, more efficient and cost effective services
Expected efficiency gains (both cashable & non-cashable) - Better services for the same resources
Resource required to implement change These will be achieved over the period of implementation
Implications for Corporate Services Will affect all divisions
Additional information N/A

10. Improve employee health and well being

Link to Change Driver – Local Priorities	Link to Risk Corporate Risk (capacity)
Link to Service Plan objective Provide excellent services to Members, employees, and Client departments	**Link to Departmental objective** The Council's HR Strategy becomes the vehicle that equips the organisation with the workforce for the future with the required skills to successfully achieve the Governments priorities and the Council's local priorities
Link to Corporate objective Providing Excellent Services, Putting the Customer First; Enhancing our Capacity to improve	**Link to Community Strategy Themes** This Priority for Improvement supports the Corporate Objectives rather than having direct links to the Community Strategy themes.

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
Proactive management Educating managers Wellbeing strategy OH/counselling Leadership and management culture Effective change management practice	LI3005		Lesley Blundell	March 2010

Service improvement description Reduction in the rate of Sickness absence
Expected outcome Improved cost effective services, reduction in sickness absence levels, retention, employee engagement
Expected efficiency gains Yes – to be determined
Resource required to implement change Under consideration
Implications for Corporate Services Will affect all departments
Additional information N/A

11. Attain a score of 4 out of 4 for Use of Resources (OUR) Key Lines of Enquiry

Link to Change Driver	**Link to Risk**
Performance Management	Use of Resources - KLOE
Link to Service Plan objective	**Link to Departmental objective**
Financial planning, management and reporting that actively supports the achievement of corporate objectives; Effective corporate governance arrangements	Build trust and confidence with service users by delivering services to agreed standards of quality, performance and efficiency; Mainstream an awareness and understanding of democracy, ethics and governance in all areas of the Council.
Link to Corporate objective	**Link to Community Strategy Themes**
Provide Excellent Services, Enhance our Capacity to Improve	This Priority for Improvement supports the Corporate Objectives rather than having direct links to the Community Strategy themes.

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
• Improvement action plan • Performance Management	External Auditor Inspection score	Score of 4 out of 4	Ian Wilson	October 2008

Service improvement description
Better performance at the same or lower costs
Expected outcome
High performing, cost effective services
Expected efficiency gains
Yes
Resource required to implement change
Consultancy
Implications for Corporate Services
Yes
Additional information

Strategic objectives and performance indicators for the service

In this section of our plan we show how the departmental objectives are linked to the corporate objectives and the themes of the Sustainable Community Strategy. We also show the indicators used to measure our performance.

Departmental Objective	Corporate Objectives	Community Strategy Themes	Performance Indicators
1. Build trust and confidence with service users by delivering services to agreed standards of quality, performance and efficiency	• Shaping a better Darlington • Putting the Customer First • Ensuring Access for All • Providing Excellent Services • Enhancing our Capacity to Improve	For all but Customer Services, Public Protection and the Register Office this Priority for Improvement supports the Corporate Objectives rather than having direct links to the SCS themes. For Customer Services: • Aspiring Darlington For Public Protection: • Healthy Darlington • Safer Darlington For the Register Office • Aspiring Darlington	NI 014 NI 179 LI 3200 LI 3100 LI 3015 LI 3016 LI 3101 LI 3102 LI 3103 LI 3713 LI 3718 LI 3400 LI 3401 LI 3402 LI 3403 LI 3405 LI 3406 LI 3407
2. Mainstream an awareness and understanding of Democracy, Ethics and Governance in all areas of the Council	• Putting the Customer First • Ensuring Access for All • Providing Excellent Services • Enhancing our Capacity to Improve	This priority for improvement supports the corporate objectives rather than having direct links to the Community Strategy themes	NI 179 LI 3700 LI 3701 LI 3702 LI 3708 LI 3011 LI 3712 LI 3713 LI 3705 LI 3703 LI 3014 LI 3711 LI 3712 LI 3100 LI 3500 LI 3713 LI 3714 LI 3017

Departmental Objective	Corporate Objectives	Community Strategy Themes	Performance Indicators
3. Provide the mechanisms to drive forward the Council's 'corporate' agenda, these to include delivering the HR and ICT Strategies	• Shaping a better Darlington • Putting the Customer First • Providing Excellent Services • Ensuring Access for All • Enhancing our Capacity to Improve	There is potential for this to support all the Community Strategy themes	LI 3010 LI 3005 LI 3002 LI 3003 LI 3004 LI 3006 LI 3007 LI 3301 LI 3008 LI 3009 LI 3400 LI 3401 LI 3402 LI 3403 LI 3404 LI 3405 LI 3406 LI 3407 LI 3408 LI 3409 LI 3410 LI 3010 LI 3010 LI 3010
4. To maximise the communities understanding and engagement with the democratic process	• Putting the Customer First • Ensuring Access for All	• Aspiring Darlington	LI 3501 LI 3017 LI 3200 LI 3000 LI 3001 LI 3103

Departmental Objective	Corporate Objectives	Community Strategy Themes	Performance Indicators
5. Protecting the public through advice, guidance and the regulation of activities and businesses	• Shaping a Better Darlington • Providing Excellent Services	• Healthy Darlington • Safer Darlington	NI 014 NI 036 NI 037 NI 182 NI 183 NI 184 NI 190 LI 3600 LI 3601 LI 3602

Table of performance indicators (National PIs)

PI Number	PI Description	Accountable officer
NI 014	Avoidable contact: The average number, of customer contacts per received customer request	Linda Todd
NI 036	Protection against terrorist attack	Bill Westland
NI 037	Awareness of civil protection arrangements in the local area	Bill Westland
NI 179	Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year	David Hall
NI 182	Satisfaction of businesses with local authority regulation services	Bill Westland
NI 183	Impact of local authority regulatory services on the fair trading environment	Bill Westland
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	Bill Westland
NI 190	Achievement in meeting standards for the control system for animal health	Bill Westland

Table of performance indicators (Local PIs)

Local PI	PI Description	Accountable Officer
LI 3011	Percentage of invoices paid on time	Brian Boggon
LI 3012	Percentage of Council Tax collected	David Hall
LI 3013	Percentage of Non-Domestic Rates collected	David Hall
LI 3002	Top 5% of Earners: Women	Lesley Blundell
LI 3003	Top 5% of Earners: Ethnic Minorities	Lesley Blundell
LI 3004	Top 5% of Earners: with a disability	Lesley Blundell
LI 3005	Working Days Lost Due to Sickness Absence	Lesley Blundell
LI 3006	Percentage of employees with a disability	Lesley Blundell
LI 3007	Ethnic minority representation in the workforce - employees	Lesley Blundell
LI 3721	Percentage of authority buildings with public areas suitable for/usable by disabled	Guy Metcalfe
LI 3016	% of standard searches carried out in 8 working days	Cath Whitehead

LI 3015	% in normal hours of availability of Corporate IT Systems/Network	Ken Walker
LI 3008	% of Performance Development Review interviews carried out - Individual	Lesley Blundell
LI 3009	% of Performance Development Review interviews carried out - group	Lesley Blundell
LI 3508	% turnout at local elections	Linda Todd
LI 3010	Employee satisfaction (result of annual survey)	Lesley Blundell
LI 3704	Budget reports to cabinet	David Hall
LI 3100	Client Satisfaction Score with the Statement of Performance and VFM	SMT
LI 3303	Reduce number of reportable employee accidents	Colin Morrison
LI 3304	Reduce the number of reportable employee accidents classed as major to zero by 2010	Colin Morrison
LI 3305	Maintain at zero number of HS Executive enforcement actions	Colin Morrison
LI 3306	Maintain six monthly reporting - Health and Safety	Colin Morrison
LI 3014	Outcome of Annual Review of Internal Audit effectiveness	Brian James
LI 3706	Comparative return on investments compared to market indicators	David Hall
LI 3708	Internal Control - UOR judgement	Brian James
LI 3705	Cost of collecting council tax (using ACPI definition)	David Hall
LI 3703	Unqualified External Audit Opinion on Accounts	David Hall
LI 3302	Reduce days/shifts lost through accidents	Colin Morrison
LI 3700	Financial Reporting - UOR Judgement	David Hall
LI 3707	Comparative rate of interest paid on long term debt per CIPFA Benchmarking Statistics	David Hall
LI 3701	Financial Management - UOR Judgement	David Hall
LI 3711	Days per Auditor per CIPFA Benchmarking Statistics	Brian James
LI 3713	Maintain ISO 9001: 2000 - Internal Audit	Brian James
LI 3301	Maintain Investors in People	Lesley Blundell
LI 3501	% of Electoral Registration forms are returned during the annual canvas period	Cath Whitehead

LI 3103	Complaints received	SMT
LI 3714	Response to information requests (FoI/EIR/DP) within statutory/notified timescales	Brian James
LI 3300	% of Schools business retained - HRM	Lesley Blundell
LI 3000	Contact Centre to answer 80% of telephone calls in 20 seconds	Linda Todd
LI 3001	80% of visitors to the Customer Services' Centre to be seen within 10 minutes	Linda Todd
LI 3200	Customer Survey results (Customer Services)	Linda Todd
LI 3600	% car parks with secured status	Bill Westland
LI 3601	% requests Env Health, Trading Standards, Licensing responded to in 1 working day	Bill Westland
LI 3602	Building Control: percentage of full plans checked and response given within 21 days	Dave Curry
LI 3603	Consumer satisfaction with Trading Standards service	Nigel Green
LI 3604	Building Control service users rating service provided as 'Good' or 'Excellent'	Dave Curry
LI 3715	Property - percentage of council operational properites (excluding schools) for which a suitability survey has been undertaken in the last five years	Guy Metcalfe
LI 3716	Property - percentage of gross internal floor space of operational properties (excluding schools) in condition categories A-D	Guy Metcalfe
LI 3717	Property - percentage of properites for which an access audit has been undertaken by a competent person	Guy Metcalfe
LI 3718	Property - operational properties a) energy costs and consumption	Guy Metcalfe
LI 3719	Property - operational properties b) water costs and consumption	Guy Metcalfe
LI 3720	Property - operational properties c) CO2 emissions	Guy Metcalfe
LI 3605	Taxi enforcement; a) number of late night enforcement exercises per year	Pam Ross
LI 3606	Licensed premises enforcement - number of late night enforcement exercises per year	Pam Ross
LI 3709	Number of insurance claims	Brian James
LI 3710	Customer Satisfaction - Internal Audit	Brian James
LI 3500	% of Members PDRs completed each year	Linda Todd

LI 3017	% of agendas and reports are posted to the Website within 1 working day	Cath Whitehead
LI 3018	% of Registrar appointments seen within 10 minutes of arranged time	Cath Whitehead
LI 3502	% of in-term education appeals heard within 30 days of receipt	Cath Whitehead
LI 3503	% of decision letters on Education Appeals sent within onw working day of appeal	Cath Whitehead
LI 3504	% of all forms and letters from the public receive a reply with 10 working days	Cath Whitehead
LI 3505	% of letters from the public to be monitored for plain English	Cath Whitehead
LI 3506	% of proceedings (Child care, Debt Recovery, Car Parking, Housing) issued within target timescales	Cath Whitehead
LI 3507	% of documents (agreements/contracts/leases/notices) sent out within target timescales	Cath Whitehead
LI 3400	SOCITM 1 - User satisfaction	Ken Walker
LI 3401	SOCITM 2 - % of calls resolved within agreed timescales	Ken Walker
LI 3402	SOCITM 3 - % of successful projects	Ken Walker
LI 3403	SOCITM 4 - Acquisition cost of workstation	Ken Walker
LI 3404	SOCITM 5 - Cost of connection to the voice network	Ken Walker
LI 3405	SOCITM 6 - Cost of connection to the data network	Ken Walker
LI 3406	SOCITM 7 - Support cost of workstation	Ken Walker
LI 3407	SOCITM 8 - Workstation supported by support specialist	Ken Walker
LI 3408	SOCITM 9 - Access to ICT per employee	Ken Walker
LI 3409	SOCITM 10 - ICT competence per employee	Ken Walker
LI 3410	SOCITM 14 - Investment in ICT per employee	Ken Walker
LI 3722	% of property files with up to-date risk assessments	Guy Metcalfe
LI 3307	% of employee turnover	Lesley Blundell

Risk Management

Risks identified

Risk No.	Risk	Responsible Person
1	Capital expenditure exceed resources available	Brian Boggon
2	VAT (Planning expenditure in terms of capital)	Brian Boggon
3	Fraud – in general	Brian James
4	Council Tax collection, targets set are not achieved	David Hall
5	Information Governance, Council unable to meet its obligations under the information governance agenda	Brian James
6	ICT Security arrangements inadequate	Ken Walker
7	Non-achievement of UOR Score of 3 out 4 (though target is 4) as this would threaten the Council's 4 star status	Ian Wilson
8	Implementation of the Darlington/ Stockton partnership has an adverse affect upon service delivery both within the partnership and the retained organisation	Paul Wildsmith
9	Implementation of the Darlington/ Stockton Partnership – business case savings are not realised	Paul Wildsmith
10	Increased sickness absence adversely affects service delivery	Lesley Blundell
11	Leading Edge strand – Delivering a new integrated HR strategy	Lesley Blundell
12	Leading Edge strand – Delivering a new ICT strategy	Ken Walker
13	Failure to deliver DDA improvements to operational buildings	Guy Metcalfe
14	A sustained reduction in income from car parks, commercial property or crematorium could impact on the delivery within the MTFP	Pam Ross

The following corporate risks for which the Director of Corporate Services is responsible for 'management' were recognised in the course of the 2008/09 service planning process:

Risk
The timing of future capital funding is not always known
The Council works hard to attract capital investment to the Borough and often has many capital projects ongoing at any one time
A flu pandemic could affect delivery of key services and affect business continuity planning

Plotting the departmental risks in terms of SMT's appetite

LIKELIHOOD		IV Negligible	III Marginal	II Critical	I Catastrophic
	A V. High				
	B High				
	C Significant			5, 8, 9	
	D Low		1,2,13	4,10,11, 12	
	E V. Low			3,7,14	6
	F Almost Impossible				
		IV Negligible	III Marginal	II Critical	I Catastrophic
		IMPACT			

Risk appetite line runs between the shaded areas (above the line) and the unshaded area (below the line).

Risks Classified as Priorities for Improvement

Risk/ Priority for improvement	Risk No.	Actions/Controls already in place	Adequacy of existing Actions/ Controls	Current Risk Score	Target Risk Score	Actions to be taken to achieve target score
Information Governance	5	Freedom of Information Officer appointed Information Governance Team Records Management Systems Awareness raised around the Council CIG Policy adopted	Information Governance remains underdeveloped	C2	D2	CIG Policy approved by Cabinet Delivery of CIG Policy Action Plan
Implementation of the Darlington/ Stockton Partnership has an adverse affect upon service delivery both within the partnership and the retained organisation	8	Project Plans in place Processes have been subjected to BPR New retained organisation structures in place Partnership structures are being recruited to Customer contact functions being undertaken by consultants		C2	D2	Partnership Manager appointed ahead of time to provide daily project management Heads of service appointed
Implementation of the Darlington/ Stockton Partnership business case savings are not realised	9	Business cases for the partnership and four strands have been tested by the 4ps		C2	D2	Partnership Manager tasked with delivering anticipated savings

Risks "above the appetite line"				
Risk	**Vulnerability**	**Trigger**	**Consequence**	**Controls**
Information Governance	Council unable to meet FOI deadlines	Unexpected number of FOI requests	• Criticism from Information Commissioner • Council reputation adversely affected • Staff morale issues	• Freedom of Information Officer appointed • Information Governance Team • Records Management Systems • Awareness raised around the Council • CIG Policy adopted
Implementation of the Darlington/ Stockton Partnership has an adverse affect upon service delivery both within the partnership and the retained organisation	Service levels within the department drop below agreed standards	Changes in legislation require key strategies to be updated	• Reputation within the department affected • Service levels drop as resources are diverted • Staff morale issues	• Partnership structures are being recruited to • Customer Contact function being undertaken by consultants • Project Plans in place • Processes have been subjected to BPR • New retained organisation structures in place
Implementation of the Darlington/ Stockton Partnership – business case savings are not realised	MTFP targets are missed	Unforeseen events threaten realisation of anticipated savings	• MTFP targets not met • Reputation of the Council adversely affected • Relations between both councils adversely affected	• Business cases for the partnership and four strands have been tested by the 4ps

Risks "below the appetite line"				
Risk	**Vulnerability**	**Trigger**	**Consequence**	**Controls**
Capital Expenditure exceed resources available	The Council operates within a recognised financial framework for Budget Setting; Budget Management and to reflect the financial implications of decisions.	Acute service overspend in one or more service areas	• Officers responsibilit-ies questioned; • Funding of other projects jeopardised; • Inability to defend Council's other spending decisions; • Adverse effect upon performance; Censure by • Audit; Adverse publicity; • Image of Council damaged	• MTFP • Project Management and Cost Control
VAT (Planning expenditure in terms of capital)	The Council must operate within the VAT rules of the HRMC	A major infringement of the VAT rules occurs	• Council suffers a serious financial penalty; • Other projects are compromise • Officers competence questioned; • Audit Censure; • Adverse publicity; • Image of the Council damaged	• Close monitoring • Strong liaison with HRMC
Fraud – in general	The Council is required to have in place an adequate framework for the prevention and detection of fraud and corruption in accordance with Corporate Governance	A major fraud/corruption case comes to light.	• Loss of revenue; • Adverse effect upon services; • Censure by Audit; • Council criticized; • Image of the	• Financial Procedure Rules – Section 6 on irregularities and annex upon Fraud Strategy and related procedures

Risks "below the appetite line"				
Risk	**Vulnerability**	**Trigger**	**Consequence**	**Controls**
arrangements.			Council damaged; • Individual officers competence questioned; • Disruption to services; • Performance affected; • CPA affected	• Confidential reporting policy • Code of Corporate Governance • Employees Code of Conduct • Code of Conduct for Councillors • Protocol for Councillors and Officers dealing with Planning matters • NFI Exercised • Internal/External Audit Work • UOR Rating
Council Tax collection, targets set are not achieved	Economic environment and employee performance.	Economic downturn could make collection more difficult, staff turnover or lower attendance reduce resources to pursue debt	• Loss of revenue; • Cash flow down; • Backlogs occur; • Staff morale adversely affected	• Council Tax recovery programme • Proactive management of absence • Working with other teams in the Council (e.g. Housing Benefits) to help taxpayers avoid or mitigate problems
ICT Security arrangements inadequate	Major system interruption	Firewall compromised, network penetrated by a worm/virus	• Systems are shut down; • Services fail to be delivered; • Bad publicity; • Loss of confidence in the service; • Criticism from	• Firewall in place • Anti Spam software • VPN • All files backed up off-site, acquired SINARD for replacing

Risks "below the appetite line"				
Risk	**Vulnerability**	**Trigger**	**Consequence**	**Controls**
			Directors/ Members	servers • Have reacted quickly in the past to a network a situation of this kind
Non-achievement of UOR Score of 3 out 4 (though target is 4) as this would threaten the Council's 4 Star status	Performance management and improvement action plan in place should continue improvement trend of recent years; loss of expertise could jeopardise	Loss of key experienced employees	• 4 Star CPA Rating lost; • Credibility of officers questioned; • Image of the Council damaged; • Members unhappy with outcome; • Bad publicity	• Good track record • Good working relationship with External Inspectors • Improvement action plan • Performance Management • Experienced team in place
Increased sickness absence adversely affects service delivery	Unable to deliver improvements and Leading Edge projects	Slippage on key milestones leads to criticism from CE and Members	• Image of the department and services adversely affected; • Criticism from DBC Members; • Bad publicity; • Staff morale affected	• Proactive management intervention supported by HR Managers • Regular monitoring and reporting to CMT/SMT/DMT'S and Members • Proactive support from Occupational Health • LI 3005 – Working days lost due to sickness absence
Leading Edge strand - Delivering a new integrated HR strategy	Strategy is unable to deliver improvements	Buy in not obtained from client departments	• Image of the department and services adversely affected; • Criticism from DBC Members;	• CMT/ Council have recommended adoption of the strategy • Project Management in place

Risks "below the appetite line"				
Risk	**Vulnerability**	**Trigger**	**Consequence**	**Controls**
			- Bad publicity; - Staff morale affected; - CPA Rating put in jeopardy	Engagement with Client Departments
Leading Edge strand – Delivering a new ICT strategy	Strategy is unable to deliver improvements	Buy in not obtained from client departments	- Image of the department and services adversely affected; - Criticism from DBC Members; - Bad publicity; - Staff morale affected; - CPA Rating put in jeopardy	- CMT/ Council have recommended adoption of the strategy - Project Management in place - Engagement with Client Departments - ICT Working Group to monitor ICT Strategy - ICT Strategy aligned with D&S Partnership objectives
Failure to deliver DDA improvements to operational buildings	Legislative requirement	Legislative deadlines are missed	- Council reputation damaged - Bad publicity - Officers competency questioned	- Over 90% already compliant - Action plan for remainder - LI 3721
A sustained reduction in income from car parks or commercial property could impact on the delivery within the MTFP	Income levels are partially dependant upon external factors	Economic downturn leading to reduced customer base.	- Adverse effect upon Council Tax; - Adverse effect upon performance - Adverse effect on delivery of MTFP - Potential to reduce services - Adverse publicity - Image of Council damaged	- MTFP - Project Management and cost control