DARLINGTON
BOROUGH COUNCIL
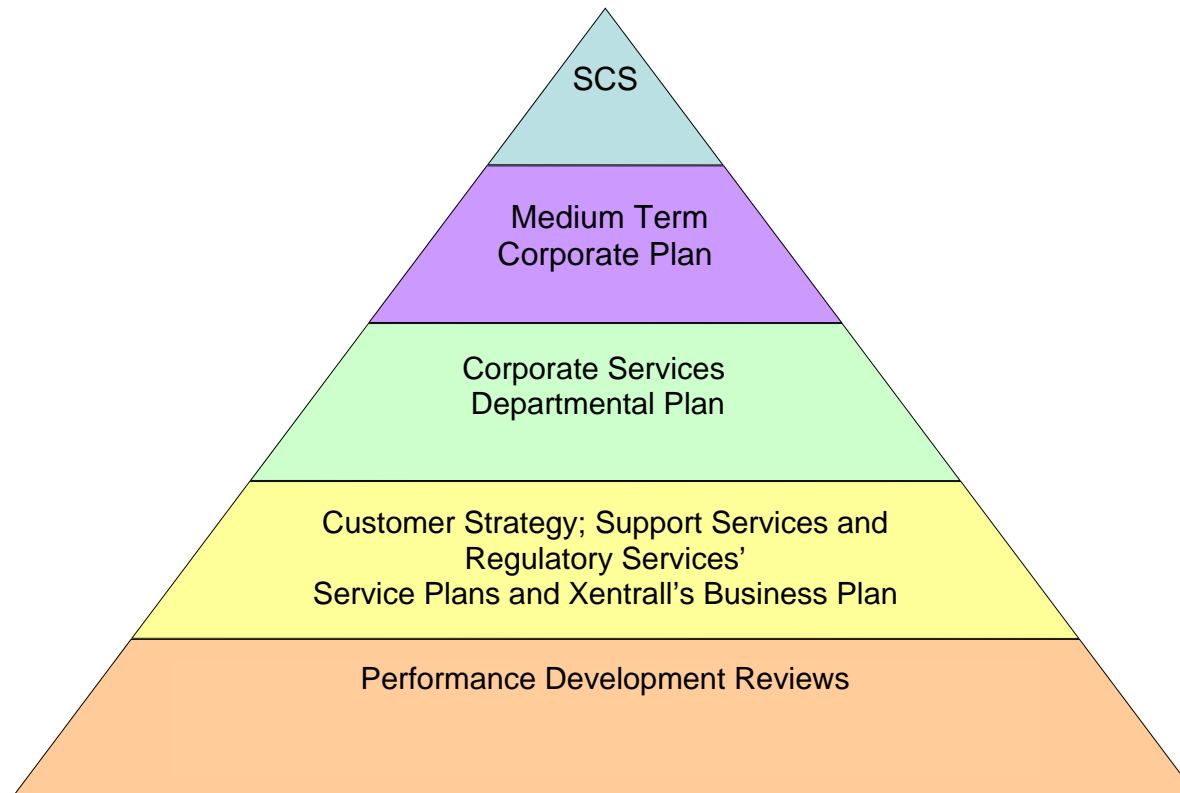
Corporate Services Department

DEPARTMENTAL PLAN
2010-2014

Purpose of the Plan

The Departmental Plan sets out the activities that Corporate Services will deliver over the next four years and ensures that these activities complement the desired outcomes of the authority and the community as a whole. The Departmental Plan is part of the Council's 'golden thread' that ties together all of the key strategies, from the Sustainable Community Strategy (SCS) down to individual staffs Performance Development Reviews (PDRs), as set out below. Key priorities in the coming year include; Delivering a predictive, flexible MTFP; Delivery of the Customer, HR and ICT Strategies; Delivering a fair and robust General Election; Implementing the Corporate Landlord, Workwise and Civil Car Parking Enforcement projects

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                    SCS

              Medium Term
             Corporate Plan

            Corporate Services
            Departmental Plan

   Customer Strategy; Support Services and
              Regulatory Services'
   Service Plans and Xentrall's Business Plan

        Performance Development Reviews
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Section 1 – What are the outcomes that we want for our communities?

Sustainable Community Strategy (SCS): One Darlington – Perfectly Placed

The following outcomes have been agreed with partners in relation to the five themes of the SCS:

Theme   **Outcome**

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

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

3. Greener Darlington - People in Darlington enjoy an attractive, clean and green environment

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

5. Safer Darlington - All people feel safe and live in a crime free environment

How can we measure if the population are better off?

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

Outcome

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

What this will look like

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

Performance Indicators

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

ASPIRING DARLINGTON

Outcome

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

What this will look like

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

Performance Indicators

NI 75 – Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths
NI 110 - Young people's participation in positive activities.
NI 163 Working age population qualified to at least Level 2 or higher

HEALTHY DARLINGTON

Outcome

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

What this will look like

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

Performance Indicators

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

GREENER DARLINGTON

Outcome

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

What this will look like

- People are taking active steps to reduce their CO_2 emissions
- People can easily access jobs and facilities by walking, cycling and public transport
- People are actively minimising waste, increasing reuse, recycling and composting and the amount of waste sent to landfill is minimised
- Streets are clean and well-maintained
- People are satisfied with their environment

Performance Indicators

NI 005 – Overall/general satisfaction with the local area
NI 186 – Per capita reductions in CO_2 emissions
NI 187 – Tackling fuel poverty

SAFER DARLINGTON

Outcome

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

What will this look like?

- People will feel safe, and will be safe at any time of the day;

- There will be a crime free environment;

- There will be potential inward migration;

- Satisfaction levels will be extremely high, and perceptions will change;

- People will take ownership of the local area, which will be vibrant, inclusive and clean.

Performance indicators

People feeling safe:
    • LI 0702 - At night;
    • LI 0703During the day

LI 700 - Total crimes committed
NI 17 - Perceptions of anti-social behaviour

Section 3 – Current Performance

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

Key Performance Indicator	Baseline	Current Performance	Current Trend	Turning the Curve Goal
NI 116 – Proportion of children in poverty	21.4% (2007/08)	20.8% (2008/09)	Improving	Reduce
NI 151 – Overall employment rate	74.4% (2009)	72.6% (2010)	Declining	Increase
NI 166 – Median earnings of employees in the area	£415.30 (2008/09)	£438.40 (2009/10)	Improving	Increase
NI 075 - Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	47.7% (Summer 2008)	51.8% (Summer 2009)	Improving	Increase
NI 110 - Young people's participation in positive activities	New Indicator	68.4% (2008/09)	-----	Increase
NI 163 - Working age population qualified to at least Level 2 or higher	71.1% (2007)	73.2% (2008)	Improving	Increase
NI 119 – Self reported measures of people's overall health and well-being	New Indicator	74.0% (2008 Place Survey)	-----	Increase
NI 120 – All-age all-cause mortality rate	656.0 (2008)	632.3 (2009)	Improving	Reduce
NI 005 – Overall/ general satisfaction with the local area	76.2% (2006 BVPI Survey)	79.2% (2008 Place Survey)	Improving	Increase
NI 186 – Per capita reductions in CO_2 emissions	7.8 tonnes (2005)	7.8 tonnes (2006)	Stable	Increase
NI 187 – Tackling fuel poverty	a) 14% b)18% (national baseline)	a) 7% b)36% (2008/09 Local)	Improving	Reduce a) Increase b)
LI 0702 - People feeling safe at night	48.7% (2007 Com. Survey)	51.1% (2009 Com. Survey)	Improving	Increase
LI 0703 - People feeling safe during the day	94.5% (2007 Com. Survey)	94.5% (2009 Com. Survey)	Stable	Increase
LI 0700 - Total crimes committed	702 (Oct –Dec 2008)	646 (Oct –Dec 2009)	Improving	Reduce
NI 017 - Perceptions of anti-social behaviour	23.0% (2006 BVPI Survey)	17.1% (2008 Place Survey)	Improving	Reduce

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

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

<u>Two</u> are static with performance remaining stable from baseline

- o NI 186: Per capita reductions in CO_2 emissions
- o LI 0703: People feeling safe during the day

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

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

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

<u>Ten</u> have an improving trend using latest performance against baseline.

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

Section 4 – Action Planning (Turning the curve exercises)

Corporate Services is a department that predominantly delivers support services to the organisation to help it deliver front line services to the community and businesses within the borough as the Council's contribution to the SCS. As a result detail for the department in this section is considerably less than for departments such as Children's and Community Services. The majority of the department's business will therefore be shown in later sections of this plan in the Operation Improvement Actions and Managing the Business Sections. However details of where the department does contribute to the agreed SCS outcomes and the indicators we are action planning to improve are described below.

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

Performance Measure NI 185i – CO_2 emissions from Local Authority operations NI 185ii - CO2 reduction from Local Authority operations - contribution from Estates section from within the Resources Division who are responsible for the Council's Corporate Landlord role in relation to Council buildings. It should be recognised too that HRM's input to the Travel Plan indirectly contributes to targets being achieved.

Performance Measure National Indicator (NI) 194 Air Quality - % reduction in NOx and primary PM_{10} emissions through a local authority's estate and operations – contribution from Estates section from within the Resources Division who are responsible for the Council's Corporate Landlord role in relation to the Council's 'estate'

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

Through its support of the Council's 'worklessness' agenda via securing apprenticeships, graduates through the Future Jobs Fund and skills pledge to encourage all employees to acquire at least NVQ Level 2, HRM makes an indirect contribution to this desired outcome.

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

Performance Measure NI 184 - Food establishments in the area which are broadly compliant with food hygiene law; NI 190 Achievement in meeting standards for the control system for animal health – contribution from the Environmental Health section fro within the Public Protection division

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

Performance Measure NI 37 - Awareness of civil protection arrangements in the local area – responsibility of the Assistant Director Public Protection.

Who are our partners that have a role to play in doing better?

Taking our National Indicators in order, our partners, where applicable, are the following:

NI 37 Awareness of civil protection arrangements in the local area – responsibility of the Assistant Director Public Protection – our partners are the Police and Fire and Rescue Service.

NI 185(i) – CO_2 emissions from local authority operations NI 185(ii) CO_2 reduction from local authority operations – as this concerns both the Estates and Property section (in relation to Council owned buildings) and Community Services' Operations (fleet of Council owned vehicles) we must work together with them to improve our performance. Close liaison is maintained with the Carbon Management Trust who is working with us to achieve our targets.

Relationships with the business sectors are required to improve performance in the remaining indicators.

As regards 'Supporting the Organisation' our key partners are Xentrall Shared Services; Northgate Kendrick Ash and Zurich Municipal

What do we propose to do?

Alignment of Outcomes, Performance Measures and Service Delivery Priorities

In this section we demonstrate how the department contributes to the achievement of each outcome and what each service will deliver. The detailed actions to be delivered by each service area are contained within their individual service plans.

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

- Ensuring the provision of good public services

- Championing the interests of citizens and business based on a solid evidence base and good in-depth engagement

- Promoting the borough as an active player within the local sub-regional, regional and national governance frameworks

- Promoting strong partnerships to ensure there is a vision and direction for the borough and for public services

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

Performance Indicator key:

NI = National Indicator
LI = Local Indicator
BSC = Balanced scorecard indicator (Customer Services)
BSIG = Balanced scorecard indicator (Information Governance)
BSH = Balanced scorecard indicator (Human Resource Management)
UOR = Use of Resources external auditor 's scored judgement

SCS Population Accountability Indicator HEALTHY	Corporate Plan Theme to which Corporate Services Department Contributes	Service Delivery Priority		Service Performance Measure
SCS Outcome: People in Darlington live, long, healthy, active and independent lives				
NI 119 – Self-reported measure of people's overall health and well-being	Reinforcing early interventions to support healthy living, and tackling behaviours that pose a risk to health	Support Services' (**SS**) Service Plan		
		Improve the health of the Council's workforce by implementing the Workforce Health Improvement Strategy **(SS1 Lesley Blundell)**		LI 3005 - Working days lost to sickness absence
		Regulatory Services **(RS)** Service Plan		
		Ensure that the implementation of regulatory services supports the Health Agenda **(RS1 Bill Westland)**		NI 184 Food establishments in the area which are broadly compliant with food hygiene law; NI 190 Achievement in meeting standards for the control system for animal health

SCS Population Accountability Indicator GREENER	Corporate Plan Theme to which Corporate Services Dept Contributes	Service Delivery Priority		Service Performance Measure
SCS Outcome: People in Darlington enjoy an attractive, clean and green environment				
NI 186 – Per capita reductions in CO_2 emissions	Pursuing reductions in CO_2 emissions across all sectors and activities in the borough	Support Services' (**SS**) Service Plan		
		Reduce the Council's carbon footprint by 25% (**SS2 Brian Boggon**)		NI 185(i) – CO_2 emissions from local authority operations NI 185(ii) CO_2 reduction from local authority operations

SCS Population Accountability Indicator SAFER	Corporate Plan Theme to which Corporate Services Dept Contributes	Service Delivery Priority		Service Performance Measure
SCS Outcome: All people feel safe and live in a crime free environment				
People feeling safe: LI 0702 – At night LI 0703 – During the day	Improving public reassurance and confidence	Regulatory Services' (**RS**) Service Plan		
		Deliver the Prevent Strategy to guard against terrorist threats **(RS2 Bill Westland)**		NI 37 Awareness of civil protection arrangements in the local area
		Support the community safety agenda through regulatory services **(RS3 Bill Westland)**		LI 3605 No. of on licensing premises signed up to the Responsible Drinking Code LI 3606 No. of off licensing premises signed up to the Responsible Drinking Code

Organisational Improvement Actions

P = Priority indicator

Corporate Function	Corporate Indicator	Service Delivery Priority	Service Performance Measure
Consolidate and renew arrangements for engaging with and understanding the needs of citizens	NI 004 – % of people who feel they can influence decisions in their locality	Support Services (**SS**) Service Plan	
		Deliver key aspects of the White Paper on Community Engagement **(SS3Cath Whitehead)**	NI 3 Civic participation in the local area
Ensure that service and governance arrangements are democratic and inclusive of all citizens	NI 004 – % of people who feel they can influence decisions in their locality	Support Services (**SS**) Service Plan	
		Deliver fair and robust Parliamentary and Local Elections **(SS4 Cath Whitehead)**	NI 3 Civic participation in the local area

Corporate Function	Corporate Indicator	Service Delivery Priority	Service Performance Measure
Ensure the Council's reputation as a high performing organisation is maintained	LI 0003 – Darlington's share of external funding awarded to the Tees Valley	Support Services (**SS**) Service Plan	
		Ensure the Council and Darlington has a strong and effective presence on the Web **(SS5 Cath Whitehead)**	BSC1 No of web visits per year BSC2 Average no. web visits per day BSC3 Average duration of web visit BSC4 Pages Viewed

Corporate Function	Corporate Indicator	Service Delivery Priority	Service Performance Measure
Ensure that services are maintained to a sufficient standard in terms of performance, value for money and fair access.	LI 0400 – Percentage of citizens satisfied with the overall service provided by the authority	Support Services (SS) Service Plan	
		Address / evidence requirements of Use of Resources methodology under the Governing the Business Theme for relevant and reliable data; principles and values of good governance; and risk and a sound system of internal control. **(SS6 Brian James)**	LI 3704 Use of Resources - Governing the Business Theme
		Progress the Council's Corporate Information Governance Action Plan arrangements in liaison with Xentrall **(SS7 Brian James & Peter McCann Xentrall Shared Services)**	BSIG1 Corporate Information Governance Policy Implementation Action Plan - Report progress six-monthly to the Audit Committee

Corporate Function	Corporate Indicator	Service Delivery Priority	Service Performance Measure
Ensure that services are maintained to a sufficient standard in terms of performance, value for money and fair access.	LI 0400 – Percentage of citizens satisfied with the overall service provided by the authority	Support Services (SS) Service Plan	
		Deliver HR Strategy priorities to support change management **(SS8 Lesley Blundell)**	BSH1 Customer Satisfaction LI 3010 Employee Satisfaction

Corporate Function	Corporate Indicator	Service Delivery Priority	Service Performance Measure
Ensure that services are maintained to a sufficient standard in terms of performance, value for money and fair access.	LI 0400 – Percentage of citizens satisfied with the overall service provided by the authority	Support Services (SS) Service Plan	
		Sustain Council Tax collection rates **(SS9 David Hall)**	LI 3012 Percentage of Council Tax collected
		Manage the Medium Term Financial Plan to predict and respond rapidly to changing financial circumstances and support effective business management **(SS10 David Hall)**	LI 3700 UOR Judgement – Managing Finances Theme

Corporate Function	Corporate Indicator	Service Delivery Priority	Service Performance Measure
Lead and support the development of effective and resilient partner-ships focused on contributing to the vision and outcomes for Darlington.	LI 0407 – Percentage of local partnerships meeting governance standards	Support Services & Xentrall's Business Plan	
		Work with Xentrall Shared Services to deliver Business Case Savings **(SS12 David Hall/Sue Reay)**	Delivery of Xentrall's OBA savings targets

Performance Targets for Service Delivery Priorities

Performance Indicator Key:

NI = National Indicator
LI = Local Indicator
BSC = Balanced scorecard indicator (Customer Services)
BSIG = Balanced scorecard indicator (Information Governance)
BSH = Balanced scorecard indicator (Human Resource Management)
BS All = Balanced scorecard indicator (All Corporate Services SMT)
UOR = Use of Resources external auditor's scored judgement

Desig.	PI	Definition	Actual 2008/09	Target 2009/10	Outturn 2009/10	Targets 2010/11	2011/12	2012/13	2013/14
NI	3	Civic participation in the local area	Baseline	N/A	N/A	Better than baseline	N/A	Better than 2020/11	N/A
NI	4	% of people who feel they can influence decisions in their locality	Baseline	N/A	N/A	Better than baseline	N/A	Better than 2020/11	N/A
NI	37	Awareness of civil protection arrangements in the local area	13%	N/A	N/A	16%	N/A	TBC	N/A
NI	179	Cashable efficiency gains	£3.430M	£3.5M	TBC	£3.5M	£3.5M	£3.5M	£3.5M
NI	184	Food establishments in the area which are broadly compliant with food hygiene law	96.14%	95%	TBC	TBC	TBC	TBC	TBC
NI	185(i)	CO_2 emissions from local authority operations	N/A	N/A	TBC	25% reduction by 31 March 2014.			

Desig.	PI	Definition	Actual 2008/09	Target 2009/10	Outturn 2009/10	Targets 2010/11	2011/12	2012/13	2013/14
NI	185(ii)	CO_2 reduction from local authority operations	N/A	N/A	TBC	25% reduction by 31 March 2014.			
NI	190	Achievement in meeting standards for the control system for animal health	Commenced 2009/10	Level 1	TBC	Level 1	Level 2	Level 2	TBC
BSC	1	No of web visits per year	N/A	1.471m	Inc year on year	Incr year on year	Inc year on year	Inc year on year	Inc year on year
BSC	2	Average no. web visits per day	N/A	4,032	Inc year on year	Inc year on year	Inc year on year	Inc year on year	Inc year on year
BSC	3	Average duration of web visit	N/A	2 min 2 sec	Inc year on year	Inc year on year	Inc year on year	Inc year on year	Inc year on year
BSC	4	Pages Viewed	N/A	5m	Inc year on year	Inc year on year	Inc year on year	Inc year on year	Inc year on year
BSC	5	No of enquiries by channel	N/A	New	Inc year on year	Inc year on year	Inc year on year	Inc year on year	Inc year on year
BS All	-	100% of agreed Actions Identified in EIA'	N/A	100%	100%	100%	100%	100%	100%
BSIG	1	Corporate Information Governance Policy Implementation Action Plan - Report progress six-monthly to the Audit Committee	Achieved	Achieve	Achieved	Achieve	Achieve	Achieve	Achieve
BSH	1	Customer Satisfaction	3.6	4	3.96	4	4	4	4
LI	3012	% of in year Council Tax Collected	96.8%	97%	TBC	97%	97%	97%	97%

Desig.	PI	Definition	Actual 2008/09	Target 2009/10	Outturn 2009/10	Targets			
						2010/11	2011/12	2012/13	2013/14
LI	3700	UOR Judgement – Managing Finances Theme	N/A	3	3	3	3	3	3
LI	3704	Use of Resources - Governing the Business Theme	N/A	3	3	3	3	3	3
N/A	N/A	Delivery of Xentrall's OBA savings targets (Source OBA – figures represent 38.2% of predicted savings)	(£140K)*	£50K	TBC	£155K	£251K	£326K	£383K
N/A	N/A	Delivery of the HR Strategy Action Plan	N/A	Baseline	TBC	TBC	TBC	TBC	TBC

* Set up costs

Table of National Indicators (NI) used within the department

PI Number	PI Description	Accountable officer
NI 003	Civic participation in the local area	Ian Wilson
NI 004	Percentage of people who feel they can influence decisions in their locality	David Plews
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	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 185i	CO_2 emissions from local authority operations	Richard Alty
NI 185ii	NI 185ii - CO2 reduction from Local Authority operations	Richard Alty
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 Local Indicators (LI) used within the department

Local PI	PI Description	Accountable Officer
LI 0410	Percentage of those making a complaint satisfied with the handling of these complaints	Cath Whitehead
LI 0426	Percentage of Stage 1 complaints escalated to Stage 2	Cath Whitehead
LI 0427	Percentage of all complaints received referred to the Ombudsman following investigation through the Council's complaints procedure	Cath Whitehead
LI 0428	Number of complaints submitted to the Ombudsman without consideration through the Council's complaints procedure	Cath Whitehead
LI 0502	Number of employees having received internal training on Project Management / Change Management Practices	Brian Boggon
LI 0600	Average invoice value	Brian Boggon
LI 0601	Actual spend committed against pre-established contract arrangements as a percentage of non-pay spend	Brian Boggon
LI 0602	Percentage of non-pay spend which is actively managed by procurement professionals	Brian Boggon
LI 0604	Number of the organisation's top 10 suppliers (by spend value) who have a formal partnership / framework agreement with the organisation	Brian Boggon
LI 0605	The percentage of total non-pay spend channelled through collaborative procurement arrangements with other buying organisations	Brian Boggon
LI 0610	The use of technology within procurement: The percentage of total goods and services spend that is sourced electronically. The use of technology within procurement: The percentage of total goods and services spend managed through e-Purchasing	Brian Boggon
LI 3000	Grade of service - % 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 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

Local PI	PI Description	Accountable Officer
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 3008	% of Performance Development Review interviews carried out - Individual	Lesley Blundell
LI 3009	% of Performance Development Review interviews carried out - group	Lesley Blundell
LI 3010	Employee satisfaction (result of annual survey)	Lesley Blundell
LI 3012	Percentage of Council Tax collected	David Hall
LI 3013	Percentage of Non-Domestic Rates collected	David Hall
LI 3014	Outcome of Annual Review of Internal Audit effectiveness	Brian James
LI 3016	% of standard searches carried out in 8 working days	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 3200	Customer Survey results (Customer Services)	Cath Whitehead
LI 3300	% of Schools business retained	Lesley Blundell
LI 3301	Maintain Investors in People	Lesley Blundell
LI 3302	Reduce days/shifts lost through accidents	Lesley Blundell
LI 3303	Reduce number of reportable employee accidents (HS)	Lesley Blundell
LI 3304	Reduce the number of reportable employee accidents classed as major to zero by 2010 (HS) (accidents here defined by RIDDOR as fatal or major)	Lesley Blundell

Local PI	PI Description	Accountable Officer
LI 3305	Maintain at zero number enforcement actions (HS)	Lesley Blundell
LI 3306	Maintain a six monthly reporting regime of health and safety plans and performance	Lesley Blundell
LI 3403	Invoices paid within 30 days	Xentrall
LI 3404	Availability of ICT Systems	Xentrall
LI 3405	Customer Satisfaction with Xentrall Shared Services	Xentrall
LI 3500	% of Members PDRs completed each year	Cath Whitehead
LI 3501	% of Electoral Registration forms are returned during the annual canvas period	Cath Whitehead
LI 3502	% of in-term Education Appeals heard within 30 school 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 letters from the public receive reply within ten working days	Cath Whitehead
LI 3505	% of all forms and letters to public be monitored for plain English	Cath Whitehead
LI 3508	% turnout at local elections	Cath Whitehead
LI 3509	Average number of days to respond to Ombudsman request for information	Cath Whitehead
LI 3510	Maintain Lexcel Accreditation	Cath Whitehead
LI 3601	% requests Env Health, Trading Standards, Licensing responded to in 1 working day	Bill Westland
LI 3602	Building control % of full plans checked and response given within 21 days	Bill Westland
LI 3603	Customer satisfaction with Trading Standards	Bill Westland
LI 3604	Building Control service users rating the service as 'good' or excellent'	Bill Westland
LI 3605	Number of on licensing premises signed up to the Responsible Drinking Code	Bill Westland

Local PI	PI Description	Accountable Officer
LI 3606	Number of off licensing premises signed up to the Responsible Drinking Code	Bill Westland
LI 3607	Actual income as a % of budgeted income	Bill Westland
LI 3608	Actual income above/below budget	Bill Westland
LI 3700	UOR Judgement – Managing Finances Theme	David Hall
LI 3703	Unqualified External Audit Opinion on Accounts	David Hall
LI 3704	Use of Resources Governing the Business Theme – the Council manages its risks and maintains a sound system of internal control	Brian James
LI 3705	% of insurance claims sent to Insurers within 2 working days of receipt by the Risk Management and Insurance Section.	Brian James
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 3710	Customer Satisfaction – Internal Audit	Brian James
LI 3711	Days per auditor as per CIPFA Benchmarking statistics	Brian James
LI 3712	Cost per Audit Day as per CIPFA Benchmarking statistics	Brian James
LI 3713	Maintain ISO 9001: 2000 - Internal Audit	Brian James
LI 3714	% of Response to information requests (FoI/EIR/DP) within statutory/notified timescales	Cath Whitehead
LI 3715	% of council operational properties (excluding schools) For which a suitability survey has been undertaken in the last 5 years	Brian Boggon
LI 3716	% of gross internal floor space of operational properties (excluding schools) in condition categories A-D	Brian Boggon
LI 3717	% of properties for which an access audit has been undertaken by a competent person	Brian Boggon

Local PI	PI Description	Accountable Officer
LI 3718	Customer Satisfaction – Risk Management and Insurance	Brian James
LI 3719	Customer Satisfaction – Information Governance	Brian James
LI 3720	Use of Resources Governing the Business Theme – the Council produces relevant and reliable data and information to support decision making and manage performance.	Brian Boggon
LI 3721	% of authority buildings with public areas suitable for/usable by disabled people	Brian Boggon
LI 3722	% of Council owned and occupied properties where Corporate Premises Risk and Facilities Management files have been issued and statutory compliance is being monitored	Brian Boggon
LI 3723	actual income as % of budgeted income – commercial property	Brian Boggon
LI 3725	Use of Resources Governing the Business Theme – the Council promotes and demonstrates the principles and values of good governance.	Brian James
LI 3726	Public Liability claims per 1,000 population as per CIPFA Benchmarking Statistics	Brian James

Section 5 – Managing the Business

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

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

This KLOE focuses upon whether:

The organisation:

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

As regards the workforce the KLOE seeks to establish:

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

This KLOE focuses on whether:

The organisation:

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

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

Core Business

The department is made up of the following divisions (plus Xentrall Shared Services a partnership with Stockton-on-Tees Borough Council that supports the Council by providing Design and Print; ICT, Transactional Finance and Transactional HR services):

- ❖ Corporate Assurance
- ❖ Finance
- ❖ HRM
- ❖ Legal and Democratic Services
- ❖ Public Protection
- ❖ Resources

Corporate Services - Structure Chart

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                          ┌─────────────────────────────┐
                          │ Director of Corporate Services │
                          │       Paul Wildsmith          │
                          │                               │
                          │   Senior Management Team      │
                          └─────────────────────────────┘
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| Xentrall Shared Services Partnership Manager **Sue Reay** ICT Transactional Finance Transactional HR | AD Public Protection **Bill Westland** Building Control Civil Contingencies Environmental Health Licensing & Parking Trading Standards | AD Finance **David Hall** Finance Local Taxation | Borough Solicitor **Catherine Whitehead** Corporate Complaints Unit Customer Services Democratic Services Legal Services Registrars Town Hall Services | AD Resources **Brian Boggon** Business Strategy & Service Improvement Estates and Property Mgt Procurement Performance and Development | Head of Corporate Assurance **Brian James** Audit Services Corporate Information Governance Risk & Insurance | Head of HRM **Lesley Blundell** Health and Safety JE and Single Status Policy & Strategy Workforce and OD development Departmental HR Services |

Corporate Services Workforce Plan

1.   Introduction

Since production of the first documented workforce plan in early 2008 the world economic situation has changed dramatically, impacting not only the UK economy as a whole, but directly on the local economy in Darlington and elsewhere. Locally the impact of this has meant that, as an employer the supply of labour is generally very good, producing a steady stream of job applicants for many, although not all of the Councils job vacancies. Feedback from recruits at Corporate Induction suggests that the HR strategy developed in 2007, aimed at the Council becoming an employer of choice, has been effective in that people are reporting that DBC has a good reputation as an employer in the wider community. This was reinforced in feedback from both the last employee survey, 2008 and more recently in the wellbeing survey, conducted in February 2009.

What has also happened since 2007 is the very direct impact of the world recession nationally on all Council budgets and like all local authorities Darlington is no exception. Whilst generally the economic indicators are leaning towards a fragile and slow recovery with the UK coming out of recession in 2010/11 onwards, the picture in local government is a little different. On the one hand demand for council services continues to grow and on the other there is central government expectation of significant reductions in public sector spending combined with a national election due in 2010.

What is very clear is that the ongoing impact of the recession will be felt in the public sector for several years to come. Combining this economic position with our own ongoing efficiency agenda and budget pressures the corporate management team at DBC started early dialogue and planning for the future, recognising the need to critically review how the organisation operates in this new era.

This plan has been developed alongside the development of the Departmental Service Plan 2009-13 and will be updated to take account of the developments in support of the Council's New Business Model. The plan describes our actions to achieve the departmental outcomes which are to:-

- ❖ Manage the Council's Finances

- ❖ Govern the Council's Business

- ❖ Manage the Council's Resources

- ❖ Ensure the Customer is placed at the centre of Council activity

- ❖ Ensure a safe and healthy environment is created for the citizens of Darlington to go about their lives and conduct their business

The plan embraces changes in the economy and resulting volume and pace of change in Local Government in addition to key national and local drivers such as CAA and the efficiency agenda and changing technology. Our customer expectations continue to increase and we constantly strive to improve our performance levels. To this end implementing our own change agenda in respect of the transformation programme and the

Darlington / Stockton Partnership has meant that the pace of change in Corporate Services has and will continue to be extensive both in terms of general changes in local government nationally and in the changes we face specifically as a Department. It is essential therefore to shape the Corporate Services workforce to meet the challenges that we face as ultimately performance can only continue to improve if we have a workforce in place with the right skills, knowledge and attitudes to deliver the service.

The first documented Workforce Plan was produced by senior managers across the department supported by the HR/OD lead. In 2010, in parallel to service planning, a further high level appraisal of each of the following areas has been undertaken:

(a) Leadership Capability and Capacity within the Service
(b) Skills
(c) Diversity
(d) Absence
(e) Turnover
(f) Recruitment
(g) Age Profile
(h) Management Capacity
(i) Work patterns

The detail of workforce issues arising from an analysis within individual service areas is documented within individual service plans. The actions required to address the issues departmentally are summarised and addressed in the action plan.

2   **Future Vision-New Business Model**

The OD strategy Leading Edge– defined the success factors of what a high performing council should have as its core purpose – expressed as:

- Championing for the interests of the residents
- Promoting the borough
- Influencing others to provide high quality services
- Providing high quality service.

The introduction to the strategy described the direction of travel for local authorities towards more streamlined and outward facing organisations, with greater focus placed on influencing good public services and community engagement.

Across Council functions the introduction of Gershon efficiency targets and the need to invest in the infrastructure for better customer access have accelerated outsourcing deals or public : public partnerships such as Xentrall which incorporates delivery of .transactional HR , transactional Finance and ICT services.

The increased role for Council's in relation to the development and maintenance of strong cross-sectoral partnerships, negotiating LAA's and being held to account for improved outcomes rather than for processes, all point to the huge importance of the community leadership role.

Where the Council provides services directly the focus has been on driving down costs and raising performance, and this has been successful as has bringing in investment.

3 **What might the Council and Corporate Services department of the future look like?**

It's more likely than not that in future Darlington BC and Corporate Services Department may be:

- o Significantly smaller in terms of directly employed staff

- o Many of the big budgets could be linked to contracts, or service level agreements or partnership delivery vehicles.

- o Strongly focussed on ensuring good overall outcomes for the public and the place than managing day to day service issues (the responsibility for delivery may rest with others with the Council retaining responsibility to ensure they deliver.)

- o A clear and acknowledged leadership of "place" and facilitator of partnerships concerned with delivering the SCS.

- o Commissioning services or where delivered directly ensuring that they closely mirror the resources available for delivery

With this model in mind, at a strategic level Corporate Management team and Cabinet members are undertaking high level reviews of current service delivery options linked to the future vision of the organisation. These reviews are ongoing and involve considering all options for service delivery such as further strategic partnering and outsourcing as well as the existing continuous programme of streamlining services for efficiency, asking two key questions of each service area:

- • **Does the service/activity contribute positively to the Council's core purpose?**

- • **If it does, then what options and opportunities exist to secure the delivery of that service/activity in different ways and how does this impact on workforce needs?**

The reviews will focus on:

Efficiency – HOW we do things – there will be a continuing drive for efficiency through the organisation and we will be involving staff in helping us to do this as well as undertaking a number of structured reviews.

Prioritisation – WHAT we do – we will be adopting an approach called 'Priority Based Budgeting' whereby we will be looking very closely at what we do and in some cases decisions may be made to cut back on the level of service provided.

Service Reviews – WHO is best placed to deliver services – in making decisions on who is best placed to deliver services.

In Corporate Services the services being reviewed in the phase are shown below, however other service areas will follow. The services below are unlikely to change dramatically under the 'what' category, however consideration will be given as to who will deliver these services in future.

- Building Control
- Environmental Health
- Trading Standards
- Licensing
- Corporate Landlord
- Housing Benefits
- Local Taxation

4   **What skills and capacity needs exist for the future?**

a)   Customer care

b)   Intelligence gathering and analytical skills – knowing our population, future gazing, understanding of changing social trends, research capacity.

c)   Engagement – democratic, community, business, opinion formers

d)   Influencing and negotiating capability – with government, with business and investors, with contractors, ensuring that our ability to shape services to changing needs is integral to whatever model we adopt.

e)   Commissioning, procurement, resource and contract management – across any number of internal or external providers.

f)   Strategy and policy development and partnership management

g)   Business process re-engineering skills as we strive for continued efficiency.

h)   Accountability – if we are to see our direct service delivery role diminish then there needs to be enhanced capacity for the Executive and for all Members to hold effectively to account, public services contracted to deliver what the people want.

i)   Direct service delivery – this might be on behalf of others, or services that prove uneconomic, or cannot meet our requirements through any other route.

j)   Outcome based accountability

5   **Key General Workforce Priorities**

A review of progress in respect of the HR strategy undertaken 2009 highlighted that the HR strategy had been very effective having delivered on nearly all of its key priorities whilst supporting the Council to maintain its 4 star rating under CPA. Whilst a full review of the strategy is required at some stage it is considered that in the interim the high level objectives of the strategy to support the future business model remain fit for purpose and these are;

Supporting Business Transformation and Change

Enabling and supporting the workforce to embrace change positively, to work in flexible ways and give their best to improve service delivery in a modern efficient organisation by striving towards an empowering learning culture, which is reflected in our values and HR practices.
Leadership and Capacity Building

Leadership and capacity building

To develop, nurture and retain leaders and managers for the future that can empower inspire and motivate the workforce, are fit for purpose and able to deliver the highest quality value for money services.

Workforce planning, development and diversity

*E*nsuring we have the size and shape of workforce needed for the future reflecting the diverse community we serve with the skills needed for the future through effective workforce planning and by supporting and encouraging continuous learning and development.

Employee Communication and engagement

To ensure we have effective mechanisms in place to engage our workforce and further enhance two- way communication processes with employees and their representatives.

Safe and Healthy Workforce

To promote safe and healthy working practices and lifestyle choices in the interests of the organisation, our employees and the community we serve.

Recruitment, retention and reward

To recruit and retain a highly skilled diverse workforce supporting them to deal with the challenges we face.

6   Corporate Services Workforce Issues

Sickness absence in the department   is reducing, well within target and as at Feb 2010 standing at 6.09 days per fte . This is as a result of a combination of factors, including a proactive employee wellbeing strategy and a new absence policy with emphasis on early intervention. There are however pockets within the department which are higher such as Public Protection and Legal, Democratic, Customer Services.

The Council and the department has been very fortunate in that it has always had a loyal, dedicated and committed workforce with a high degree of discretionary effort. The challenge for leaders and managers will be to sustain the level of employee engagement during a period of major change and as such effective leadership and management skills are critical.

The age profile of the workforce may in the future present a problem in that over 30% of the workforce is already age 50+, many of whom are in management and professional positions, and by contrast less than 1.5 % is age under 19. Talent management will be a key to maintain capacity for the future in those service areas that remain in house.

There is a need for the department to continue the approach of a very tight vacancy management regime which was introduced some time ago. This involves managers, HR and CMT critically evaluating the continued need for posts that fall vacant. At the same time there is a need to consider using apprenticeships and graduate internships in all service areas to address the age profile and "grow our own talent" and at the same time supporting the local worklessness agenda. This will however need to be balanced against the need to seek to offer redeployment opportunities to those who are at risk of redundancy due to restructuring.

The Council adopted a total reward approach as part of the HR Strategy in 2007 completing the job evaluation process and pay review ,supporting the delivery of the Leading Edge strategy and is generally seen as a good employer in the market place capable of attracting a ready pool of applicants for most but not all jobs. The overall reward package provides a range of positive benefits including, good annual leave entitlement, flexible working hours, LG pension, access to OH, Physio, Counselling, salary sacrifice schemes for: Cycle to work, childcare vouchers and bus ticket schemes. Affordability of the package is a key driver.

A central procurement exercise was undertaken in 08/9 in respect of the supply of agency workers and as a result savings are being achieved in respect of temporary staff and this approach will continue. Savings have also been made in respect of advertising costs in recognition of the fact that E-recruitment continues to grow with around 60 % of all job applications now coming via the web.

In support of the skills pledge agenda a qualifications audit has been undertaken and this has shown that 88% of the Corporate Services workforce responded to the survey and of those who responded 91 % are qualified to L2 or better. 46% are qualified at level 5 (degree level or higher). This compares favourably against the rest of the organisation which has an overall 84 % of the workforce qualified to NQF Level 2 or higher (equivalent to 5 good GCSE at grade A -C.) 32 % is qualified at level 5 and beyond (degree level or better). However there are around 12% of employees in Corporate Services with less than a level 2 qualification and these will be a priority group as part of the ongoing skills pledge action plan to be targeted for advice and guidance on ways in which they can develop to improve the councils' skill base and individual employees career and life chances.

NQF Level	Number	%
none	13	6%
1	8	4%
2	38	18%
3	52	24%
4	13	6%
5	21	10%
6	34	16%
7	35	16%
8	2	1%

7   **Key workforce actions required for 2010 and beyond**

- Enabling managers to deliver and drive the change agenda towards the new business model.
- Supporting the local "Worklessness" agenda including use of apprenticeships where appropriate to address the age profile of the workforce in addition to supporting other national and local initiatives via the local employment partnership.
- embracing proactive wellbeing initiatives and active absence management.
- building leadership capacity, talent management including succession planning
- Commissioning the delivery of training programmes to support skills development whilst maximising any external funding streams in respect of;

  o Customer care,
  o Engagement
  o Negotiation, influencing and contract management
  o Business process reengineering and change
  o Intelligence, data gathering and analysis
  o General interpersonal skills as well as Leadership and management skills
  .
- Ensuring an effective PDR system is operated
- Continue to maximise e –recruitment.

8   **Culture and Values**

Corporate Services will embrace the corporate core values in all that we do. The values are set in the context of an ethos of "Team Darlington". We will embrace the Corporate ethos and values and work towards a Corporate Leadership and team culture in which leaders and managers at all levels understand and model good leadership behaviours for others to follow, and as a priority to achieve this we are investing in leadership and management development for officers and for elected members. We will work towards operating in a collaborative learning climate, moving

towards a culture that supports and encourages creativity and innovation, empowering employees and wherever practical and possible enabling decisions to be taken as close to the customer as possible.

9   **The values of Team Darlington are;**

    1. **Listening** - to our communities - our customers, to our members, to each other, raising our public profile through effective delivery of services;

    2. **Learning** -.Learning from things we do well, and not so well. Learning from good practice, continually improving for the future, sharing our learning with others. Learning new skills and applying them effectively.

    3. **Leading** - Leading and influencing development of the Borough. Leading the field in what we do demonstrating vision, clarity of purpose and priorities, empowering, inspiring, supporting, and valuing people.

10

    a. **Workforce profile**

Subsequent to the production of the first Workforce plan a large number of employees transferred out of the department to the Xentrall Partnership and as a result the directly employed pay bill for the department has dropped considerably, by around £3 million.

The latest workforce profile reflects a range of occupations including highly skilled and qualified professional /semi professional roles such as, Solicitors, Accountants HR professionals and related support staff. As a result there is a fairly high number of senior and middle manager roles as well as qualified professional and semi professional roles.

b. Turnover

The department had been relatively stable for some years the more significant movement arising from the transfer of staff to Xentrall and influx of the Public Protection workforce. The department has a relatively flat structure and normally comparatively low turnover rate, albeit there was a sharp rise in September 08 as a direct result of the partnership transfer date, this has subsequently returned to a more normal level. There are pockets of higher turnover in some sections and perhaps this can be expected in areas such as Customer Services and Local Taxation. Low turnover is more the average for the department and at some stage this may pose a retention problem as middle / senior professional staff reach career blockages particularly linked to changes in minimum pension age.

Category		Corporate
Total workforce	Casual	15
	Temp	7
	Perm	248
	Total contracts	**270**
Male	Casual	8
	Temp	1
	Perm	98
	Total contracts	**107**
Female	Casual	7
	Temp	6
	Perm	150
	Total contracts	**163**
Part Time		**83**
Full Time		**187**
Disability		2
EMC		2
Total pay bill		3,864,970

c. Age profile

The age profile of the department is a shown below, this has changed slightly since the transfer of staff to the partnership, with the majority of employees aged between 40-49. There are no employees under age 20 although there are significant numbers in the 20-29 age group.

Age range	Corporate			Age range SMT	
	M	F		20-29	0
16-19	0	0		30-39	0
20-29	16	26		40-49	4
	6.1%	9.8%		50-59	3
30-39	19	49		60+	0
	7.2%	18.6%			
40-49	27	52			
	10.2%	19.7%			
50-59	33	28			
	12.5%	10.6%			
60-65	10	1			
	3.7%	0.4%			
65+	2	1			
	0.8%	0.4%			
Unknown					
Dept total	107	157			
	40.5%	59.5%			
Overall Dept total					
	264				

d   **The age profile of SMT**

The age range of SMT is shown below. In the department as a whole the workforce is predominantly between age range 30 and 49 years. Changes in the Local Government pension scheme and state pension age may have an impact on turnover at this level if employees are required to work longer before accessing the pension scheme and generally experienced staff will hit career blockages. We need to ensure we can continue to offer variety and development within role, via projects or other activity to maintain ongoing motivation and engagement.

11.   Action Planning in the department

The needs arising from the data analysis and divisional synopsis have been developed into an action plan.

What has been done to date?

- HR-service restructured post partnership- resilience building across the teams- specialisms but with a broad generic skill base

- ➢ •WFD review project
- ➢ •Use of FMP/ NEEM and the DMP
- Customer services-looking at the recruitment process concept of twice yearly- waiting list
- Tight vacancy control
- Job descriptions and Person Specifications routinely reviewed and qualifications made desirable for most posts
- Project work to develop people
- Absence management
- Qualification audit
- Emphasis on the importance of timely PDR's, 100% done 08/9.

Things we need to do more of

- Continued tight vacancy control combined with critical evaluation of all roles
- Robust absence management
- Maximise the use of technology
- Streamlining admin processes
- Work flexibly-workwise project
- Succession planning-key posts
- Plan for the economic upturn
- Improve capacity and resilience in some Divisions via career grade schemes (apprenticeships) look at structures/functions
- Leadership and Management development
- Encourage those with less than a level 2 qualification to improve their qualification level

Skills needed across all areas of the department

- Project management
- Business process re-engineering skills
- Effective communication and engagement
- Change management/Coping with change
- Customer Services/Customer Care
- Leadership and management
- IT
- Specialist Professional/technical

12   **Action Plan**

Corporate Services Department Workforce plan/Development Action Plan		
Action	**PI or target indicator**	**Responsibility**
Ensure relevant employees are competent in customer care skills in the roll out the Business Excellence model. For those employed in direct external customer facing roles offer opportunities to gain an NVQ in Customer Care. Identify employees in these roles and systematically train to NVQ level 2 min. Organise training programme maximising any train to gain funding	Customer satisfaction increased NVQ 2 in Customer care phased completion between 2010-11	HRM/Customer Services Manager/Northgate Kendrick Ash
Examine recruitment process for call and contact centre staff with a view to reducing down time between resignations and filling vacancies.		**HRM**
Develop a training programme for the department which includes:- **All divisions** Customer care/customer focus Essential CPD for professional and technical roles in all divisions Change management/coping with change End user IT skills Business Process reengineering Generic Management skills for first line and middle managers Equality and Diversity Health and safety		HRM/SMT
For specific sections **HR**-Hay JE Skills Investigatory Skills Stress management Advisory skills.		
Customer services Call handling, call management, negotiation and assertiveness.		
Business strategy Property asset management Adopt the Council's new WFD policy for centralised approval of all qualification based courses		

Succession Plan for possible future vacancies in the following posts in the next 5 years HHR, Various 3rd Tier Heads of Service across Divisions, including HR Manager WFD, Audit, Risk, Finance, Information Governance, Performance, Building Control, Estates, Parking enforcement. Plan for the unexpected in relation to specialist posts such as Mayoral support, Specialist solicitors		
Maximise available resources via effective absence management and proactive employee wellbeing support.		HRM/SMT/all line managers
Ensure appropriate schemes and polices are used to deal with non sickness related absences such as urgent domestic crisis /bereavement leave etc. Embrace flexible approach to working practises e.g. workwise project – remote working, home working and the use of the new flexi scheme where appropriate		HRM/SMT
Explore use of career grade and apprenticeship schemes for predicted future skill shortage areas (longer term).		
Use the audit of qualifications in the department to identify gaps and target activity to improve base level of qualifications to a minimum level 2 (equivalent to 5 good GCSE's) for all staff in the department	By 2011 workforce has a minimum qualification of Level 2 (equivalent to 5 good GCSE's) or better.	HRM/SMT
Support those with basic skills needs in literacy, numeracy and IT to get relevant help and support		
Promote an effective diversity policy. Undertake positive action to increase the number of applicants for jobs from minority groups.		
Attend careers fairs. Offer pre recruitment support to minority groups		
Ensure person specifications are broad enough to attract widest pool of applicants. Systematically remove any unnecessary job criteria Monitor success rates at all stages of the selection process	Increasing diversity mix of workforce.	HR and All line managers
Ensure the culture of the department reflects the core values and promote awareness of them SMT walk the talk. Use of competency framework.	Employee survey feedback	All managers
Develop Departmental induction to explain key departmental messages to new employees	100% new employees attend departmental induction	Director /SMT/HR
Ensure the principles of Investors in People are embraced into the department and are understood by all Managers briefings	IIP retained in 2010	All managers/HR Managers
Operate an effective PDR system linking individual objectives to service aims which are understood by all	100% PDR completion rate	All reviewing officers

Completion of PDR's linked to competency actively monitored by SMT.		
Promote the completion and evaluation of Exit Surveys/Interviews to ascertain reasons for leaving, identify the effectiveness of current policy, the strengths and weaknesses of the Council, to inform future policy development and explore relationship with managers/peers.	All leavers encouraged the complete and Exit Survey and interview with their line manager or HR officer	All managers/Departmental HR
All SMT completed MBTI and TLQ 360 in 08. All SMT to complete CMN leadership programme 09/10	70% of the potential pool of managers completed some form of MDP by 2010.	SMT /HR Manager
Use Foundation Managers/ Darlington Managers, NEEM and other development options for middle and first line managers.	100% by 2012	
Reduce sickness absence Adopt and actively promote the well being strategy	Reduction in working days lost due to sickness.	SMT SMT and HR Managers
Raise Managers awareness and understanding of new absence management procedures.	Training will take place between 2009-2011	
Effective project management /Project control Establish a project proposal / control mechanism in the department	2010/11	AD Resources
Prioritising workload Further refine the service planning process to further embed the link between service, people and financial planning	2009 and ongoing	AD Resources
Develop project management sills and utilise effective project management and change control methodology.	Take up of training	AD Resources
Corporate Services project proposal/co-ordination role to co-ordinate projects business cases/track project progress.	Role established	Director
Engage and involve the workforce in change projects to encourage ideas and develop skills		SMT
Implement effective change and a related Communication strategy Communicate and consult effectively continue to use; Road shows/briefings focus groups Regular 1:1's / PDR's DMT SMT Intranet updates	Smooth implementation of change projects	Director/SMT/HR
Utilise existing management of change policy.		
Standardise the 1: 1 process.	100% coverage	All line managers
Increase SMT visibility	Employee survey results	SMT

Financial Resources

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

Section	Budget Holder	2010/11 Budget	Gross Expenditure	Revenue Grant Income	Other Income	Net Expenditure
		£'000	£'000	£'000	£'000	£'000
Director	P Wildsmith	213	213	0	0	213
AD Finance						
Finance	P Carrick/E Hufford	423	643	0	(220)	423
Local Taxation	K Mason	295	699	(150)	(254)	295
Borough Solicitor						
Legal Services	C Whitehead/L Swinhoe	597	866	0	(269)	597
Democratic Services	L Todd	4,031	4,637	0	(606)	4,031
Complaints	L Downey	110	110	0	0	110
AD Corporate Assurance						
Audit	B James	197	230	0	(33)	197
Risk Management & Insurance	B James/G Cornforth	54	104	0	(50)	54
Information Management	B James	88	88	0	0	88
AD Public Protection						
Management & Admin	B Westland	113	113	0	0	113
Emergency Planning	B Westland	118	118	0	0	118
Parking	P Ross	(1,573)	929	0	(2,502)	(1,573)
Licensing	P Ross	(47)	261	0	(308)	(47)
Building Control	R Collinson	146	440	0	(294)	146
Environmental Health	B Pearson	598	642	0	(44)	598
Trading Standards	N Green	383	428	(42)	(3)	383

AD Resources						
Management	B Boggon	134	134	0	0	134
Performance & Development	I Wilson	62	62	0	0	62
Procurement & Leading Edge	B Boggon/S White	265	319	0	(54)	265
Estates	G Metcalfe	824	1,412	0	(588)	824
Head of HR						
Human Resources	L Blundell	369	1,185	0	(816)	369
Health & Safety	C Morrison	125	230	0	(105)	125
ICT	B Darby	162	169	0	(7)	162
D&S Partnership	P Wildsmith/B Boggon	2,251	3,137	0	(886)	2,251
Corporate Savings		(589)	(589)	0	0	(589)
TOTAL		**9,349**	**16,580**	**(192)**	**(7,039)**	**9,349**

Assets

Property

The service currently operates out of the following premises

Property	Location	Occupants	Usage
Town Hall	Feethams	Building Control; Graphic Design (Xentrall); Democratic Services; Financial Services; Directorate; Corporate Assurance; HRM; Legal Services; ADs Corporate Assurance; Public Protection & Resources	Office accommodation
10 &11 Houndgate	Town Centre	Car Parks; Environmental Health; Licensing & Trading Standards	Office accommodation
Arts Centre	Vane Terrace	Health and Safety	Office accommodation
Studios	Lingfield Point	ICT (Xentrall)	Office accommodation
Central House	Gladstone Street	Caretaker	Caretaker's Office

Occupants of Houndgate will relocate to the Town Hall in 2010

ICT

Software System	Usage
Compel	HR (Training, Historical Absence)
Agresso	Financial Management System
Northgate iworld	Local Taxation
CALMS	Computer Aided Learning Management System
MK Insight	Internal Audit Risk Management
Paybase	BACS
PSe	Payroll & HR
Uniform	Land and Property Management
NEEMS	Electoral Registration
Concessionary Fares	Taxi Vouchers
GIS	Geographical Information System
ICES (Langdale)	Car Parks
IPF Asset Management	Condition Survey module used by Estates, Schools Finance
Metric	Car Parking meters
Parkeon	Car Parking meters
ParkMap	Parking restrictions/signs
STC	Energy Management
Civica ICON	Payments
Girobank	Download of Girobank files
Performance Plus	Performance Management

Other Assets

Operational Buildings	Location
Town Hall	Feethams
Central House - Annex; North Lodge; West Lodge	Gladstone Street
Beehive/Studios	Lingfield Point
Houndgate	Town Centre
Pease House	Horsemarket
13 Horsemarket	Town Centre
4 Woodland Road	Woodland Road
West Lodge	West Crescent
Commercial Property (inc farms)	**Location**
Bennet House (CAB)	Town Centre
Music Centre (Forum)	Town Centre
Church Row Office (CVS)	Town Centre
Industrial Estates	Yarm Road & Faverdale
Farms	Edge of Town
Land	Various
Shops & Offices	Town Centre
Tubwell Row (First Stop)	Town Centre
Chancery Lane	Town Centre

Risks

Risks Identified

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

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

Risk No.	Risk	Responsible Person	Plotted at
1	VAT (Planning expenditure in terms of capital)	David Hall	D3
2	Fraud – in general	Brian James	D3
3	Council Tax collection, targets are significantly impacted by a down turn in the economy and local employment market.	David Hall	D2
4	ICT Security arrangements inadequate	Ian Miles	D2
5	Non-achievement of UOR Score of 3 out 4 impacts upon the Council's overall rating	Brian James	D2
6	Implementation of Xentrall business case savings are not realised	Paul Wildsmith	D2
7	Increased sickness absence adversely affects service delivery	Lesley Blundell	E2
8	Leading Edge strand – Delivering a new ICT strategy	Ian Miles	D2
9	Failure to deliver DDA improvements to operational buildings	Guy Metcalfe	D3
10	A sustained reduction in Departmental income (e.g. Car Parks and Land Charges) adversely impacts upon the MTFP	Paul Wildsmith	D2
11	Significant exposure to Equal Pay claims	Lesley Blundell	C2
12	Treasury Management – instability in financial markets	David Hall	D2
13	Failure to meet NI 14 target (Reducing Avoidable Contact)	Cath Whitehead	E3

14	Failure to deliver Civil Parking Enforcement (CPE) within timescale	Bill Westland	D3
15	Failure to satisfactorily implement International Financial Reporting Standards	David Hall	D2
16	Contest/Prevent Agenda not delivered - New risk	Bill Westland	C3
17	Financial Risk of the non achievement of the implementation of the Carbon Reduction Scheme - New risk	Brian Boggon	D2
18	Grant reduction greater than provided for in the MTFP.	David Hall	D2

Plotting the departmental risks

LIKELIHOOD	A V. High				
	B High				
	C Significant		16	11	
	D Low		1, 2, 9, 14,	3, 4, 5, 6, 8, 10, 12, 15, 17,18	
	E V. Low		13	7,	
	F Almost Impossible				
		IV Negligible	III Marginal	II Critical	I Catastrophic
		IMPACT			

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

2009/10	2010/11	Risk	Description of the reasons for the movement
to be ignored		Risk movement between 2009/10 and 2010/11	
E3	D3	2 - Fraud – in general	This risk has been elevated as a result of recent investigations and the current economic downturn.
D2	E2	7 - Increased sickness absence adversely affects service delivery	Although still deemed critical in terms of capacity moved to very low given ongoing sustained reduction
D2	Elevated to Corporate Risk Register	ex 8 - Leading Edge strand – Delivering a new integrated HR strategy and ex 12 - Loss of critical staff merged and elevated to the Corporate Risk Register with a new description	Elevated to the Corporate Risk Register
D2	C2	ex 13 (now 11) - Significant exposure to Equal Pay claims	Equal pay litigation is nearing a critical stage and risks to the Council could be significant
D2	D3	ex 16 (now 14) - Failure to deliver Civil Parking Enforcement (CPE) within timescale	Further down the implementation process
D3	Deleted	Ex 17 - Leading Edge strand – Business transformation change projects to address specific service weaknesses and or national policy shifts	This now constitutes a service risk and will be managed at that level

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
A flu pandemic could affect delivery of key services and affect business continuity planning
The international economic downturn and subsequent impact upon Local Government Funding may adversely affect the Council's ability to deliver its Corporate Plan and Sustainable Community Strategy (SCS)
Corporate Premises Risks
Council unable to meet its obligations under the information governance agenda

Risk Scenarios)

Risk 1 – VAT (Planning expenditure in terms of capital)

Vulnerability	Trigger	Consequence
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 compromised - Officers competence questioned; - Audit Censure; - Adverse publicity; - Image of the Council damaged
Controls in place • Close monitoring • Strong liaison with HRMC		

Risk 2 – Fraud – in general

Vulnerability	Trigger	Consequence
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.	- 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
Controls in place • 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 • NFI Exercised • Internal/External Audit Work • UOR Rating		

Risk 3 - Council Tax collection, targets are significantly impacted by a down turn in the economy and local employment market.

Vulnerability	Trigger	Consequence
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
Controls in place • Council Tax collection programme • Proactive management of absence • Working with other teams in the Council (e.g. Housing Benefits) to help taxpayers avoid or mitigate problems		

Risk 4 - ICT Security arrangements inadequate

Vulnerability	Trigger	Consequence
Major system interruption / unable to use Government Sites which use the Government Secure Internet (GSI)	Firewall compromised, network penetrated by a virus Unauthorised access to information	• Systems unavailable • Services fail to be delivered; • Bad publicity; • Loss of confidence in the service; • Criticism from Directors/ Members • Loss of key information (especially portable equipment)
Controls in place • 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 • **Implemented the Government Code of Connection** • **Information Governance is a priority within the Council**		

Risk 5 - Non-achievement of UOR Score of 3 out 4 impacts upon the Council's overall rating

Vulnerability	Trigger	Consequence
Performance management and improvement action plan in place should continue improvement trend of recent years; loss of expertise could jeopardise target attainment	Loss of key experienced employees	• 4 Star CPA Rating lost; • Credibility of officers questioned; • Reputation of the Council damaged; • Increased inspection • Higher costs
Controls in place • Good track record • Good working relationship with External Inspectors • Improvement action plan • Performance Management • Experienced team in place		

Risk 6 - Implementation of Xentrall business case savings are not realised

Vulnerability	Trigger	Consequence
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
Controls in place • 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 Cabinet and Resources Scrutiny • Regular governance audits are undertaken		

Risk 7 - Increased sickness absence adversely affects service delivery

Vulnerability	Trigger	Consequence
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
Controls in place • 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		

Risk 8 - Leading Edge strand – Delivering a new ICT strategy

Vulnerability	Trigger	Consequence
Strategy is unable to deliver improvements	Buy in not obtained from client departments	Council unable to deliver its business improvements which could also have an impact on its MTFP and Carbon Reduction targets
Controls in place • CMT/ Council have recommended adoption of the strategy • Project Management in place • Engagement with Client Departments • ICT Working Group to monitor ICT Strategy • Joint working with Stockton (through Xentrall) minimises impact of major change by using shared resources and experience		

Risk 9 - Failure to deliver DDA improvements to operational buildings

Vulnerability	Trigger	Consequence
Legislative requirement	Legislative deadlines are missed	• Council reputation damaged • Bad publicity • Officers competency questioned
Controls in place • Over 90% already compliant • Action plan for remainder • LI 3721		

Risk 10 - A sustained reduction in Departmental income (e.g. Car Parks and Land Charges) adversely impacts upon the MTFP

Vulnerability	Trigger	Consequence
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
Controls in place • MTFP • Project Management and cost control		

Risk 11 Significant exposure to Equal Pay Claims

Vulnerability	Trigger	Consequence
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	- 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
Controls in place • Consultants appointed - best legal advice available • Defence of claims has been robust • Good employer/Union relations established • Track record so far in managing claims is satisfactory • Constant monitoring		

Risk 12 - Treasury Management – instability in financial markets – risk modified in 2010

Vulnerability	Trigger	Consequence
The Council operates within a regulated financial framework for Treasury Management but potential for instability in financial markets remains.	Deposits or investment income lost due to bank failure or serious risk of failure	- 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
Controls in place Treasury Management Strategy and policies Investment policy prioritises security and liquidity above returns Regular and frequent reports to Audit Committee, Cabinet and Council Management controls and procedures including multi-level investment authorisation		

Risk 13 - Failure to meet NI 14 target (Reducing Avoidable Contact)

Vulnerability	Trigger	Consequence
The Council provides diverse and wide ranging services	Lack of corporate 'buy in' leads to inconsistent levels of service across the Council	• Targets are not achieved • Council performs poorly in relation to other Council s (this is a National Indicator • Members are critical • Adverse publicity • Image of Council damaged
Controls in place • NI 14 Working Group set up led by Cath Whitehead • Group has the Chief Executive as its sponsor • Consultants (Kendric Ash) appointed to deal with this		

Risk 14 - Failure to deliver Civil Parking Enforcement (CPE) within timescale

Vulnerability	Trigger	Consequence
Complex project which is unfamiliar to Authority	Milestones missed Potential shortfall of resources/staff Staffing/IT not embedded for start date	• Statutory requirement not implemented timely • Adverse effect upon performance • Adverse effect on delivery of MTFP • Adverse publicity • Image of Council damaged
Start date dependent on external factors	DfT may delay start date beyond November 2009	
Controls in place • Project Management • CPE Workstream meets fortnightly • Section meetings programmed to deal with issues as they arise.		

Risk 15 - Failure to satisfactorily implement International Financial Reporting Standards

Vulnerability	Trigger	Consequence
The International Financial Reporting Standard (IFRS) have to be adopted against a background of limited resources	Accounts (incl PFI) judged to be non IFRS compliant by External Auditors	• Council's accounts are qualified • Council performs poorly in relation to other Councils • UOR Judgement adversely affected with CAA implications • Officers are criticised • Members are criticised • Adverse publicity • Image of Council damaged
Controls in place • CMT and Audit Committee are aware of the issue • Project plan and implementation team in place • Director receiving information both internally and externally as to what is required to implement and the implications of this • PwC are giving guidance • Bought in specialist help with PFI • Progress measured against check list in Audit Commission report February 2010 is good		

Risk 16 - Contest/Prevent Agenda not delivered - New risk

Vulnerability	Trigger	Consequence
Following the resignation of the lead officer there is no dedicated resource allocated to this and therefore is managed on top of the day job	Mistakes are made that undermines the credibility of the initiative locally	• Officers are criticised • Members are critical • Adverse publicity • Image of Council damaged
Controls in place Support and training provided by Special Branch who are experts in the field		

Risk 17 - Financial Risk of the non-achievement of the implementation of the Carbon Reduction Scheme - new risk identified in 2010

Vulnerability	Trigger	Consequence
This is a new scheme and details of how it operates are only emerging	The Council's rating is below expectations	• A substantial financial penalty is placed upon the Council • MTFP is adversely affected • Officers are criticised • Members are critical • Adverse publicity • Image of Council damaged
Controls in place • The Council is a participant in the Carbon Reduction Programme • Carbon Management Board established • Action plan is geared to delivering a 25% reduction in carbon emissions		

Risk 18 - Grant reduction greater than provided for in the MTFP - new risk identified in 2010

Vulnerability	Trigger	Consequence
There is uncertainty, because of the current economic situation and medium to long-term outlook for public finances, of the amount of grant the Council will receive	2011 onwards settlements below our forecast	• MTFP is adversely affected • Services and key projects adversely affected • Reputation of Council damaged
Controls in place • Reasonable prudent assumptions in MTFP • Provision for grant reductions in MTFP, • Balances are above the 'prudent' minimum • Headroom has been created • Budget management • Annual review of rolling 4 year MTFP		

Risks Classified as Priorities for Improvement

Risk No.	Risk	Current Risk Score	Target Risk Score
11	Significant exposure to Equal Pay Claims	D2	D2

Risk Management Action Plans

Risk 11

Required Management Action/ Control	Responsibility for Action	Critical Success Factors and KPIs	Key Dates	Review Frequency
Whilst the controls described above are felt to be adequate this risk remains at D2 because the environment surrounding the settlement of Equal Pay Claims is subject to volatility.	Lesley Blundell	Keeping claims within target boundaries	Ongoing throughout 2010/11	Monthly

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