



Corporate Services Department

**DEPARTMENTAL PLAN
2009-2013**

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, securing savings and efficiencies
4. Maximise the local 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 2009/13

1. Address / evidence requirements of new UoR methodology to maintain the Council's 4 Star rating under CAA
2. Implement Corporate Information Governance Policy Action Plan
3. Review accommodation, linked to modern ways of working, flexible working and ICT enhancements
4. Property Management project (Corporate Landlord)

5. Energy Management project
6. Corporate management of debtors project
7. Reduce sickness across the Council
8. Review Emergency Planning Room & facilities, the roles of emergency planning staff & call out for emergency planning staff and set targets for CCU
9. White Paper Implications for Democratic Engagement and Improving community engagement
10. NI14 – reducing avoidable contact and improving response times to our customers
11. Local Taxation and Housing Benefits service alignment project (linked to Customer Services)
12. Manage the implications of the Houndgate Move
13. Increase Customer Satisfaction across all the departments services
14. Working with Xentrall to deliver benefits (managing the risk) - including Agresso/PSe developments
15. Fundamental Review of ICT Infrastructure
16. Support the introduction of Civil Parking Enforcement (CPE)
17. Delivery and support to Major Development Projects
18. Capital projects review implementation
19. Recession mitigation - implications for residents, the local economy, Council finances and services
20. Increase efficiency and value for money – NI179
21. Financial reporting, statutory changes - International Financial Reporting Standards (IFRS)
22. Workforce Development Review
23. Equal Pay (and Equal Pay audit)
24. Deliver savings and efficiency targets through service improvement projects

Services Provided

Director Paul Wildsmith – Town Hall Tel 2301						
Corporate Assurance Head of Corporate Assurance Brian James (2140)	Finance Assistant Director David Hall (2303)	Resources Assistant Director Brian Boggon (2305)	HRM Head of HRM Lesley Blundell (2210)	Public Protection Assistant Director Bill Westland (2552)	Legal and Democratic Services Borough Solicitor Catherine Whitehead (2306)	Xentrall Shared Services Manager Sue Reay (157018)
Risk Management	Forecasting and Financial Planning	Estates, Property and Energy Management.	Workforce and Organisational Development	Licensing and Car Park Regulation	<u>Legal Services</u> Ensuring propriety in Council affairs	Design and Print
Insurance						
Partnership Governance	Budget Management	<u>Corporate Services</u> Business Strategy	Policy and Strategy	Trading Standards	Corporate legal advice & advice for front line service delivery	ICT
Internal Audit	Financial Reporting	Performance Management & Development	Departmental HR Services	Environmental Health	Court work, planning appeals and employment tribunals	Transactional Finance
Consultancy	Council Tax and Business Rates	Business Transformation	Health and Safety	Building Control		Transactional HR
Investigatory Assignments	Treasury Management	Central Procurement		The Public Protection role in maintaining an overview of all regulatory services, and particularly ensuring co-ordination between Building Control and Development Control	<u>Democratic Services</u> Administration of the Democratic Services of the Council inc., civic and ceremonial events & support for the Mayor & Members	
Information Governance in terms of the establishment of good practice, standards and awareness under the Corporate Information Governance Policy	Value Added Tax			Civil Contingencies	Electoral registration service	
Coordination of responses to requests under information rights					Registration of births, deaths, marriages and civil partnerships	

<p>legislation e.g. Freedom of Information and Data Protection</p>					<p>Provision of a full facility management arrangement for the Town Hall</p> <p><u>Customer Services</u></p> <p>Act as first point of contact for a variety of services</p> <p>Channel information and requests to back office service areas, and manage customer expectations</p> <p>Provide a council wide telephone switchboard service</p> <p>Management, monitoring and policing of the Council's website</p>	
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Key achievements and challenges over the last 12 months

Across the department

- ❖ Go live of Xentrall Shared Services
- ❖ Embedding the retained organisation and new services
- ❖ Maintained good levels of morale and attendance
- ❖ Outcomes of the Corporate Assessment which was a score of 3 out of 4
- ❖ Annual Use of Resources assessment, improved score of 4 out of 4
- ❖ Management of budget pressures
- ❖ Further restructuring
- ❖ Working with the economic downturn

Corporate Assurance

- ❖ Use of Resources – Key Lines of Enquiry (KLOE) – despite the ever more demanding criteria scored 4 out of 4 overall. This included scores of 4 out of 4 for the Internal Control theme and risk management within the Internal Control theme.
- ❖ Insurance budget saving of some £900,000 following retender exercise.
- ❖ Risk Management work recognised at European and national award ceremonies.
- ❖ System of Internal Audit considered effective following independent annual review.
- ❖ Audit Services re-accreditation under the ISO 9001: 2000 International Quality Standard
- ❖ Established an audit assurance framework for the Xentrall Shared Services Partnership.
- ❖ Delivered key aspects of the Corporate Information Governance Policy Action Plan e.g. Approval of Records and Information Policy and Guidance, Data Protection Policy and Guidance, Freedom of Information Policy and Guidance, Data Quality Strategy and updated Publication Scheme.
- ❖ Continued to embed Workforce Planning and Development in the Division

Finance

- ❖ Global financial services sector crises, impacts on Treasury Management and Financial Planning. Risks effectively managed and income reductions successfully mitigated
- ❖ Recession – impacts on Council income particularly Council Tax and Capital Receipts managed, contributed to mitigating the impact on residents and the local economy
- ❖ Use of Resources – Key Lines Of Enquiry (KLOE) – ambition to obtain a score of 4 out of 4 despite the ever more demanding criteria
- ❖ Transfer of services and resources to Xentrall Shared Services

- ❖ Continue to embed Workforce Planning and Development in the division
- ❖ Continued financial pressures resulting from the CSR 2007
- ❖ Continued development of community engagement
- ❖ Support service reviews and corporate initiatives

HRM

- ❖ Continued roll out of action plan to support delivery of the HR Strategy and core values as an integral aspect of the ODS
- ❖ HR support to successful Implementation and launch of the Xentrall Shared Services
- ❖ Completion of the restructuring of the retained HR team and physical moves of staff to Xentrall - concluded October 08.
- ❖ Support given to a number of projects and re-structures and input to planning re budget and impact of the “credit crunch”
 - Admin review
 - Transport review
 - Accommodation review/flexible working
 - Implementation of budget measures with staffing implications
 - Depot relocation
 - Modernisation of homecare
 - GSCR expansion to move to other work groups, including Homecare/learning disability
 - Other restructuring and change initiatives
- ❖ Work supporting the roll out of the Employee Travel Plan linking to the “Greener Darlington” theme on employee travel issues
- ❖ Defending the significant and ongoing Equal Pay challenge and finalising JE appeals.
- ❖ Revision to flexi time scheme and related consultation process.
- ❖ Re-vamp of the induction programme for managers
- ❖ Skills pledge signed and action plan developed. Qualifications audit ongoing to establish baseline prior to inform completion of (& agreement with LSC)
- ❖ Revised Employee Survey distributed and analysed with positive results
- ❖ Well being strategy approved by CMT and being rolled out in collaboration with key PCT partners including town-wide initiative of Investors in Health
- ❖ Ongoing support in respect of sickness absence management
- ❖ Workforce Development Policy developed and desk top review of WFD structure undertaken
- ❖ Very successful Employee Awards Ceremony Nov 08. Review of Long Service Award -undertaken
- ❖ Further embedded Workforce planning and Workforce Development planning into the organisation -linked to service and financial planning process

- ❖ Rolling out the Leadership strategy and action to support effective change management. Continued Leadership capacity building -Roll out of 3rd phase of CMN development programme
- ❖ Supporting the organisation through successful JAR/CPA
- ❖ Embedding various HR policies with schools
- ❖ Completion of Single Status Phase 2
- ❖ Ongoing work in support of safe recruitment processes
- ❖ Rolling out of changes to LG pension scheme

Legal and Democratic Services

Legal Services

- ❖ Divisional restructure
- ❖ Implementation of Governance Working Party Decisions
- ❖ 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
- ❖ Developing Ethical Governance Framework
- ❖ 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

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
- ❖ Further web development
- ❖ Improving liaison with back office
- ❖ Implementing outcomes of t-Government and the Varney Report

Democratic Services

- ❖ Re accreditation of the Charter Mark for Democratic Services
- ❖ Implementation of the Community Engagement Strategy
- ❖ Implementation of Local Government and Public Involvement in Health Act and Councillor Call for Action
- ❖ Members' PDRs and Member Training and Development Programme
- ❖ North East Charter for Member Development

- ❖ Training and Appointment of Education Appeals Panel members
- ❖ Revision of the Constitution in a user friendly format
- ❖ Implementation of outcome of Corporate Governance Working Group Review
- ❖ Worked towards Charter Mark for Register Officer
- ❖ Implementation of new Registration Scheme
- ❖ Implementation of RON (Online registration)
- ❖ Marketing of Register Officer Services
- ❖ Implementation of new booking/appointments system at the Register Office
- ❖ Implementation of Admin Review
- ❖ Accommodation Review impact on operation of Town Hall building
- ❖ Maintained Community Legal Services Accreditation

Public Protection

- ❖ New legislation implementation that included 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
- ❖ Contributing and responding to the emerging Sustainable Community Strategy and the Council's corporate objectives
- ❖ Responding to Government's new national indicators for Local Authorities and Local Authority Partnerships, incorporating them where appropriate into the Division's work, and setting performance standards
- ❖ Continuing to improve the Division's efficiencies ensuring that services can be delivered within available resources
- ❖ Dealing with a major illegal traveller encampment
- ❖ Managing four contaminated land intrusive surveys
- ❖ Improvement in standards in food premises through the development of the Food Hygiene Award scheme
- ❖ Managing the implications of a major outdoor concert event (Elton John at Darlington Football Club)
- ❖ Reprioritising work in Environmental Health and Trading Standards following reduction in staffing numbers
- ❖ Implementation of the Gambling Act 2005
- ❖ Developing the Business Continuity planning process at service level
- ❖ Reviewing and improving Emergency Plans including the Pandemic Influenza Plan and Departmental Plans
- ❖ Improving publicity in Trading Standards
- ❖ Building Control managing the financial impact of the downturn in construction work.
- ❖ Response to emergencies (King's Hotel fire and flooding)
- ❖ Prepare for relocation of Building Control from the Fire Station
- ❖ Large seizure (over 6000 items) of counterfeit and stolen goods by Trading Standards
- ❖ Production and Publication of the Council's 3 yearly Licensing Policy

Resources

- ❖ Implementation of the Agresso financial management system
- ❖ Developed performance and management framework with Xentrall Shared Services
- ❖ Implemented actions to further strengthen the Use of Resources assessment.
- ❖ Development of the Corporate Landlord role
- ❖ Work associated with changes from the Local Government Equality Standard to the Local Government Equality Framework
- ❖ Reviewed and refocused the departmental performance management framework
- ❖ Commenced the structured review of departmental efficiency and commercial opportunities
- ❖ International Banking Crisis as it affected Capital Projects and Land Sales
- ❖ Roll out and training of Corporate approach to wider audience on Change Project Management approach (MP2)
- ❖ Delivery of sustainable cashable efficiencies
- ❖ Roll and support of CMT and wider management team in change initiatives
- ❖ Roll out and training to elected members and officers on the revised Contract Procedure Rules
- ❖ Monitoring compliance with the new Contract Procedure Rules
- ❖ Delivering the revised procurement savings target in the MTFP
- ❖ Revamp of the Asset Management Plan
- ❖ Commencement of the Accommodation/Flexible working review
- ❖ Development of revised approach to Premises risks

Xentrall

- ❖ Completion of all major accommodation improvements
- ❖ Co-location of all employees
- ❖ Development and implementation of Performance Management Strategy and Balanced Scorecard
- ❖ Development and implementation of Customer Strategy including a customer complaints process and customer service charters
- ❖ Development and implementation of Benefits Realisation and Tracking System
- ❖ ISO9001 re-certification for Design and Print
- ❖ ISO 27001 certification for Xentrall ICT services
- ❖ Transactional HR achieved Customer First Stage 2 award
- ❖ Xentrall brand developed and rolled out (including letterhead, business cards etc.)
- ❖ Implementation of pilot for new flexible working arrangements
- ❖ Service improvements for all service areas
- ❖ Procurement of new Digital Press

Key issues for the year ahead

Across the department

- ❖ Economic downturn / recession
- ❖ Comprehensive Area Assessment and new Use of Resources Assessment
- ❖ Improving efficiency and value for money
- ❖ Service alignment review, Local Taxation and Customer Services
- ❖ Securing savings and efficiency targets

Corporate Assurance

- ❖ New Use of Resources methodology that in turn informs the Council's score under the new Comprehensive Area Assessment.
- ❖ Refresh of the Corporate Information Governance Policy and implementation of the associated Action Plan.
- ❖ Revised CIPFA Guidance issued on the annual review of internal audit effectiveness.
- ❖ Review of Archives SLA with Durham CC to ensure it remains relevant to Darlington and represents value for money.

Finance

- ❖ Corporate Area Assessment replaces Comprehensive Performance Assessment
- ❖ New Use of Resources assessment – target to achieve a score of 3

HRM

- ❖ Continued roll out of action plan to support delivery of the HR Strategy and core values as an integral aspect of the ODS whilst managing increased demand for HR support
- ❖ Continued emphasis on workforce planning and use of resources
- ❖ Continuing to defend the Equal pay challenge and undertake a formal Equal pay audit
- ❖ Action re the end of JE Salary Protection June 09
- ❖ Occupational Health re tender
- ❖ Sickness Absence management-to include approval and roll out of new policy and related action to educate managers
- ❖ Impact of the economic downturn in respect of Council's budget situation on HR and across all departments
- ❖ Emergency planning
 - –for the HR Service
 - In respect of the threat of a Flu pandemic

- ❖ Records management and security of data
- ❖ Continuation of leadership capacity building
- ❖ Challenging Health and wellbeing agenda to deliver including mindful employer initiative
- ❖ Support to a range of business change and transformation projects
 - Accommodation review
 - Ongoing D and S issues
 - Roll out of further employee green travel initiatives
 - Implementation of revised flexi time scheme and other flexible working initiatives
 - Undertake review of workforce development structure and implement new policy and procedures
- ❖ Roll out of Corporate Governance including roll out of CALMS (formerly CETIS)
- ❖ Continued roll out of Skills Pledge action plan
- ❖ Revisions to HR policies-Grievance/Discipline/Four Star Award scheme
- ❖ Equality agenda-revisions to training
- ❖ Development of a new Employee Handbook
- ❖ HR related Impact of carers strategy
- ❖ Planning and preparation for IIP Review due Autumn 2010
- ❖ Safe Recruitment back checking
- ❖ Planning for review/update of HR strategy 2010/11

Legal and Democratic Services

Legal Services

- ❖ Undertake all necessary legal work for Civil Parking Enforcement
- ❖ Loss of Car Parking court work
- ❖ Replacement of time recording system
- ❖ Loss of Teesdale District Council work
- ❖ Pass Lexcel accreditation reassessment
- ❖ Debt Recovery Review
- ❖ Offer SENDIST (Special Education Needs and Disability Tribunals) representation service
- ❖ Mental Incapacity Act
- ❖ Move towards a more customer focused and proactive legal service
- ❖ Review the Assessment and Determination Procedure for Member
- ❖ Complaints
- ❖ Enhance the role of the Standards Committee and progress the ethical agenda within the authority

Customer Services

- ❖ Supporting the Revenues and Benefits alignment review
- ❖ Procure and manage the Customer Services Review

- ❖ Implementation of the Customer Services Toolkit
- ❖ Launch the Customer First Campaign
- ❖ Take forward the NI 14 action plan
- ❖ Marketing and promotion of the website and online services
- ❖ Implementation of single change of address procedure for key services
- ❖ Supporting the accommodation review in respect of reception and customer facing services
- ❖ Supporting the implementation of Civil Parking Enforcement
- ❖ Supporting the implementation of the new Anti-Social Behaviour process and system

Democratic Services

- ❖ Local Democracy, Economic Development and Construction Bill
- ❖ Deliver European Election
- ❖ Implementation of Local Government and Public Involvement in Health Act and Councillor Call for Action Legislation
- ❖ Implementation of 'Communities in Control : Real People Real Power' Legislation – Democracy and Involvement
- ❖ Compliance of new data standards to British Standard BS7666 for the publication of the 2009/10 Electoral Register for 2009/10
- ❖ Scrutiny of LSPs
- ❖ Members' PDRs and Member Training and Development Programme
- ❖ Re accreditation of the Charter Mark for Democratic Services
- ❖ Work Toward Customer Service Excellence for Register Officer, Customer Services and Town Hall Services
- ❖ Implementation of new Registration Scheme
- ❖ Implementation of RON (Online registration)
- ❖ Marketing of Register Officer Services
- ❖ Implementation of Communities in Control : Real People Real Power Legislation
- ❖ Accommodation Review impact on operation of Town Hall building

Public Protection

- ❖ Implementation of changes to the building regulations expected to come into force during 2009 or early 2010 particularly those in relation to increased energy efficiency.
- ❖ Dealing with the challenges of a reduced market in the competitive environment due to the general economic downturn and more particularly in the construction industry.
- ❖ Building Control to adapt to change in location and the challenges this will bring in terms of customer service
- ❖ Embedding new statutory reporting arrangements for the Food Standards Agency

- ❖ Completing essential training to evidence that all staff in Environmental Health are competent to undertake food hygiene and health and safety at work duties
- ❖ Working with the PCT to deliver the Darlington Investors In Health Award for local businesses. (Aiming for 100 foundation level awards in the first 12 months).
- ❖ Working with the Tees Valley authorities and other partner agencies to develop consistent enforcement practices (Environmental Health)
- ❖ Preparing for implementation of Civil Parking Enforcement
- ❖ Restructuring arrangements with the Civil Continuities Unit following LGR in Durham to ensure Darlington receives a value for money service
- ❖ Preparing for the relocation of staff from Houndgate
- ❖ Responding to challenges of new location for Building Control
- ❖ Meeting increased demand for service (service requests) within existing resources (Trading Standards >30+ % in demand this year)
- ❖ Meet new Framework Agreement standards for animal health and implementation of NI 190, Animal Disease emergency plans
- ❖ Development of Uniform System to
 - Enable statutory returns to be made to Food Standards Agency etc
 - Enable access via website for public transactions, consultations
 - Enable links to an EDMS
 - Submission of data to National Land and Property Gazetteer
- ❖ Deliver alcohol enforcement actions under Darlington Alcohol Strategy
- ❖ Deliver doorstep Crime initiatives under CDRP Public Reassurance Delivery Plan
- ❖ Report and act upon the results of the 4 contaminated land site surveys carried out during 2008/09

Resources

- ❖ Mitigating the affects of the economic downturn upon Capital Projects and Capital Receipts
- ❖ Corporate Area Assessment replaces Comprehensive Performance Assessment – totally different methodology
- ❖ New KLOE for Use of Resources – target to attain a score of 3
- ❖ Embedding the Leading Edge Programme Team and Central Procurement Team into the division
- ❖ Challenging savings targets that have been set and to be delivered through business transformation and procurement
- ❖ Further refinement of the Service Planning and Performance Management Framework
- ❖ Responding to the challenge of achieving 'Excellent' in the Local Government Equality Framework
- ❖ Development of the Electronic Service Delivery (ESD) Toolkit, integrate with Customer Insight initiative and NI 14

- ❖ Delivery of the programme of initiatives for savings and efficiencies outlined in the departmental Business Strategy
- ❖ Implementation of the Accommodation review linked to Flexible working and ICT enhancements
- ❖ Impact of the Planning, Performance and Partnerships review
- ❖ Corporate property risks/Corporate Landlord

Xentrall

- ❖ Delivery of the new ICT Strategy
- ❖ Support for modern ways of working / Flexible working
- ❖ Fundamental Review of ICT infrastructure
- ❖ Implement Infrastructure findings
- ❖ Deliver overall savings identified in Xentrall Business Case
- ❖ Consolidate ICT Help Desk
- ❖ Design and Build Computer room
- ❖ Migrate systems to new computer room
- ❖ ICT Server Consolidation business case (and subsequent implementation)
- ❖ Service Improvement: DBC Bank Reconciliation

❖ **Change Drivers**

ISSUES MOST LIKELY TO IMPACT ON THE SERVICE	WHAT THE SERVICE NEEDS TO DO TO ACHIEVE CHANGE/ IMPROVEMENT
Government Priorities	
New Use of Resources Assessment	Action Plan and produce self assessment
Civil Contingencies	Review Emergency Planning arrangements & facilities, the roles of emergency planning staff & call out for emergency planning staff, the Emergency Planning Room and set targets for CCU
Information Governance – Poynter Report ‘Review of information security at HMRC’; Information Commissioner’s report ‘Data Sharing Review’; Local Government Data Handling Guidelines issued by the LGA	Refresh Corporate Information Governance Policy and implement associated Action Plan
NI14 – reducing avoidable contact - Improvement in response times	Begin to measure avoidable contact, start process of addressing performance Meet targets for response times
International Financial Reporting Standards (IFRS)	IFRS compliant
White Paper - Democratic Engagement	Greater number of electors registered to vote/to vote by post, and voting at the next election, and thus the public more engaged in democracy.
Civil Parking Enforcement (CPE)	Effective implementation of CPE
Efficiency – NI179	Implement service reviews, savings agreed in MTFP review and continuously seek new opportunities
ODPM Sickness Improvements	Roll out policy and continue ongoing proactive support and educate managers including effective intervention and OH referrals/use of employee programme/phased returns.
Workforce Development legislation	Conduct a Workforce Development Review
Local Priorities	
Use of Resources Assessment	Action Plan and produce self assessment
Securing savings and efficiency targets	Develop robust management of efficiency programme with CMT; Working with Xentrall to deliver benefits, including Agresso/PSe developments; Delivering Leading Edge projects
Recession mitigation	Financial management. Efficiency gains Work with service managers to sustain delivery of Corporate Plan & MTFP
Accommodation review/Flexible working	Accommodation review to linked to modern ways of working, flexible working and ICT enhancements

Xentrall Shared Services	Working with Xentrall to deliver benefits-including Agresso/PSe developments
Fundamental Review of ICT Infrastructure	Increased access routes to bolster resilience thus reducing risks of single-point network failure
Increase Customer Satisfaction	Proactive response to survey results provides for improved communications and satisfaction with our customers
Information Governance	Implement Corporate Information Governance Action Plan
Corporate Landlord	Property Management - To put in place options to introduce better ways of managing property, that reduce risks and improve the use of assets
Sustainability	Energy Management - Implement energy efficiencies, deliver budget savings and reduce environmental impact
Houndgate Move	Move will provide staff with an improved location
Corporate approach to Management of Debtors	Outcomes of the desktop scoping review will form the basis for establishing improved customer experiences and service efficiencies that are deliverable via a Corporate Debt Policy
Levels of sickness absence	Roll out policy and continue ongoing proactive work to support and educate managers including effective early intervention and OH referrals/use of employee assistance programme/phased returns
Council Tax/Housing Benefits/Customer Services Service Alignment Project	Leading Edge project to deliver service improvement, alignment, efficiencies and budget savings
Civil Contingencies	Review Emergency Planning arrangements & facilities, the roles of emergency planning staff & call out for emergency planning staff, the Emergency Planning Room and set targets for CCU
Regeneration projects	Support the delivery of Major Development Projects
Capital projects review	Reformed asset planning group. Better control and management of Capital Schemes
Workforce Development	Conduct a Workforce Development Review
Equal Pay Mitigation	Plan for key 'timings' in 2009/10, undertake Audit
Targets for efficiency and effectiveness gains must be delivered	Ongoing improvements in efficiency are required through the programme of business transformation (Leading Edge) projects

Targets for savings through improved corporate procurement must be achieved	Changes and improvements to procurement of goods and services across the organisation, led by the Corporate Procurement Unit, include savings targets
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Consultation	
Increase Customer Satisfaction	Proactive response to survey results provides for improved communications and satisfaction with our customers

Performance Management	
NI14 – reducing avoidable contact - Improvement in response times	Begin to measure avoidable contract, start process of addressing performance. Meet targets for response times
New Use of Resources Assessment	Action Plan and produce self assessment

Resources	
Securing savings and efficiency targets	Develop robust management of efficiency programme with CMT; Working with Xentrall to deliver benefits, including Agresso/PSe developments; Delivering Leading Edge projects
Xentrall Shared Services	Explore possibilities of expansion

Opportunities	
Council Tax/Housing Benefits service alignment (linked to Customer Services) project	Leading Edge project to deliver service improvement, alignment, efficiencies and budget savings
Houndgate Move	Move will provide staff with an improved location
Fundamental Review of ICT Infrastructure	Increased access routes to bolster resilience thus reducing risks of single-point network failure
Workforce Development	Conduct a Workforce Development Review

Risks (above the appetite line)	
Note: All departmental risks are identified in the risk management section of this service plan, there are no risks above the risk 'appetite line'.	

Events	
Equal Pay Mitigation	Plan for key 'timings' in 2009/10, undertake Equal Pay Audit
Recession and Economic outlook	Review forecasts beyond 2010/11. Revise plans if necessary. Continue improvements to corporate budget management and integration with senior management

Priorities:

Priority: 1 Address / evidence requirements of new UoR methodology to maintain the Council's 4 Star rating under CAA						
Link to Change Driver: Government Priority and Local Priority (Officer's Priority)			Link to risk (if applicable): Departmental 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; Build trust and confidence with users to agreed standards of quality, performance and efficiency			
Link to Corporate Objective: Enhancing our Capacity to Improve; Providing Excellent Services			Link to Sustainable Community Strategy Theme: This priority supports the Corporate Objectives rather than having direct links to the Sustainable Community Strategy Themes			
Actions needed to Deliver improvement	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Deliver Use of Resources Improvement Action Plan	Brian James (Peter Carrick)	Improvement Action Plan deadlines PwC Inspection Summer/Autumn	Summer/Autumn 2009	Within resources	Outcome of External Inspection	3 out 4
Service Improvement description Best practice arrangements adopted						
Expected outcome: Positive outcome/score under the new Use of Resources methodology that in turn informs the Council's score under the new Comprehensive Area Assessment						
Expected efficiency gains: None identified						
Implications for Corporate Services: Estates, Finance, HR, Legal and Performance & Development (Xentrall – ICT Strategy will be inspected)						
Additional information Certain National Indicators to be inspected by PwC are the responsibility of Community Services						

Priority: 2. Implement Corporate Information Governance Action Plan						
Link to Change Driver: Government Priority, Local Priority (Members/Officers/Legislation), Risks			Link to risk (if applicable): Corporate 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; Build trust and confidence with users to agreed standards of quality, performance and efficiency			
Link to Corporate Objective: Enhancing our Capacity to Improve; Providing Excellent Services; Putting the Customer First; Ensuring Access for All			Link to Sustainable Community Strategy Theme: This priority supports the Corporate Objectives rather than having direct links to the Sustainable Community Strategy Themes			
Actions needed to Deliver improvement	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Deliver the Action Plan Linked to the Corporate Information Governance (CIG) Policy	Brian James (Ciara Shimidzu)	Action Plan deadlines	March 2009/13	Within resources	Action Plan Milestones	Outcomes in The CIG Policy Risk moves from C2 to D2
Service Improvement description: Improved information governance policies, systems and processes						
Expected outcome: Council able to comply with legislation and offer relevant standards						
Expected efficiency gains: Yes						
Implications for Corporate Services: Yes						
Additional information None						

Priority: 3 Review accommodation, linked to modern ways of working, flexible working and ICT enhancements						
Link to Change Driver: Local Priority (Accommodation Review – Member Priority, efficiency gains)			Link to risk (if applicable): 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, securing savings and efficiencies			
Link to Corporate Objective: Enhancing our Capacity to Improve			Link to Sustainable Community Strategy Theme: This priority supports the Corporate Objectives rather than having direct links to the Sustainable Community Strategy Themes			
Actions needed to Deliver improvement	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Review accommodation and modern ways of working	Brian Boggon	The 'review' deadlines	March 2010	To be determined after CMT consider options report	Review milestones	£230k savings
Service Improvement description: Budget savings, improved accommodation and flexible working						
Expected outcome: More flexible workforce, accommodation that is fit for purpose in the current era; Budget savings to fund Lingfield Point accommodation for Xentrall Shared Services						
Expected efficiency gains: Yes						
Implications for Corporate Services: Yes						
Additional information None						

Priority: 4 Property Management project (Corporate Landlord)						
Link to Change Driver: Local Priority (Officer Priority), Risks			Link to risk (if applicable): Corporate Risk – Corporate Premises			
Link to Service Plan Objective: Making the best use of assets, 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, securing savings and efficiencies			
Link to Corporate Objective: Enhancing our Capacity to Improve			Link to Sustainable Community Strategy Theme: This priority supports the Corporate Objectives rather than having direct links to the Sustainable Community Strategy Themes			
Actions needed to Deliver improvement	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Appraisal of different models of managing property management	Brian Boggon	Action plan deadlines	By April 2010	Resource required will be determined after CMT receive options	Risk movement	Risk moves from C2 to D2
Service Improvement description: To put in place options to introduce better ways of managing property, that reduces risks and improves the use of assets.						
Expected outcome: Ability to monitor and ensure statutory compliance						
Expected efficiency gains: Not yet quantified but significant gains expected						
Implications for Corporate Services: Yes						
Additional information None						

Priority: 5 Energy Management project						
Link to Change Driver: Local Priority (Sustainability, budget savings)			Link to risk (if applicable): N/A			
Link to Service Plan Objective: Making the best use of assets and improving accessibility			Link to departmental Objective: Provide the mechanisms to drive forward the Council's 'corporate' Agenda, securing savings and efficiencies			
Link to Corporate Objective: Enhancing our Capacity to Improve			Link to Sustainable Community Strategy Theme: Greener Darlington (One Darlington)			
Actions needed to Deliver improvement	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Leading Edge project team with project plan	Brian Boggon (Debbie Spence)	Deliver £100k savings	2009/10 budget	Within resources	Base budgets reduced	£100k savings
Service Improvement description: Implement energy efficiencies, deliver budget savings and reduce environmental impact						
Expected outcome: Budget savings; sustainability						
Expected efficiency gains: Yes						
Implications for Corporate Services: Yes						
Additional information None						

Priority: 6 Corporate Management of Debtors project (linked to Xentrall's debtor improvement plan)						
Link to Change Driver: Local Priority (Officer Priority), Risks			Link to risk (if applicable): N/A			
Link to Service Plan Objective: Integrated, effective, efficient and sensitive Revenue Collection across the Council			Link to departmental Objective: Provide the mechanisms to drive forward the Council's 'corporate' Agenda, securing savings and efficiencies			
Link to Corporate Objective: Providing Excellent Services; Putting the Customer First			Link to Sustainable Community Strategy Theme: This priority supports the Corporate Objectives rather than having direct links to the Sustainable Community Strategy Themes			
Actions needed to Deliver improvement	Lead Officer (s)	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Define and deliver a Corporate Debt Policy and Implementation Plan	Cath Whitehead, Pauline Mitchell & David Hall	Deadlines outlined in the Implementation Plan	March 2010	To be determined	Amount of savings achieved & customer satisfaction	To be determined
Service Improvement description: Outcomes of a desktop exercise have determined that improved customer experiences and service efficiencies are deliverable via a Corporate Debt Policy						
Expected outcome: Increased collection rates and budget savings, enhanced customer care and experience						
Expected efficiency gains: Yes						
Implications for Corporate Services: Yes						
Additional information N/A						

Priority: 7 Reduce Sickness absence across the Council						
Link to Change Driver: National and Local Priority (Officer Priority), Risks				Link to risk (if applicable): Risk 10 (below the line)		
Link to Service Plan Objective: Safe and Healthy Workforce				Link to departmental Objective: Provide the mechanisms to drive forward the Council's 'corporate' agenda, securing savings and efficiencies		
Link to Corporate Objective: Enhancing our Capacity to Improve				Link to Sustainable Community Strategy Theme: Healthier Darlington		
Actions needed to Deliver improvement	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Healthy Workforce Plan Educating managers Wellbeing strategy OH/counselling Leadership & management culture. Xentrall to assist with improving management information.	Lesley Blundell	Those in HR Strategy around Health and Well Being	March 2012	Additional funding for post of an Investigating officer – Invest to save bid – self financing	LI 3005	Reduce levels to 9 days
Service Improvement description: Increased productivity, and realise efficiency savings.						
Expected outcome: Enhanced staff morale and motivation						
Expected efficiency gains: Yes						
Implications for Corporate Services: Yes						
Additional information None						

Priority: 8 Review Emergency Planning arrangements and facilities, Review role (JD) of emergency planning staff, Review call out for emergency planning staff, the Emergency Planning Room and set targets for CCU						
Link to Change Driver: Government Priority (Civil Contingencies), Local Priority			Link to risk (if applicable): N/A			
Link to Service Plan Objective: Provide Public Protection services required to meet statutory duties and local needs			Link to departmental Objective: Protecting the public through advice, guidance and the regulation of activities and businesses			
Link to Corporate Objective: Providing excellent services			Link to Sustainable Community Strategy Theme: Safer Darlington (One Darlington)			
Actions needed to Deliver improvement	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Agreement on and action to relocate emergency planning room. Review job descriptions of staff involved in emergency planning. Review capacity to respond including call out including use of CCU staff. Set annual targets for CCU and contribute to set up and op governance board.	Bill Westland	Report to CMT Governance Board in place (with DCC) Annual work plan for CCU agreed	Jan 2009 April 2009 April 2009	Unknown at this stage but potential review of some job descriptions and increase in call out payments	None	As for milestones
Service Improvement description: Fit for purpose facility. Adequate and reliable resource levels. Ability to set and monitor performance						
Expected outcome: Service delivery not disrupted by emergency events						
Expected efficiency gains: Possible through enhanced performance that would reduce business interruption compared to the present time						
Implications for Corporate Services: Unlikely, though may be some involvement of HR						
Additional information Yes						

Priority: 9 White Paper Implications for Democratic Engagement and Improving community engagement						
Link to Change Driver: Government Priority (White Paper) Local Priority (Member and Officer - Priority)			Link to risk (if applicable): N/A			
Link to Service Plan Objective: Help and support decision making; Financial planning, management and reporting that actively supports the achievement of corporate objectives			Link to departmental Objective: Maximise the local communities' understanding and engagement with the democratic process; Mainstream an awareness and understanding of Democracy, Ethics and Governance in all areas of the Council; Build trust and confidence with service users by delivering services to agreed standards of quality, performance and efficiency			
Link to Corporate Objective: Putting customer first, shaping a better Darlington, Ensuring access for all			Link to Sustainable Community Strategy Theme: Possibly all should the community influence the way the budget is spent (One Darlington/Perfectly Placed)			
Actions needed to Deliver improvement	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Develop DE/CE Action Plan	Catherine Whitehead	Action Plan deadlines	March 2010	Within resources	NI 4	This year is the baseline
Service Improvement description: Greater number of electors registered to vote/to vote by post, and voting at the next election, and thus the public more engaged in democracy. Public having a greater say in decision-making.						
Expected outcome: Enhanced community engagement with the democratic and financial planning processes; Successful Sustainable Community Strategy						
Expected efficiency gains: Not expected but possible via public questions, challenge and suggestions						
Implications for Corporate Services: No						
Additional information N/A						

Priority: 10 NI14 – reducing avoidable contact and improving response times to our customers						
Link to Change Driver: Government Priority (National Indicator), Performance Management			Link to risk (if applicable): N/A			
Link to Service Plan Objective: Links to all Service Plan objectives			Link to departmental Objective: Maximise the local communities' understanding and engagement with the democratic process			
Link to Corporate Objective: Providing Excellent Services; Ensuring Access for All; Enhancing our Capacity to Improve			Link to Sustainable Community Strategy Theme: This Priority for Improvement supports the Corporate Objectives rather than having direct links to the Sustainable Community Strategy themes.			
Actions needed to Deliver improvement	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Address issues such as Unnecessary clarification by customers Avoidable contact caused by poor signposting Repeat contact where the customer has to pass on information Customer chasing progress,	Lynda Bosanko	From Lynda	Ongoing	Within resources	NI 14 $(x/y)*100=z\%$	Decrease
Service Improvement description: Begin to measure avoidable contact, start process of addressing performance, meet targets for response times						
Expected outcome: Better more cost effective services, increased customer satisfaction						
Expected efficiency gains: Eventually						
Implications for Corporate Services: Yes						
Additional information None						

Priority: 11 Local Taxation and Housing Benefits service alignment project & Customer Services Review Project						
Link to Change Driver: Local Priority (Members/Officers)			Link to risk (if applicable): N/A			
Link to Service Plan Objective: Effective corporate governance arrangements; Effective, efficient and sensitive Council Tax and business rates collection; Making the best use of assets and improving accessibility			Link to departmental Objective: Build trust and confidence with service users by delivering services to agreed standards of quality, performance and efficiency; Provide the mechanisms to drive forward the Council's 'corporate' agenda, securing efficiencies			
Link to Corporate Objective: Providing Excellent Services; Enhancing our Capacity to Improve; Putting the Customer First;			Link to Sustainable Community Strategy Theme: 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	Lead Officers	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Complete Local Taxation, Benefits and Customer Services reviews Implement recommendations Improve cross-service customer focus Continue to seek and implement efficiency improvements with other councils	David Hall & Cath Whitehead	Consultants appointed for Proof of Concept	Yet to be established	External support Funded from savings	LI3012 LI3013 LI3103	Cashable Savings £200k
Service Improvement description: Leading Edge project to deliver service improvement, alignment, efficiencies and budget savings.						
Expected outcome: Increased collection rate allied to savings; enhanced customer care and experience						
Expected efficiency gains: Yes						
Implications for Corporate Services: Yes						
Additional information None						

Priority: 12 Manage the implications of the Houndgate Move						
Link to Change Driver: Local Priority (Member/Officer Priority – linked to Accommodation Review, efficiency gains) Opportunities			Link to risk (if applicable): N/A			
Link to Service Plan Objective: Making the best use of assets and improving accessibility			Link to departmental Objective: Provide the mechanisms to drive forward the Council's 'corporate' agenda, securing savings and efficiencies			
Link to Corporate Objective: Enhancing our Capacity to Improve			Link to Sustainable Community Strategy Theme: 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	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Plan the relocation exercise Execute	Brian Boggon	Action Plan deadlines	December 2009	Within resources	Delivered on Time, staff satisfaction	On time and cost
Service Improvement description: Move will provide staff with an improved location						
Expected outcome: More flexible workforce, accommodation that is fit for purpose in the current era						
Expected efficiency gains: Rent saving and platform for flexible working						
Implications for Corporate Services: None						
Additional information None						

Priority: 13 Increase Customer Satisfaction						
Link to Change Driver: Local (Officer Priority), Consultation			Link to risk (if applicable): N/A			
Link to Service Plan Objective: Links to all Service Plan objectives in relation to Customer Satisfaction			Link to departmental Objective: Provide the mechanisms to drive forward the Council's 'corporate' Agenda, securing savings and efficiencies			
Link to Corporate Objective: Putting the Customer First; Providing Excellent Services			Link to Sustainable Community Strategy Theme: 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	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Response to 2008/09 Survey Deliver action plan recommendation	SMT	Action Plan deadlines	Ongoing	Within resources	VFM Customer Satisfaction Scores	4 out of 5
Service Improvement description: Proactive response to survey results provides for improved communications and satisfaction with our customers						
Expected outcome: Enhanced customer satisfaction and services provided						
Expected efficiency gains: None identified so far, though some may be realised						
Implications for Corporate Services: Yes across all divisions						
Additional information None						

Priority: 14 Working with Xentrall to deliver benefits - including Agresso/PSe developments						
Link to Change Driver: Local Priority (Members/Officers), Resources and Risks			Link to risk (if applicable): N/A			
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, securing savings and efficiencies			
Link to Corporate Objective: Shaping a better Darlington; Providing Excellent Services; Putting the Customer First, Enhancing our Capacity to Improve			Link to Sustainable Community Strategy Theme: 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	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Deliver the 'transition' plan and savings identified in the Outline Business Case (OBC)	Sue Reay Xentrall Shared Services Paul Wildsmith	OBC key outcome points	Ten year plan	Within resources	Savings Identified in OBC	£2.826m (DBC share)
Service Improvement description: Managed risk, realisation of benefits included in the Outline Business Case will help sustain the Council's MTFP						
Expected outcome: MTFP planned savings realised						
Expected efficiency gains: Yes						
Implications for Corporate Services: Yes						
Additional information None						

Priority: 15 Fundamental review of ICT Infrastructure						
Link to Change Driver: Local Priority (Officers), Opportunities			Link to risk (if applicable): N/A			
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, securing savings and efficiencies			
Link to Corporate Objective: Enhancing our Capacity to Improve			Link to Sustainable Community Strategy Theme: 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	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Undertake the review of ICT Infrastructure	Ian Miles Xentrall Shared Services	Review deadlines	Feb 09	£10-15K estimate for review	N/A	N/A
Service Improvement description: Increased access routes to bolster resilience thus reducing risks of single-point network and telephony failure						
Expected outcome: More robust, efficient, cost effective network/telephony solution						
Expected efficiency gains: Unlikely due to under-investment in previous years						
Implications for Corporate Services: Not anticipated initially, will be analysed upon completion of review and option adopted						
Additional information None						

Priority: 16 Support the introduction of Civil Parking Enforcement (CPE)						
Link to Change Driver: Government Priority (Legislation)			Link to risk (if applicable):			
Link to Service Plan Objective: Engage and consult with all stakeholders and seek to incorporate their views into delivery and improvement			Link to departmental Objective: Protecting the public through advice, guidance and the regulation of activities and businesses.			
Link to Corporate Objective:			Link to Sustainable Community Strategy Theme:			
Actions needed to Deliver improvement	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Support development of Civil Parking Enforcement as required Provide, manage enforcement service to residents' parking zones introduced during year	Bill Westland	Civil Parking Enforcement in place and operating effectively	March 2010	Still to be determined	Yet to be established	As for milestones
Service Improvement description: Effective implementation of CPE						
Expected outcome: Increased satisfaction with car parks, contributing to overall improvement of town centre						
Expected efficiency gains: None anticipated						
Implications for Corporate Services: None anticipated						
Additional information None						

Priority: 17 Support the Delivery of Major Regeneration Projects						
Link to Change Driver: Local Priority (Member & officer priority)			Link to risk (if applicable): N/A			
Link to Service Plan Objective: Making the best use of assets and improving accessibility			Link to departmental Objective: Provide the mechanisms to drive forward the Council's 'corporate' Agenda, securing savings and efficiencies			
Link to Corporate Objective: Shaping a better Darlington; Ensuring Access for All; Enhancing our Capacity to Improve			Link to Sustainable Community Strategy Theme: Prosperous Darlington (One Darlington/Perfectly Placed)			
Actions needed to Deliver improvement	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Support/Lead on developments at: Central Park The Oval, Commercial Street Morton Palms Faverdale East Town Centre Fringe Feethams/Bus Station Cattle Market Lingfield Point CTC HQ Darlington FC Groups to progress are in place	Brian Boggon (Guy Metcalfe)	Successful completion of schemes	Various	Budgets, staff already in place	Project milestones	Within deadlines
Service Improvement description: Proactively support the major projects						
Expected outcome: More prosperous Darlington; enhanced customer satisfaction						
Expected efficiency gains: None						
Implications for Corporate Services: None						
Additional information None						

Priority: 18 Capital projects review						
Link to Change Driver: Local Priority			Link to risk (if applicable): N/A			
Link to Service Plan Objective: Financial planning, management and reporting that actively supports the achievement of corporate objectives; Effective corporate governance arrangements; 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, securing savings and efficiencies			
Link to Corporate Objective: Provide Excellent Services; Enhance our Capacity to Improve			Link to Sustainable Community Strategy Theme: Prosperous Darlington (One Darlington/Perfectly Placed)			
Actions needed to Deliver improvement	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Lead new Asset Management Group Overseeing the Council's new Capital project management methodology	Paul Wildsmith	Successful project management	Ongoing	Within resources	Project milestones	Within deadlines
Service Improvement description: Reformed asset management group.						
Expected outcome: Better control and management of Capital Schemes.						
Expected efficiency gains: Yes						
Implications for Corporate Services: None						
Additional information None						

Priority: 19 Recession mitigation - implications for residents, the local economy, Council finances and services						
Link to Change Driver: Local Priority			Link to risk (if applicable): N/A			
Link to Service Plan Objective: Financial planning, management and reporting that actively supports the achievement of corporate objectives; Effective corporate governance arrangements; Making the best use of assets and improving accessibility			Link to departmental Objective: Provide the mechanisms to drive forward the Council's 'corporate' Agenda, securing savings and efficiencies			
Link to Corporate Objective: Provide Excellent Services; Enhance our Capacity to Improve			Link to Sustainable Community Strategy Theme: Prosperous Darlington (One Darlington/Perfectly Placed)			
Actions needed to Deliver improvement	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Financial management Efficiency gains Work with service managers to sustain delivery of Corporate Plan & MTFP	David Hall	2009-10 outturn Efficiency gains	March 2009	Within resources	Efficiency gains	2009-10 outturn within budget
Service Improvement description: Management of Council resources to protect delivery of Corporate Plan						
Expected outcome: Financial performance in line with MTFP; Council resources available to deliver services as planned						
Expected efficiency gains: Yes						
Implications for Corporate Services: None						
Additional information None						

Priority: 20 Increase Efficiency and Value for Money						
Link to Change Driver: National Priority			Link to risk (if applicable): N/A			
Link to Service Plan Objective: Financial planning, management and reporting that actively supports the achievement of corporate objectives; Effective corporate governance arrangements; Making the best use of assets and improving accessibility			Link to departmental Objective: Provide the mechanisms to drive forward the Council's 'corporate' Agenda, securing savings and efficiencies			
Link to Corporate Objective: Provide Excellent Services; Enhance our Capacity to Improve			Link to Sustainable Community Strategy Theme: Prosperous Darlington (One Darlington/Perfectly Placed)			
Actions needed to Deliver improvement	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Develop robust management programme with CMT	David Hall	Planned efficiency Gains New improvement opportunities	March 2010 - and beyond March 2010 – and beyond	Within resources	NI179	MTFP efficiency Gains NI179 3% target
Service Improvement description: Corporate and departmental awareness and commitment to efficiency; delivery of efficiency improvements						
Expected outcome: Increased value for money; reduced costs; improved services						
Expected efficiency gains: Yes						
Implications for Corporate Services: Yes – all services						
Additional information None						

Priority: 21 Financial reporting, statutory changes - International Financial Reporting Standards (IFRS)						
Link to Change Driver: National Priority			Link to risk (if applicable): N/A			
Link to Service Plan Objective: Financial planning, management and reporting that actively supports the achievement of corporate objectives; Effective corporate governance arrangements; Making the best use of assets and improving accessibility			Link to departmental Objective: Provide the mechanisms to drive forward the Council's 'corporate' Agenda, securing savings and efficiencies			
Link to Corporate Objective: Provide Excellent Services; Enhance our Capacity to Improve			Link to Sustainable Community Strategy Theme: Prosperous Darlington (One Darlington/Perfectly Placed)			
Actions needed to Deliver improvement	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Changing accounting procedures and external reporting format to comply with new statutory requirements	David Hall	2008/09 accounts re-stated. Accounting records procedures revised	March 2010	Within resources	Published accounts	Unqualified September 2010
Service Improvement description: Government commitment to public sector compliance with International Financial Reporting Standards (IFRS)						
Expected outcome: Council's accounts unqualified						
Expected efficiency gains: No						
Implications for Corporate Services: Yes – Property Management, HRM						
Additional information This Government initiative must be fully implemented for 2009/10 accounts published in June 2010						

Priority: 22 Workforce Development Review						
Link to Change Driver: National Priority, Local priority, Opportunities			Link to risk (if applicable): N/A			
Link to Service Plan Objective: Links to All Service Objectives			Link to departmental Objective Provide the mechanisms to drive forward the Council's 'corporate' agenda, securing savings and efficiencies			
Link to Corporate Objective: Providing Excellent Services, Enhancing our Capacity to Improve			Link to Sustainable Community Strategy Theme: This Priority for Improvement supports the Corporate Objectives rather than having direct links to the Community Strategy themes			
Actions needed to Deliver improvement	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Complete and implement a review of the WFD function across the Council and maximise spend on WFD activity.	Lesley Blundell	Those contained in the project plan	June 2009	Project team from within resources	To be assessed	To be assessed
Service Improvement description: Resources = needs; better developed employees; improved performance						
Expected outcome: Highly skilled and developed workforce; service sustainability						
Expected efficiency gains: Yes						
Implications for Corporate Services: Yes						
Additional information N/A						

Priority: 23 Equal Pay (and Equal Pay audit)						
Link to Change Driver: Local Priority, Events in 2009/10 and previous years			Link to risk (if applicable): N/A			
Link to Service Plan Objective: Supporting Business Transformation and Change			Link to departmental Objective Provide the mechanisms to drive forward the Council's 'corporate' agenda, securing savings and efficiencies; Mainstream an awareness and understanding of democracy, ethics and governance in all areas of the Council			
Link to Corporate Objective: Shaping a better Darlington; Providing Excellent Services; Putting the Customer first; Ensuring Access for All			Link to Sustainable Community Strategy Theme: This Priority for Improvement supports the Corporate Objectives rather than having direct links to the Community Strategy themes			
Actions needed to Deliver improvement	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Manage the Employee relation issues Seek best legal advice Operate and ongoing fair system of pay and reward.	Lesley Blundell	End of JE protection Ju	March 2010	Within resources	Baseline in MTFP	Minimise cost to the authority
Action plan the audit			March 2010	Within resources	Action plan deadlines	100% by deadline date
Service Improvement description: Cost of any equal pay claims minimised and ongoing risk removed; audit produces 'best practice' results						
Expected outcome: Actions that will minimal cost to the organisation; sound governance arrangements (audit)						
Expected efficiency gains: None identified						
Implications for Corporate Services: HR and Legal						
Additional information N/A						

Priority: 24 Supporting the Change Management Agenda						
Link to Change Driver: Local Priority			Link to risk (if applicable): N/A			
Link to Service Plan Objective: Potential to effect all Service Plan objectives			Link to departmental Objective Provide the mechanisms to drive forward the Council's 'corporate' Agenda, securing savings and efficiencies			
Link to Corporate Objective: Potential to affect all Corporate Objectives			Link to Sustainable Community Strategy Theme: This Priority for Improvement supports the Corporate Objectives rather than having direct links to the Community Strategy themes			
Actions needed to Deliver improvement	Lead Officer	Milestones	Date for Completion	Resources (Finance & staff)	PIs	Targets
Close monitoring of resources available vs. work programme Strict prioritisation and deferment of non-essential work HR involvement in LE project planning and HR issues built into project plans. Explore where Xentrall can assist HR Strategy Action Plan	Lesley Blundell	Those detailed in the HR Strategy Action Plan	2013	Within resources	% of work programme achieved Projects/ Reviews etc. implemented smoothly with minimised HR issues	100%
Service Improvement description: Rationalising work programme						
Expected outcome: All high priority work programme targets achieved						
Expected efficiency gains: Yes, Leading Edge targets						
Implications for Corporate Services: None						
Additional information None						

Priority 25 Deliver savings and efficiency targets through service improvement projects						
Link to Change Driver: Local Priority, Opportunities			Link to Risk (if applicable): Corporate risk			
Link to Service Plan Objective: Maximise performance and efficiency across the department			Link to Departmental Objective: Provide the mechanisms to drive forward the Council's 'corporate' Agenda, securing savings and efficiencies			
Link to Corporate Objective: Shaping a better Darlington Enhancing our capacity to improve			Link to Sustainable Community Strategy Theme: Linked to all five themes			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
1. Support the delivery of departmental service improvement projects.	Craig Holden	TBA	March 2010	Central Procurement Unit	£TBC	MTFP
2. Improve awareness and application of recognised procurement practices to enhance value for money.	Susan White			Leading Edge Programme Office		
3. Effectively coordinate the consistent and regular reporting on project progress and status to the Programme Board.	Craig Holden					
4. Continue to deliver internal Project Management and Change Management training to the wider organisation.	Deborah Spence					
5. Effectively challenge and prioritise	Craig Holden					

<p>potential areas of improvement from across the business.</p> <p>6. Promote cross-departmental working to help maximise potential efficiency opportunities.</p> <p>7. Develop and implement an agreed approach to the realisation of efficiency savings.</p> <p>8. Continually develop the approach adopted to change projects using lessons learned from previously completed projects.</p> <p>9. Identify and develop further opportunities for savings within the administrative services provided throughout the Council.</p> <p>10. Implement the Capital Process Review proposals throughout all service areas of the Council.</p>	<p>Craig Holden</p> <p>Susan White</p> <p>Craig Holden</p> <p>Craig Holden</p> <p>Craig Holden</p>					
<p>Service improvement description: BPR, more efficient, focused and streamlined processes and service delivery</p>						

Expected outcome: Savings realised for future investment
Expected efficiency gains (both cashable & non-cashable): Yes
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.): All
Additional information: N/A

Strategic objectives and performance indicators for the department

Departmental Objective	Corporate Objectives	Sustainable Community Strategy Themes	Performance Indicators
1. Build trust and confidence with service users by delivering services to agreed standards of quality, performance and efficiency	<ul style="list-style-type: none"> • Shaping a better Darlington • Putting the Customer First • Ensuring Access for All • Providing Excellent Services • Enhancing our Capacity to Improve 	<p>For all but Customer Services, Public Protection and the Register Office The departmental and Service Plan objectives support the Corporate Objectives rather than having direct links to the SCS themes.</p> <p>For Customer Services:</p> <ul style="list-style-type: none"> • Aspiring Darlington (One Darlington) <p>For Public Protection:</p> <ul style="list-style-type: none"> • Healthy Darlington (One Darlington) • Safer Darlington (One Darlington) <p>For the Register Office</p> <ul style="list-style-type: none"> • Aspiring Darlington (One Darlington) 	NI 014 NI 179 LI 3015 LI 3016 LI 3100 LI 3101 LI 3102 LI 3103 LI 3400 LI 3401 LI 3402 LI 3713 LI 3718 LI 3723 LI 3724
2. Mainstream an awareness and understanding of Democracy, Ethics and Governance in all areas of the Council	<ul style="list-style-type: none"> • Putting the Customer First • Ensuring Access for All • Providing Excellent Services • Enhancing our Capacity to Improve 	The departmental and Service Plan objectives support the Corporate Objectives rather than having direct links to the Community Strategy themes	NI 179 LI 3010 LI 3012 LI 3013 LI 3014 LI 3017 LI 3100 LI 3500 LI 3700 LI 3701 LI 3702 LI 3708 LI 3703 LI 3705 LI 3713 LI 3714

Departmental Objective	Corporate Objectives	Community Strategy Themes	Performance Indicators
3. Provide the mechanisms to drive forward the Council's 'corporate' agenda, securing savings and efficiencies	<ul style="list-style-type: none"> • Shaping a better Darlington • Putting the Customer First • Providing Excellent Services • Ensuring Access for All • Enhancing our Capacity to Improve 	There is potential for supporting all the Community Strategy themes	NI 005 NI 194 LI 3002 LI 3003 LI 3004 LI 3005 LI 3006 LI 3007 LI 3010 LI 3008 LI 3009 LI 3301 LI 3302 LI 3400 LI 3401 LI 3402 LI 3706 LI 3707
4. Maximise the local communities' understanding and engagement with the democratic process	<ul style="list-style-type: none"> • Putting the Customer First • Ensuring Access for All 	<ul style="list-style-type: none"> • Aspiring Darlington (One Darlington) 	NI 003 NI 004 LI 3501 LI 3017 LI 3000 LI 3001 LI 3103
5. Protecting the public through advice, guidance and the regulation of activities and businesses	<ul style="list-style-type: none"> • Shaping a Better Darlington • Providing Excellent Services 	<ul style="list-style-type: none"> • Healthy Darlington (One Darlington) • Safer Darlington (One Darlington) 	NI 036 NI 037 NI 182 NI 183 NI 184 NI 189 NI 190 LI 3607 LI 3608

Table of performance indicators (National PIs)

PI Number	PI Description	Accountable officer
NI 003	Civic participation in the local area	Ian Wilson
NI 004	% of people who feel they can influence decisions in their locality	Sharon Brown
NI 014	Avoidable contact: The average number, of customer contacts per received customer request	Catherine Whitehead
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	Paul Wildsmith
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 189	Flood and Coastal Risk Erosion Management	Bill Westland
NI 190	Achievement in meeting standards for the control system for animal health	Bill Westland
NI 194	Air Quality	Brian Boggon

Table of performance indicators (Local PIs)

Local PI	PI Description	Accountable Officer
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	Brian Boggon
LI 3016	% of standard searches carried out in 8 working days	Cath Whitehead
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	Cath Whitehead
LI 3010	Employee satisfaction (result of annual survey)	Lesley Blundell
LI 3100	Customer Satisfaction	Brian Boggon
LI 3303	Reduce number of reportable employee accidents	Lesley Blundell
LI 3304	Reduce the number of reportable employee accidents classed as major to zero by 2010	Lesley Blundell
LI 3305	Maintain at zero number of HS Executive enforcement actions	Lesley Blundell
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	UOR judgement – Governing the Business Theme	Brian James
LI 3703	Unqualified External Audit Opinion on Accounts	David Hall
LI 3302	Reduce days/shifts lost through accidents	Lesley Blundell
LI 3700	UOR Judgement – Managing Finances Theme	David Hall
LI 3706	Comparative return on investments compared to market indicators	David Hall
LI 3707	Comparative rate of interest paid on long term debt per CIPFA Benchmarking Statistics	David Hall
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 upheld	SMT
LI 3714	% of Response to information requests (FoI/EIR/DP) within statutory/notified timescales	Brian James
LI 3300	Staff turnover	Lesley Blundell

LI 3000	Contact Centre to answer 80% of telephone calls in 20 seconds	Cath Whitehead
LI 3001	Visitor wait time - % of visitors seen within 10 minutes of them taking a ticket in the Customer Service Centre	Cath Whitehead
LI 3504	Maintain Lexcel Accreditation	Cath Whitehead
LI 3603	Consumer satisfaction with Trading Standards service	Bill Westland
LI 3604	Building Control service users rating service provided as 'Good' or 'Excellent'	Bill Westland
LI 3715	Property - percentage of council operational properties (excluding schools) for which a suitability survey has been undertaken in the last five years	Brian Boggon
LI 3716	Property - percentage of gross internal floor space of operational properties (excluding schools) in condition categories A-B	Brian Boggon
LI 3717	Property - percentage of properties for which an access audit has been undertaken by a competent person	Brian Boggon
LI 3723	actual income as % of budgeted income – commercial property	Brian Boggon
LI 3724	actual income above / below budget (£s) – commercial property	Brian Boggon
LI 3605	Number of on licensing premises signed up to the Responsible Drinking Code	Bill Westland
LI 3606	Number of off licensing premises signed up to the Responsible Drinking Code	Bill Westland
LI 3500	% of Members PDRs completed each year	Cath Whitehead
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 one 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 3722	% of Council owned and occupied properties where Corporate Premises Risk and Facilities Management files have been issued and statutory compliance is compliant	Brian Boggon

LI 3509	Average number of days to respond to Ombudsman request for information	Cath Whitehead
LI 3400	Invoices paid within 30 days	Paul Wildsmith
LI 3401	Availability of ICT Systems	Paul Wildsmith
LI 3402	Customer Satisfaction with Xentrall Shared Services	Paul Wildsmith

Risk Management

Risks identified

Risk No.	Risk	Responsible Person
1	VAT (Planning expenditure in terms of capital)	David Hall
2	Fraud – in general	Brian James
3	Council Tax collection, targets are significantly impacted	David Hall
4	ICT Security arrangements inadequate	Ian Miles
5	Non-achievement of UOR Score of 3 out 4 impacts upon the Council's overall rating	Brian James
6	Implementation of Xentrall business case savings are not realised	Paul Wildsmith
7	Increased sickness absence adversely affects service delivery	Lesley Blundell
8	Leading Edge strand – Delivering a new integrated HR strategy	Lesley Blundell
9	Leading Edge strand – Delivering a new ICT strategy	Ian Miles
10	Failure to deliver DDA improvements to operational buildings	Guy Metcalfe
11	A sustained reduction in Departmental income (e.g. Car Parks and Land Charges) adversely impacts upon the MTFP	Paul Wildsmith
12	Loss of critical staff	Lesley Blundell
13	Significant exposure to Equal Pay claims	Lesley Blundell
14	Investment loss due to bank crisis/failure	David Hall
15	Failure to meet NI 14 target (Reducing Avoidable Contact)	Cath Whitehead

Risk movement between 2008/09 and 2009/10			
2008/09	2009/10	Risk	Description of the reasons for the movement
D3	Deleted	Capital expenditure exceed resources available	Economic downturn
C2	Elevated to be a Corporate Risk	Council unable to meet its obligations under the information governance agenda	This has Council-wide implications
E1	D2	4 – ICT security arrangements inadequate	Impact moved to 2 from 1 – the impact has reduced from catastrophic due to work done in the DR / BCP area and the ongoing information security improvement programme. Likelihood moved from E to D as environment controls (fire suppression) need to be installed.
E2	D2	5 - Non-achievement of UOR Score of 3 out 4 impacts upon the Council's overall rating	Harder and much broader methodology criteria
C2	Deleted	Implementation of the Darlington/ Stockton Partnership has an adverse affect upon service delivery both within the partnership and the retained organisation	Xentrall Shared Service is now operational Transitional Plan in place – Retained Organisation structure now appointed to
C2	D2	6 - Implementation of the Darlington/ Stockton Partnership – business case savings are not realised	Xentrall Shared Service is now operational Transitional Plan in place
E2	D2	11 - A sustained reduction in Departmental income (e.g. Car Parks and Land Charges) adversely impacts upon the MTFP	Land charges - 1. The rise in personal search companies - they have increasingly taking market share at the expense of full searches. This has been happening for a number of years and is mirrored in all local authorities. 2. The impact of the requirement to review charging levels to charge on the basis of a 'cost of provision' model (which we did from November 2007). This effectively saw a

			<p>reduction of what we were able to charge.</p> <p>3. The advent of HIP's in 2007 as a one stop shop approach.</p> <p>4. The reduction in volume caused by the depressed state of the housing market.</p> <p>Car parks – charges increased but anticipated income increases not realized due users finding alternative sites or using other forms of transport</p>
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The following corporate risks for which the Director of Corporate Services is responsible for 'management' were recognised in the course of the 2009/10 service planning process:

Risk
The international economic downturn impacts upon the Council's finances and may affect the Council's ability to deliver the Corporate Plan and Community Strategy.
Business Continuity Planning
Corporate Premises risks
A flu pandemic could affect delivery of key services and affect business continuity planning
Council unable to meet its obligations under the information governance agenda

Plotting the departmental risks in terms of SMT's appetite

LIKELIHOOD	A V. High				
	B High				
	C Significant				
	D Low		1 10	3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14	
	E V. Low		2 15		
	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 – None above the ‘line’

Risks “below the appetite line”				
Risk	Vulnerability	Trigger	Consequence	Controls
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	<ul style="list-style-type: none"> • Council suffers a serious financial penalty; • Other projects are compromised • Officers competence questioned; • Audit Censure; • Adverse publicity; • Image of the Council damaged 	<ul style="list-style-type: none"> • 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 arrangements.	A major fraud/corruption case comes to light.	<ul style="list-style-type: none"> • Loss of revenue; • Adverse effect upon services; • Censure by Audit; • Council criticized; • Image of the Council damaged; • Individual officers competence questioned; • Disruption to services; • Performance affected; • CPA affected 	<ul style="list-style-type: none"> • Financial Procedure Rules – Section 6 on irregularities and annex upon Fraud Strategy and related procedures • 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

Risks “below the appetite line”				
Risk	Vulnerability	Trigger	Consequence	Controls
				<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Loss of revenue; • Cash flow down; • Backlogs occur; • Staff morale adversely affected 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Systems are shut down; • Services fail to be delivered; • Bad publicity; • Loss of confidence in the service; • Criticism from Directors/ Members 	<ul style="list-style-type: none"> • Firewall in place • Anti Spam software • VPN • All files backed up off-site, acquired SINARD for replacing servers • Have reacted quickly in the past to a network a situation of this kind
Non-achievement of UOR Score of 3 out of 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 target	Loss of key experienced employees	<ul style="list-style-type: none"> • 4 Star CPA Rating lost; • Credibility of officers questioned; • Image of the Council damaged; • Members unhappy with 	<ul style="list-style-type: none"> • Good track record • Good working relationship with External Inspectors • Improvement action plan • Performance

Risks “below the appetite line”				
Risk	Vulnerability	Trigger	Consequence	Controls
	attainment		<ul style="list-style-type: none"> outcome; • Bad publicity 	<ul style="list-style-type: none"> • Management Experienced team 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	<ul style="list-style-type: none"> • MTFP targets not met • Reputation of the Council adversely affected • Relations between both councils adversely affected 	<ul style="list-style-type: none"> • Monthly progress reports to Executive Board • Quarterly budget and performance reports to Executive Board • Annual customer satisfaction surveys used to inform service improvements • Quarterly reports to the Partnership Consultative Panel • Annual report to Resources Scrutiny
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	<ul style="list-style-type: none"> • Image of the department and services adversely affected; • Criticism from DBC Members; • Bad publicity; • Staff morale affected 	<ul style="list-style-type: none"> • Proactive management intervention supported by HR Managers • Regular monitoring and reporting to CMT/SMT/D MT'S and Members • Proactive support from Occupational Health • LI 3005 – Working days lost due to sickness absence

Risks “below the appetite line”				
Risk	Vulnerability	Trigger	Consequence	Controls
Leading Edge strand - Delivering a new integrated HR strategy	Strategy is unable to deliver improvements	Buy in not obtained from client departments	<ul style="list-style-type: none"> • Image of the department and services adversely affected; • Criticism from DBC Members; • Bad publicity; • Staff morale affected; • CPA Rating put in jeopardy 	<ul style="list-style-type: none"> • CMT/ Council have recommended adoption of the strategy • Project Management in place • 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	<ul style="list-style-type: none"> • Image of the department and services adversely affected; • Criticism from DBC Members; • Bad publicity; • Staff morale affected; • CPA Rating put in jeopardy 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Council reputation damaged • Bad publicity • Officers competency questioned 	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Adverse effect upon Council Tax; • Adverse effect upon performance • Adverse effect on delivery of MTFP • Potential to 	<ul style="list-style-type: none"> • MTFP • Project Management and cost control

Risks “below the appetite line”				
Risk	Vulnerability	Trigger	Consequence	Controls
			<ul style="list-style-type: none"> reduce services • Adverse publicity • Image of Council damaged 	
Loss of critical staff	The Council is tightly resourced to deliver it's ambitious Leading Edge programme	Competing external forces lure key staff away from the Council	<ul style="list-style-type: none"> • Leading Edge projects not delivered • Staff morale adversely affected • Adverse effect upon performance • Adverse effect on delivery of MTFP • Adverse publicity • Image of Council damaged 	<ul style="list-style-type: none"> • OD Strategy in place • Workforce Planning and development advanced across the Council
Significant exposure to Equal Pay Claims	Unexpected and unplanned for Equal Pay claims are made against the Council	Employment actions either made internally or externally inspire claims over and above those planned for	<ul style="list-style-type: none"> • Adverse effect on delivery of MTFP • Leading Edge projects not delivered • Inability to defend Council's other spending decisions; • Adverse publicity • Image of Council damaged 	<ul style="list-style-type: none"> • Consultants appointed • Defence of claims has been robust • Good employer/Union relations established • Track record so far in managing claims is satisfactory
Investment loss due to bank crisis/failure	The Council operates within a recognised financial framework for Treasury Management	Deposits lost due to bank failure	<ul style="list-style-type: none"> • Adverse effect on delivery of MTFP • Leading Edge projects not 	<ul style="list-style-type: none"> • Treasury management rated good under UOR KLOE

Risks “below the appetite line”				
Risk	Vulnerability	Trigger	Consequence	Controls
			<ul style="list-style-type: none"> delivered • Inability to defend Council’s other spending decisions; • Adverse publicity • Image of Council damaged 	
Failure to meet NI 14 target (Reducing Avoidable Contact)	The Council provides diverse and wide ranging services	Lack of corporate ‘buy in’ leads to inconsistent levels of service across the Council	<ul style="list-style-type: none"> • Targets are not achieved • Council performs poorly in relation to other Councils (this is a National Indicator • Members are critical • Adverse publicity • Image of Council damaged 	<ul style="list-style-type: none"> • NI 14 Working Group set up led by Cath Whitehead • Group has the Chief Executive as its sponsor

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