



Report to: Overview and Scrutiny Co-ordinating Committee

Date: 17 August 2009

Subject: Business Support Services Performance Plan 2009-12

Report of: Executive Director Business Support Services

Contact officer: Terry Dunn 01942 827784

Purpose / summary: To provide Members with details of Business Support Services' Performance Plan 2009-12

Alternative options considered and reason for selecting the one recommended:

Recommendation / decision: The committee is invited to make comments and recommendations as appropriate in relation to the performance plan.

Key Decision: This report does not involve a key decision.

Risks / Implications:

Financial:	High performance contributes to effective service delivery, good value for money, effective governance and the "Use of Resources" CAA rating
Staffing:	Unification of services
Policy:	None
Equal Opportunities - Has a Diversity Impact Assessment been conducted?	No impact
Wards affected:	None

Property Implications – Does the proposal involve a reduction, addition or change to the Council's asset base or its occupation?

No

If yes, have the property implications been agreed with the Corporate Property Officer?

Does this proposal have significant implications for the Council and the local population?

A diversity impact assessment is not necessary at this stage, however, equality and diversity implications have been considered when producing this report.

Does this proposal involve a new policy or procedure or significant changes to an existing policy or procedure?

A diversity impact assessment is not necessary at this stage, however, equality and diversity implications have been considered when producing this report.

Has the Service Director - Borough Solicitor confirmed that the recommendations within this report are lawful and comply with the Council's Constitution? **Yes**

Has the Service Director - Corporate Services confirmed that any expenditure referred to within this report is consistent with the Council's budget? **N/A**

Are any of the recommendations within this report contrary to the Policy Framework of the Council? **No**

For Cabinet reports only :

Categorisation of the report:	X		X
Discussion leading to a decision		Discussion	
Monitoring		Decision	
Sharing for corporate understanding		Information	

Tracking/Process:

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council

Proper Officer David Smith,
Director of
Business Support
Services

Date 6 August 2009

Business Support Services

Performance Plan 2009-12

Purpose

Business Support Services comprises 8 divisions: Financial, Legal and Democratic, Risk Management, People Services, Property, IT, Revenues and Benefits.

Business Support Services works with service departments and partners and aims to offer a customer focused, efficient and joined up service.

Our vision for Support Services is:

“To utilise the resources available to us in the most effective way, so that we can provide value for money front line services that meet our customers’ needs now and in the future.”

Objectives

The Department helps the Council in achieving its vision through the support that it provides to service departments in addition to the front line Revenue and Benefits Services that we provide. We will look to deliver this through our priority service objectives:

Priority	Rationale	Outcomes
<p>1. Commitment to high standards of governance</p> <p>Lead: Kevin Lawson</p>	<ul style="list-style-type: none"> ▪ Transparency in decision making ▪ Strong and Prosperous Communities White Paper ▪ Strengthening democratic process ▪ Codes of conduct ▪ Civil behaviour and expectation ▪ Legality and probity of decision making and actions ▪ Public confidence ▪ Volumes of complaints in relation to behaviour of Elected Members ▪ Supporting the role of Standards Committee ▪ Principles of public life ▪ Strong ethical framework ▪ Statutory Officer Role ▪ Accounting Standards ▪ Corporate Health 	<ul style="list-style-type: none"> ▪ Good perception in relation to how we handle complaints and decision making process ▪ Level 3 for organisational assessment ▪ No findings of maladministration ▪ Low volume of complaints in relation to Elected Members ▪ Numbers of employees understanding role of Elected Members ▪ Members understand their role ▪ Annual Governance Statement ▪ Unqualified accounts
<p>2. Commitment to strengthening the democratic process</p> <p>Lead: Kevin Lawson</p>	<ul style="list-style-type: none"> ▪ Transparency in decision making ▪ White Paper ▪ Strengthening democratic process ▪ Supporting community engagement ▪ Low electoral turnout ▪ Legality and probity of decision making and actions ▪ Having in place and effective scrutiny process 	<ul style="list-style-type: none"> ▪ Level 3 for organisational assessment ▪ Effective influence in decision making ▪ Good perception and clarity of Elected Members role ▪ Transparency in decision making ▪ Successful appeals ▪ Ability to influence

Priority	Rationale	Outcomes
	<p>demonstrating engagement of all Elected Members</p> <ul style="list-style-type: none"> ▪ Clarify role profiles for Elected Members ▪ Integrating Townships ▪ Community leadership requirements ▪ Consultation on ensuring an appropriate executive model ▪ Implementation of CFA's petitions 	<ul style="list-style-type: none"> ▪ Training spend per member ▪ Training take up of members ▪ Increased electoral turnout
<p>3. Manage risk across the Council</p> <p>Lead: Paul McKevitt</p>	<ul style="list-style-type: none"> ▪ Council understands and actively manages risk ▪ Programme and project risk assessments ▪ "Right first time" saves money ▪ Statutory Officers - Section 151 Officer and Monitoring Officer ▪ Policy implementation ▪ Assets managed effectively ▪ Insurance arrangements ▪ Risk register requirements ▪ Business continuity ▪ Effective response to civil emergencies ▪ Staff and public protection (H & S) ▪ Conclude and implement sickness management review findings 	<ul style="list-style-type: none"> ▪ Understanding risks of programmes and projects ▪ Maintain services in the light of adverse circumstances ▪ High quality financial and treasury management ▪ Limiting tax exposure ▪ Reduced maladministration findings and complaints ▪ Reduced disciplinary cases ▪ Reduced insurance premiums and claims ▪ Improved organisational and community resilience ▪ Reduced employee injuries, absences and claims against authority ▪ Maximise attendance
<p>4. Enable and support the Council and partners to deliver outstanding services that anticipate and respond to needs of customers through our employees</p> <p>Lead: Terry Dunn</p>	<ul style="list-style-type: none"> ▪ Delivery of the People Strategy ▪ SSR recommendations ▪ Responding to requirements of customers ▪ Economies of scale ▪ Integration of customer focused services ▪ Provide value for money ▪ Understanding and meeting customer need ▪ Ensure effective utilisation of resources ▪ Partnership arrangements ▪ Efficiency savings ▪ Determining best method of delivery ▪ Consistent standards of delivery 	<ul style="list-style-type: none"> ▪ Recruit and retain skilled workforce ▪ Top quartile comparative data on quality, time and cost ▪ Good private sector comparison ▪ Meeting efficiency targets ▪ Relevant quality accreditation achieved ▪ Delivery to Partnership Agreement targets ▪ Effective relationship management ▪ Level 3 for organisational assessment

Our organisational effectiveness objectives support delivery of service objectives by ensuring we have the right capacity and capability in terms of finances, people and facilities.

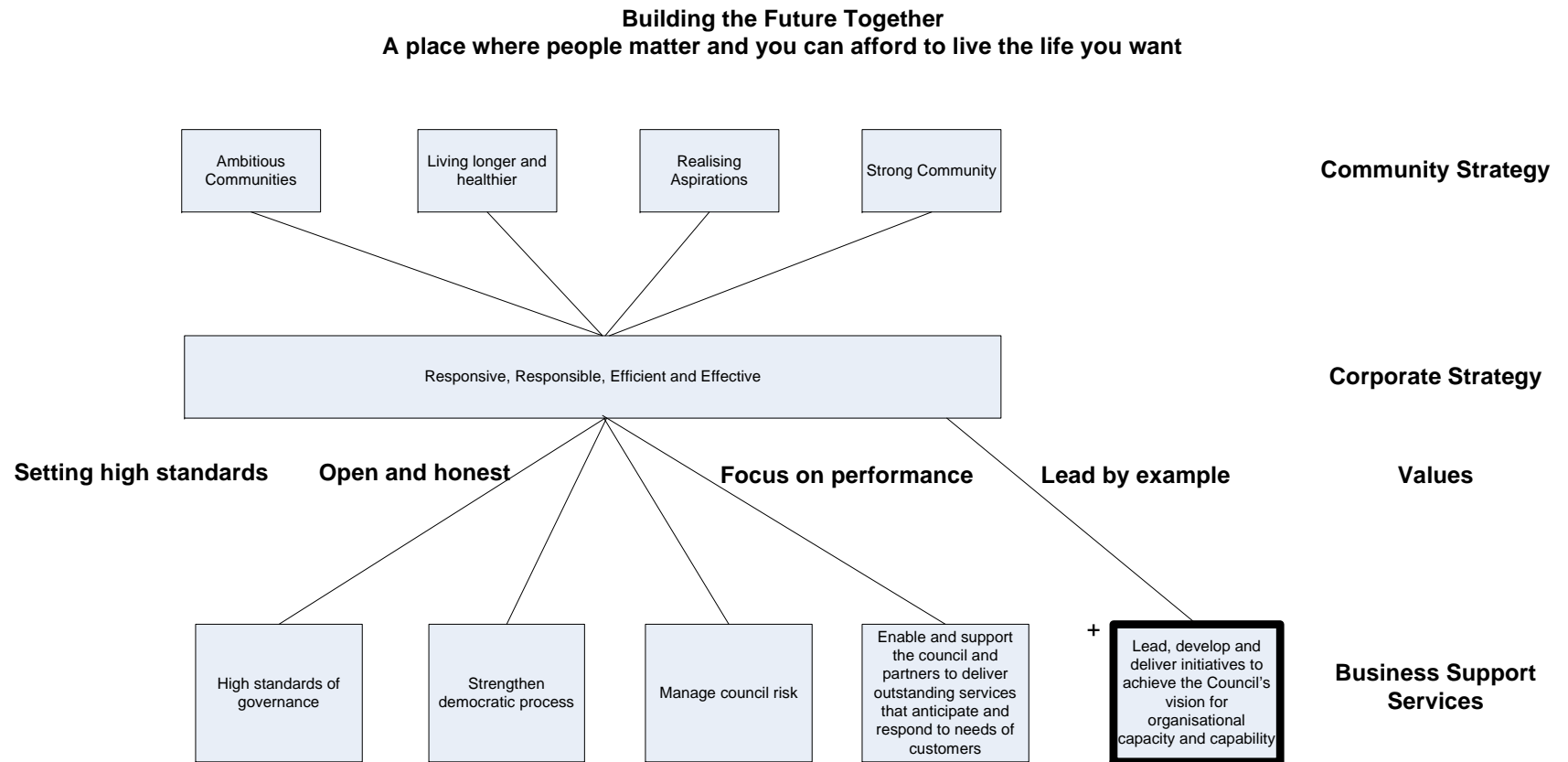
Our organisational effectiveness objectives are:

Priority	Rationale	Outcomes
<p>1. Develop business management model</p> <p>Links to objective 4</p>	<ul style="list-style-type: none"> ▪ SSR recommendations ▪ Customer focus 	<ul style="list-style-type: none"> ▪ Partnership Agreements ▪ Relationship Managers ▪ Improved customer satisfaction
<p>2. Develop the democratic services professional capability and capacity</p> <p>Links to objective 2</p>	<ul style="list-style-type: none"> ▪ Democratic services review revised structure ▪ New posts identified ▪ Need for support to townships/locality working ▪ A need for strengthened scrutiny function 	<ul style="list-style-type: none"> ▪ Improved perception of the service by Councillors and Officers ▪ Improved perception of the Council by public and partners
<p>3. Develop Elected Members to support them in their community leadership role</p> <p>Links to objective 1</p>	<ul style="list-style-type: none"> ▪ Strengthened scrutiny role ▪ Township changes ▪ CFA and petition arrangements 	<ul style="list-style-type: none"> ▪ Numbers of employees understanding role of Elected Members ▪ Members understand their role ▪ Improvement in value for money and effectiveness of Council services
<p>4. Develop the standards committee</p> <p>Links to objectives 1 and 2</p>	<ul style="list-style-type: none"> ▪ Make use of a key resource in improving governance 	<ul style="list-style-type: none"> ▪ Improved perception of the Council by public and partners
<p>5. Develop financial capability and capacity</p> <p>Links to objective 3</p>	<ul style="list-style-type: none"> ▪ CAA/ Organisational Assessment and UOR ▪ Changes to accountancy rules ▪ Management of risk 	<ul style="list-style-type: none"> ▪ Level 3 for organisational assessment ▪ Minimised financial risks ▪ Accounts prepared on time and without significant error in compliance with relevant standard
<p>6. Develop testing systems for key organisational risks</p> <p>Links to objective 3</p>	<ul style="list-style-type: none"> ▪ Review of Audit provision 	<ul style="list-style-type: none"> ▪ Risks clearly identified and mitigated ▪ Production of annual Audit Plan by March 2010 ▪ Delivery of audit plan
<p>7. Replacement systems to deliver improvement and efficiency</p> <p>Links to objective 4</p>	<ul style="list-style-type: none"> ▪ Integrated HR/Payroll system in collaboration with Trafford and Stockport and move to Shared Services ▪ Revenue and Benefits systems ▪ Need for improved management systems ▪ Integrated help desk facility ▪ CRM 	<ul style="list-style-type: none"> ▪ Efficiency savings ▪ Better decisions on HR issues informed by accurate information and real time data ▪ More efficient and accurate processing of claims with satisfied customers ▪ Performance data in top quartile across AGMA region and family groups ▪ % overall employees satisfaction with Wigan Council as an employer ▪ Satisfaction with frontline customer service

Priority	Rationale	Outcomes
<p>8. Capability and capacity to support corporate major development projects</p> <p>Links to objective 4</p>	<ul style="list-style-type: none"> ▪ Accommodation review ▪ Flexi/home working ▪ BSF ▪ Waste ▪ CRM ▪ JSC ▪ Sickness absence management review ▪ Quality assurance ▪ Regeneration agency ▪ Housing new build ▪ The Rushes ▪ Transforming Social Care 	<ul style="list-style-type: none"> ▪ Customer satisfied in support to deliver all major projects ▪ Projects delivered on time and to budget achieving improvements in service
<p>9. Implementation of Pay and Reward and develop Total Reward Strategy</p> <p>Links to objective 4</p>	<ul style="list-style-type: none"> ▪ Single Status ▪ Pay agreement ▪ Job evaluation ▪ Flexible benefits individualised packages ▪ Performance management ▪ Harmonised terms and conditions 	<ul style="list-style-type: none"> ▪ More flexible workforce rewarded appropriately ▪ Equitable, fair, consistent and transparent pay and reward system ▪ Job families – career progression ▪ Employee survey results
<p>10. Implement People Strategy</p> <p>Links to objective 4</p>	<ul style="list-style-type: none"> ▪ Modern consultation and negotiation framework ▪ Streamlined and consistent HR advice, policies and procedures ▪ Health and Well-Being Strategy 	<ul style="list-style-type: none"> ▪ % overall employees satisfaction with Wigan Council as an employer ▪ Sustainable service delivery
<p>11. Deliver the Corporate Asset Management Plan</p> <p>Links to objective 3</p>	<ul style="list-style-type: none"> ▪ CAA Organisational Assessment & UoR (assets) ▪ Achieving Corporate Property Objectives 	<ul style="list-style-type: none"> ▪ Fit for purpose buildings ▪ Statutory compliance ▪ Efficient/effective use of assets ▪ Improved property processes

Strategic Links

We support achievement of Wigan's strategic priorities by:



Supported by organisational objectives, which support delivery of the services objectives by ensuring we have the right capability and capacity in place to deliver in terms of finance, people and facilities.

+ Chief Executives / BSS objective

Key performance targets

Our key performance targets:

Measure	Responsibility	Actual	Targets		
		2008-09	2009-10	2010-11	2011-12
Priority Service Objectives					
National Indicators					
NI 180. The number of changes of circumstances which affect customers' Housing Benefit / Council Tax Benefit entitlement.	Head of Benefit Services	26,184	55,000	55,000	55,000
NI 181. The time taken to process Housing Benefit / Council Tax Benefit new claims and change events.	Head of Benefit Services	17 days	17 days	16 days	15 days
Key Local Indicators					
CAA Use of Resources score	Service Director Corporate Services	4	3	3	4
Benefits Service Inspection score	Head of Benefit Services	3	4	4	4
Setting budget and Council Tax	Head of Financial Services	11.03.09	15.03.10	15.03.11	15.03.12
Publication of audited accounts	Head of Financial Services	30.06.08	30.06.09	30.06.10	30.06.11
BV 010 Percentage of Non Domestic rates collected	Head of Revenue Services	97.1%	97.0%	97.0%	97.5%
BV 009 Percentage of Council tax collected	Head of Revenue Services	96.3%	96.5%	96.6%	96.7%
No. of Ombudsman findings of maladministration	Service Director Borough Solicitor	0	0	0	0
Customer satisfaction with Business Support Services	Service Director Customer Services	80.5%	85%	87%	90%
Percentage of publicly accessible buildings that are DDA compliant	Head of Property Services	50.57%	55%	64%	73%
Capital receipts from land sales	Head of Property Services	£0.9m	£0.9m	£0.9m	£0.9m
Condition surveys conducted within the year Baseline surveys Light touch surveys	Head of Property Services	53 203	52 204	52 204	52 204
Rental income generated against forecast	Head of Property Services	£1.503m	£1.525m	£1.532m	£1.539m
% of Corporate buildings fit for purpose	Head of Property Services	57%	58%	59%	60%

Measure	Responsibility	Actual	Targets		
		2008-09	2009-10	2010-11	2011-12
CO2 tonnes/sqm	Head of Property Services	-	Baseline year	-	-
Maintenance backlog	Head of Property Services	£91m	£88m	£85m	£82m
Delivery of targets identified in the IT strategy	Head of IT Services	-	80%	82%	85%
Organisational Effectiveness					
Employee turnover (%)	Head of People Services	7.51%			
Days lost to sickness (%)	Head of People Services	3.63	3.50	3.30	3.0
Employee overall satisfaction with working for Wigan Council (%)	-	No current data	-	75%	-
Expenditure variance from budget (%)	Service Director Corporate Services	11%	3.4%	3.5%	3.6%
Efficiency savings (£)	Service Director Corporate Services	£1.3m	£1.25m	£1.25m	£0.5m

Our financial people and facilities resource targets:

Measure	Actual	Targets		
	2008-09	2009-10	2010-11	2011-12
Employee Costs	£25,038,985			
Operating Costs	£19,230,182			
External Income	£38,063,112			
Efficiency Savings	£1.3m	£1.25m	£1.25m	£0.5m

Our Delivery Plan for 2009-10

Priority Service Objectives

We will deliver our priority service objectives through clear plans that identify specific workstreams, projects and actions:

Priority Service Objective 1 - Commitment to high standards of governance					
Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
Strong and Prosperous Communities	<ul style="list-style-type: none"> ▪ Further develop the new standards regime ▪ Undertake ethical governance audit ▪ Attaining the North West Charter for Member Development 	<p>Kevin Lawson</p> <p>Kevin Lawson</p>	<p>September 2009 annually linked to joint meeting with Audit Committee</p> <p>May 2009</p>	<p>Reduction in the number of complaints in relation to Elected Members</p> <p>Reduction in the number of breaches of code of conduct</p> <p>No findings of maladministration</p> <p>Audit completed with recommendations</p> <p>Attainment of Charter</p>	Existing internal resources
Local Government Modernisation Agenda	<ul style="list-style-type: none"> ▪ Modernise the constitution through a series of reviews ▪ Implement review of scrutiny process 	Kevin Lawson	<p>December 2009 Decision on form of executive arrangements</p> <p>May 2010 Implementation</p> <p>May 2009</p>	<p>Resolution of Council passed and constitution amended to facilitate implementation by May 2010</p> <p>Satisfaction of Members, partners and local people</p> <p>Service improvements delivered</p>	Resource issues to be identified by December 2009
Annual Accounts	<ul style="list-style-type: none"> ▪ Report to Audit Governance and Review Committee 	<p>Paul McKeivitt</p> <p>Martyn Kenyon</p>	June 2009 annually	<p>Unqualified accounts</p> <p>Completed Annual Governance Statement by June each year</p>	Existing budgets

Priority Service Objective 2 - Commitment to strengthening the democratic process

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
Strong and Prosperous Communities	<ul style="list-style-type: none"> Embed new scrutiny arrangements 	Nick Lamper	May 2009	Monitoring of acceptance of and progress against scrutiny recommendations Member satisfaction	Members' allowances
	<ul style="list-style-type: none"> Supporting the extension of community leadership / engagement role – E.g. Townships, Servicing meetings, Calls for Action (CFA), petitions etc 	Nick Lamper	May 2010	Increased Member satisfaction Increased community satisfaction	Possible resource issue
	<ul style="list-style-type: none"> Promoting democracy through publicity, involving hard to reach groups and having Member involvement 	Nick Lamper	May 2010	Electoral Commission Performance Standard	Funding available (participation fund)
	<ul style="list-style-type: none"> Procurement of committee management system – collaborating with other AGMA authorities 	Nick Lamper	Procurement of system August 2009 Implementation December 2009	System implementation by agreed date Potential savings in processes, paper, printing and delivery costs Time spent by Committee Administrators	Funding identified
	<ul style="list-style-type: none"> Member Training and awareness raising 	Brian Leigh	Deliver training June 2009 for scrutiny role July / August 2009 for community leadership role	Increased training take up of members and evaluation of events	Within Member's budget £4,800

Priority Service Objective 3 - Manage risk across the Council

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
	<ul style="list-style-type: none"> Employee authentication service 				
People Strategy	<ul style="list-style-type: none"> Health and well-being SAM Review 	Alison McKenzie-Folan	September 2009 July 2009	Reduced number of accidents at work Reduced number of disciplinary cases Increased attendance	Within existing resources/budgets
Internal Audit	<ul style="list-style-type: none"> Annual audit plan Updating of Risk Registers 	Martyn Kenyon	March 2010 Reviewed December 2009 annually	Plans approved by Members in March annually Annual Audit report June 2009 annually Half yearly report to Members November 2009 annually	Within existing resources/budgets
Asset Management Plan	<ul style="list-style-type: none"> Undertake statutory/regulatory inspection programmes Undertake Property condition surveys Deliver CPMF Spending Plan 	Ian Capper	Monitored & reported quarterly	Number of full asbestos audits completed for site buildings Number of interim Legionella site inspections Number of condition survey conducted within the year	Within existing resources/budgets
Insurance	<ul style="list-style-type: none"> Annual actuarial review of insurance fund Renewing insurance cover by competitive tender 	Martyn Kenyon	Report from actuaries October 2009 annually December 2009 - March 2010 tendering process and completion for April 2010	Completion of reporting on time	Within existing resources/budgets

Priority Service Objective 4 - Enable and support the Council and partners to deliver outstanding services that anticipate and respond to needs of customers

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
People Strategy	<ul style="list-style-type: none"> ▪ Implement the pay and reward proposals ▪ Develop and implement job evaluation for senior managers, soulbury grade and youth workers. ▪ Develop total reward strategy ▪ Develop modernised consultation and negotiation framework ▪ Review and streamline HR policies and procedures ▪ Develop shared services through AGMA and in particular with Trafford and Stockport. ▪ Develop shared services agenda with ALW PCT ▪ Launch and implement Apprenticeship Scheme for Wigan 	Alison McKenzie-Folan		Recruit and retain skilled workforce Reduced disputes and industrial action Meeting efficiency targets as set out under SSR Contribute to the achievement of NI 151 – Overall employment rate and NI 117 NEET – 6.8% by 2010-11	Within existing resources/budgets
Corporate Property Strategy/Accommodation Strategy	<ul style="list-style-type: none"> ▪ Provide fit for purpose buildings ▪ Ensure joint working approach – People, IT, Property, Business Continuity Management ▪ Reviewing and implementing a more flexible approach to work ▪ Sustainability and carbon management 	Ian Capper	Ongoing May 2009 report Reported annually	Annual Corporate PI Report completed and priority areas decided by May 2009 Reduce Office space per person to 8.25 sqm Employee satisfaction CO2 emissions target to be determined	CPMF, ring fenced receipts & new projects Potential savings Spend to save capital schemes (Capital Programme)

Priority Service Objective 4 - Enable and support the Council and partners to deliver outstanding services that anticipate and respond to needs of customers

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
Partnership Agreement	<ul style="list-style-type: none"> ▪ Customer consultation ▪ Understand customer needs ▪ Roll out Partnership Agreement ▪ Customer Satisfaction Survey 	Terry Dunn	April 2009 Partnership Agreement rolled out May 2009 baseline data from customer satisfaction surveys	Delivery to Partnership Agreement targets 85% Customer satisfaction for 2008/9	Within existing resources/budgets
Support the Improvement and Efficiency Agenda	<ul style="list-style-type: none"> ▪ Identification of service improvements within service departments ▪ BPR ▪ Identification of partnership working 	David Smith	Support timetable of fundamental reviews	Meeting efficiency targets	Self funding
Support Services Review Findings	<ul style="list-style-type: none"> ▪ Complete structures ▪ Clear action plan ▪ Culture ▪ Communication – employee involvement ▪ Develop business like culture ▪ Generic help facility and policy review 	David Smith	Achieving milestones detailed in SSR final report	Meeting efficiency targets Relevant quality accreditation achieved	Self funding
IT Strategy	<ul style="list-style-type: none"> ▪ Integrated HR / Payroll system implementation with Trafford and Stockport ▪ Systems thinking ▪ Revenue and Benefits system ▪ Upgrade office software 	Pete Livesey	Implementation 2011 Implementation Dec 2010 2010	Achievement of key tasks within IT strategy Systems implemented within agreed timeframe Office 2003 upgraded to 2010	£1.25 million SSR savings IT investment A/C Prudential borrowing

Organisational Effectiveness Objectives

Our organisational effectiveness objectives support delivery of our priority service objectives. They help us ensure that we manage and develop our people to ensure they are supported and have the right skills and experience to deliver great public services. They help us to identify how we can work more effectively to deliver the things that matter to our communities, by maximising efficiency and releasing resources for reinvestment. They help us deliver our commitments for equality and diversity in the way we deliver public services and as an employer. We will deliver our organisational effectiveness objectives through clear plans that identify specific workstreams, projects and actions:

1. **Develop business management model**
2. **Develop the democratic services professional capability and capacity**
3. **Develop Elected Members to support them in their community leadership**
4. **Develop the Standards Committee**
5. **Develop financial capability and capacity**
6. **Develop testing systems for key organisational risks**
7. **Replacement systems to deliver improvement and efficiency**
8. **Capability and capacity to support corporate major development projects**
9. **Implementation of Pay and Reward and develop Total Reward Strategy**
10. **Implement People Strategy**
11. **Deliver the Corporate Asset Management Plan**

Organisational Effectiveness Objective 1 - Develop business management model					
Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
Partnership Agreement	Consultation with Executive Directors and roll out of Partnership Agreement	Terry Dunn	Pilot April 2009 Live April 2010	Achievement of partnership agreements key performance measures and service specifications 85% customer satisfaction for 2009/10	Within existing resources/budgets

Organisational Effectiveness Objective 2 - Develop the democratic services professional capability and capacity

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
Strong and Prosperous Communities	<ul style="list-style-type: none"> Promoting democracy through publicity, involving hard to reach groups and having Member involvement 	Nick Lamper	May 2010	Increased electoral turnout	Funding to be earmarked. Potential external funding.
	<ul style="list-style-type: none"> Procurement of committee management system – collaborating with other AGMA authorities 	Nick Lamper	Procurement of system August 2009 Implementation December 2009	System implementation by agreed date Potential savings in processes, paper, printing and delivery costs Time spent by Committee Administrators	Funding identified

Organisational Effectiveness Objective 3 - Develop Elected Members to support them in their community leadership role

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
Strong and Prosperous Communities	<ul style="list-style-type: none"> Supporting the extension of community leadership / engagement role – E.g. Townships, Servicing meetings, Calls For Action, petitions etc 	Nick Lamper	May 2010	Numbers of CFA's Numbers of petitions Increase in Resident and Member satisfaction	Possible resource issue

Organisational Effectiveness Objective 4 - Develop the standards committee

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
Strong and Prosperous Communities	<ul style="list-style-type: none"> Further develop the new standards regime 	Kevin Lawson	September 2009 annually linked to joint meeting with Audit Committee	Reduction in the number of complaints in relation to Elected Members Decrease in the number of breaches of code of conduct	Existing internal resources

Organisational Effectiveness Objective 5 - Develop financial capability and capacity					
Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
Medium Term Financial Strategy	Agreed and plan approved by SMT and Cabinet	Paul McKeivitt	SMT and Cabinet July 2009 Reviewed November 2009	Budget approved by full Cabinet	Within existing budgets/resources

Organisational Effectiveness Objective 6 - Develop testing systems for key organisational risks					
Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
Business Continuity Management	Each manager to have BCM arrangements in place. Establish and test BCM arrangements for critical systems and services.	Lead: Paul McKeivitt All Heads of Service	Risk register reviewed as part of Audit Plan	Testing as per Audit plan	Within existing budgets/resources

Organisational Effectiveness Objective 7 - Replacement systems to deliver improvement and efficiency					
Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
Project SWITCH	<ul style="list-style-type: none"> HR/Payroll procurement project in collaboration with Stockport and Trafford 	Paul McKeivitt	Shortlist PPQ - June 2009 Agree specification – July 2009 Award contract – December 2009	Integrated HR/Payroll system in operation 2011	SSR reserve Prudential borrowing Capital funding

Organisational Effectiveness Objective 8 - Capability and capacity to support corporate major development projects					
Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
Programme and project management	Project management training	Terry Dunn	Awaiting training timetable from Business Transformation	All employees identified received training 85% of customers satisfied in support to deliver all major projects Projects delivered on time and to budget achieving improvements in service	Within existing budgets/resources

Organisational Effectiveness Objective 9 - Implementation of Pay and Reward and develop Total Reward Strategy

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
Pay and Reward Project	Review of employees pay and conditions	David Smith	Implementation October 2009	Implementation completed to timeframe	From balances and efficiency
Senior Management Pay and Reward Project	Review of Senior Management Pay Structure	Paul McKeivitt	Completion October 2009	Review finalised and approved by SMT	Within existing budgets/resources

Organisational Effectiveness Objective 10 - Implement People Strategy

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
People Strategy	Completion of all EDR's Apprenticeship Scheme	Alison McKenzie-Folan	Completed by July 2009 annually	75% EDR's completed 2009/10	Within existing budgets/resources
Organisational Development Strategy	Identifying current employee skills Identifying skills gaps	All Heads of Service	Completed by July 2009 annually	75% EDR's completed 2009/10	Within existing budgets/resources

Organisational Effectiveness Objective 11 - Deliver the Corporate Asset Management Plan

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
Corporate Asset Management Plan	Deliver the Asset Management Action Plan 2009/10	Ian Capper	Annual Action Plan	Progress of tasks monitored bi-monthly by CPT and reported annually to Cabinet.	Existing resources

Risk Management

Risk Area	Objective affected	Responsibility and target end date	Inherent Risk		Action to mitigate	Residual Risk		Review period
			Impact	Likelihood		Impact	Likelihood	
All divisions Loss of key data / records	Objective 3 and 4	Heads of Service Ongoing	M/H	M/H	<ul style="list-style-type: none"> ▪ Backup arrangements for electronic records ▪ Policy re personal data on laptops ▪ Fireproof storage for legal records 	M	M/H	Annual
All divisions Key / major staff loss	Objective 3 and 4	Heads of Service Ongoing	H	M	<ul style="list-style-type: none"> ▪ Risk assessments and action plans ▪ Sickness absence management ▪ EDR ▪ Succession planning ▪ Training & awareness ▪ Recruitment & retention policies ▪ Monitoring reports and performance measurement ▪ Financial Services Framework agreement 	H	M	Annual
All divisions Organisational Remodelling impacting upon service delivery arrangements	Objective 3 and 4	Heads of Service Ongoing	H	M	<ul style="list-style-type: none"> ▪ Involvement of Senior BSS staff in SSR process ▪ Business Process Re-engineering 	H	M	Continuous review
All divisions External Assessments - Failure to improve processes or reduction in standards leading to reduction in service quality and in CPA / CAA rating	Objective 1, 3 and 4	David Smith	H	M/H	<ul style="list-style-type: none"> ▪ Departmental working group 	H	M	Quarterly
All divisions	Objective 3 and 4	Ian Capper	H	L	<ul style="list-style-type: none"> ▪ Property BCM arrangements 	M	L	Quarterly updates

Risk Area	Objective affected	Responsibility and target end date	Inherent Risk		Action to mitigate	Residual Risk		Review period
			Impact	Likelihood		Impact	Likelihood	
Access to buildings denied (NB. This is a corporate risk as applies to all admin. Buildings)		Pete Livesey Martyn Kenyon March 2010			to be formalised			
IT Division Damage to IT communication networks	Objective 3 and 4	Pete Livesey	H	H	<ul style="list-style-type: none"> ▪ Firewalls ▪ Anti virus software regularly updated ▪ Protocols and policies for conduct and use ▪ Monitoring use of e-mail & internet ▪ Restrictions on open access facilities. 	H	M	Ongoing review
People Services Supplier Failure	Objective 3 and 4	Alison McKenzie-Folan	H	M/H	<ul style="list-style-type: none"> ▪ Back up files maintained ▪ Disaster recovery arrangements with supplier 	H	M/H	Ongoing review
People Services Systems and processes inconsistencies and inefficiencies	Objective 3 and 4	Alison McKenzie-Folan	H	H	<ul style="list-style-type: none"> ▪ Unification under SSR ▪ Review of processes and data ▪ Integrated HR / payroll system 	H	H	Quarterly review
People Services Pay and Reward Programme Loss of key employees increased costs, service reductions, reputation risks	Objective 3 and 4	David Smith	H	H	<ul style="list-style-type: none"> ▪ Consultation and communication with employees and trade unions ▪ Formal appeals and moderation processes 	H	H	Ongoing review
People Services New Integrated HR/payroll System	Objective 3 and 4	Paul McKevitt	H	H	<ul style="list-style-type: none"> ▪ Project team ▪ Project plan 	H	H	Reviewed in-line with project plan
People Services CPS / EMS failure	Objective 3 and 4	Alison McKenzie-Folan	H	M/H	<ul style="list-style-type: none"> ▪ Disaster recovery ▪ Business continuity arrangements 	H	M/H	Ongoing review

Risk Area	Objective affected	Responsibility and target end date	Inherent Risk		Action to mitigate	Residual Risk		Review period
			Impact	Likelihood		Impact	Likelihood	
					<ul style="list-style-type: none"> Back-up arrangements in place 			
Risk Management Division Civil Contingencies Failure to respond effectively to a major incident	Objective 3 and 4	Martyn Kenyon Ongoing	H	M/H	<ul style="list-style-type: none"> Regional and Borough working groups Formal plan Training, testing Rota system for responding officers 	M	M/H	Quarterly reviews
Property Division Building/plant failure Maximise occupancy	Objective 4 Objective 4	Ian Capper Ian Capper	H M	M H	<ul style="list-style-type: none"> Inspection programmes & CPMF Spending Plan Programme of property reviews linked to workspace audits and promotion of flexible working 	H M	L M	Ongoing programmes Ongoing programme
Revenue and Benefits Division Replacement of Revenues and Benefits systems	Objective 3 and 4	Joe Feeney Alan Cartwright	H	H	<ul style="list-style-type: none"> Project team Project plan 	H	H	Reviewed in-line with project plan
Finance Division Financial Loss	Objective 1, 3 and 4	Andrew Taylor	H	H	<ul style="list-style-type: none"> Tax planning Checklist VAT Manual Monthly meetings (internal) Quarterly meetings with legal and VAT advisors (PWC) Liaison meetings with HMRC 	H	M/L	Quarterly financial performance reports to Cabinet
Legal Division Breach of statutory duty	Objective 1, 3 and 4	John Mitchell	H	H	<ul style="list-style-type: none"> Employ suitably qualified and experienced staff Ensure timely advice given Monitor agendas & review 	H	L	Ongoing review

Risk Area	Objective affected	Responsibility and target end date	Inherent Risk		Action to mitigate	Residual Risk		Review period
			Impact	Likelihood		Impact	Likelihood	
					decision making process <ul style="list-style-type: none"> ▪ Officers and Members suitably trained 			