

PLEASE NOTE VENUE

FINANCE PORTFOLIO DECISION SCHEDULE



Tuesday 15th May 2007

at 10.00am

**in the Red Room, Avondale Centre,
Dyke House, Hartlepool
(Raby Road entrance)**

Councillor Payne, Cabinet Member responsible for Finance will consider the following items.

1. KEY DECISIONS

No items

2. OTHER ITEMS REQUIRING DECISION

2.1 Chief Executive's Departmental Plan 2007/08 – *Chief Financial Officer and Chief Solicitor*

3. ITEMS FOR INFORMATION/DISCUSSION

3.1 Chief Executive's Departmental Plan 2006/07 – 4th Quarter Monitoring Report – *Chief Financial Officer and Chief Solicitor*

4. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

No items

FINANCE PORTFOLIO

Report to Portfolio Holder

15th May 2007



Report of: Chief Financial Officer and Chief Solicitor

Subject: CHIEF EXECUTIVE'S DEPARTMENTAL PLAN
2007/08

SUMMARY

1. PURPOSE OF REPORT

To report to Portfolio Holder the Chief Executives Departmental Plan containing the key objectives and actions for 2007/08.

2. SUMMARY OF CONTENTS

The Chief Executives Departmental Plan 2007/08 is attached as Appendix A, and sets out the key objectives and actions within an Action Plan that shows what is to be achieved by the department in the coming year. The plan also describes how the department contributes to the Organisational Development objectives as identified in the 2007/08 Corporate Plan which will be published in June 2007.

The Plan includes proposals from all four divisions within the Chief Executives Department, as well as procurement issues that fall within the remit of the Procurement and Property Services Division within the Neighbourhood Services Department. The plan will also be considered by Performance Management Portfolio Holder at the meeting on 21 May 2007.

This document will be used as the basis for the quarterly monitoring reports to the Portfolio Holder.

3. RELEVANCE TO PORTFOLIO HOLDER

The Portfolio Member has responsibility for performance management issues in relation to finance and legal services.

4. TYPE OF DECISION

Non-key

5. DECISION MAKING ROUTE

Portfolio meeting 15 May 2006.

6. DECISION(S) REQUIRED

Portfolio Holder is asked to approve the plan for distribution.

Report of: Chief Financial Officer and Chief Solicitor

Subject: CHIEF EXECUTIVE'S DEPARTMENTAL PLAN
2007/08

PURPOSE OF REPORT

1. To report to Portfolio Holder the Chief Executives Departmental Plan containing the key objectives and actions for 2007/08.

BACKGROUND

2. Each year the Chief Executives Department produces a Departmental Plan, which includes an action plan that details the key objectives and actions that the department will deliver in the coming year. The plan also describes how the department will contribute to the Organisational Development objectives that are being proposed for inclusion in the 2007/08 Corporate Plan.
3. The plan provides a framework for managing the competing priorities, communicating the purpose and challenges facing the department and monitoring progress against overall Council aims.
4. Each Division will also produce a Divisional Plan, detailing the key tasks and issues facing each division in the coming year. Each plan contains an action plan, detailing how each individual division intends to contribute to the Organisational Development Priorities contained in the Corporate Plan, as well as the key tasks and priorities contained in the Chief Executives Departmental Plan. Divisional Chief Officers will have the lead responsibility for managing performance of issues and tasks identified in their divisional plans. Where appropriate, issues can be escalated for consideration by CEMT and the relevant Portfolio Holder.
5. This year's plan reflects a number of improvements introduced for the 2007/8 corporate service planning process. Diversity, workforce development and risk management issues have begun to be mainstreamed in the service planning process. All divisions within the department have completed diversity assessment to identify objectives and targets; workforce development issues for the department have begun to be reflected within the plan; and risks to the achievement of the department's objectives have been identified. The risks are reviewed on a quarterly basis to ensure appropriate control measures are in place.
6. The departmental plan will be subject to quarterly monitoring throughout 2007/08 by both the Finance and Performance Management Portfolio Holders.

CHIEF EXECUTIVES DEPARTMENTAL PLAN 2007/08

7. The Chief Executives Departmental Plan 2007/08 is attached as Appendix A and includes proposals from all four divisions within the Chief Executives Department, as well as procurement issues that fall within the remit of the Procurement and Property Services Division within the Neighbourhood Services Department. The plan will also be considered by Performance Management Portfolio Holder at the meeting on 21 May 2007.
8. This document will be used as the basis for the quarterly monitoring reports to the Portfolio Holder

PERFORMANCE INFORMATION

9. The action plan includes a number of Performance Indicators that will be used to measure the departments' progress throughout 2007/08. The information is currently being collected as part of the Councils' Corporate Performance Indicator collection process, and not all of it is available at this time. It is proposed to report more detailed Performance Indicator information in the first quarter monitoring report in August.

RECOMMENDATIONS

10. Portfolio Holder is asked to approve the plan for distribution.

2.1 APPENDIX A



Chief Executives Department

Departmental Plan 2007/08 – 2009/10

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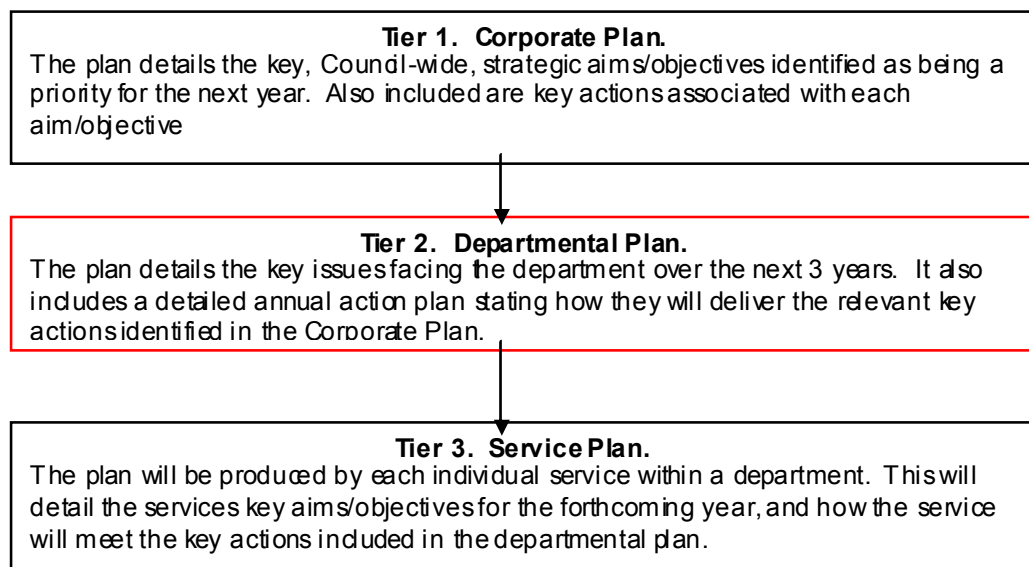
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Introduction

This document is the Chief Executive's Departmental Plan for 2007/08-2009/10 and forms part of the Council's overall Service Planning arrangements. The plan details the key priorities and issues facing the department over the next three years, and includes a detailed action plan for the next 12 months. This plan will be reviewed on an annual basis, which will allow for any emerging priorities to be included.

The plan details how the Department will meet the Council's objectives as stated in the Corporate Plan, in addition to identifying any key objectives that the department wishes to focus on that are not contained in the Corporate Plan.

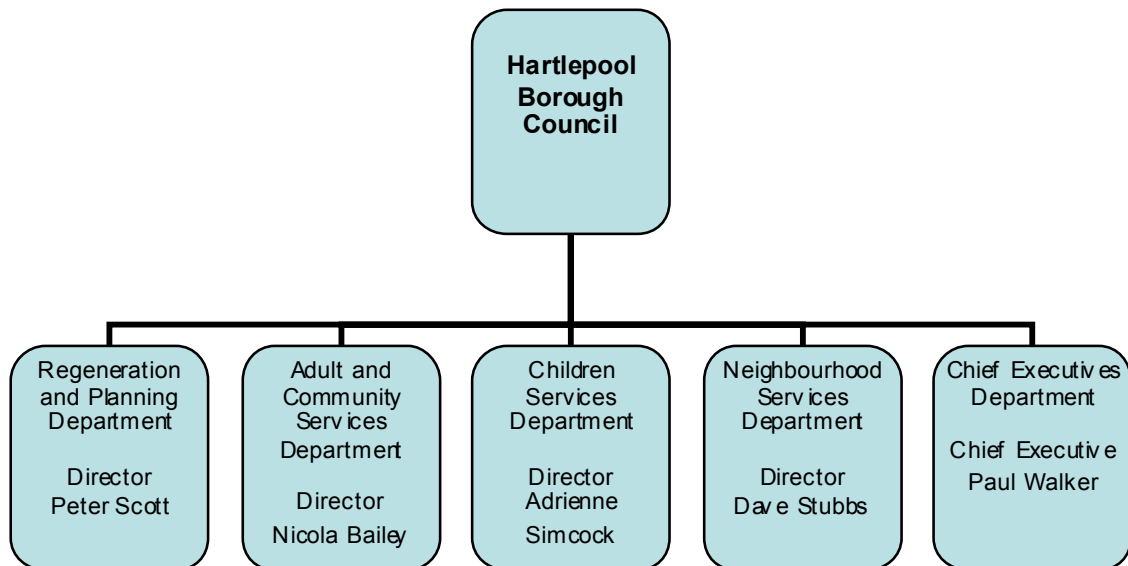
This plan should be looked at in conjunction with both the Council's Corporate Plan, and the individual divisional plans, that together form part of the Council's overall Service Planning Arrangements. Figure 1, below, demonstrates how the plans are linked: -



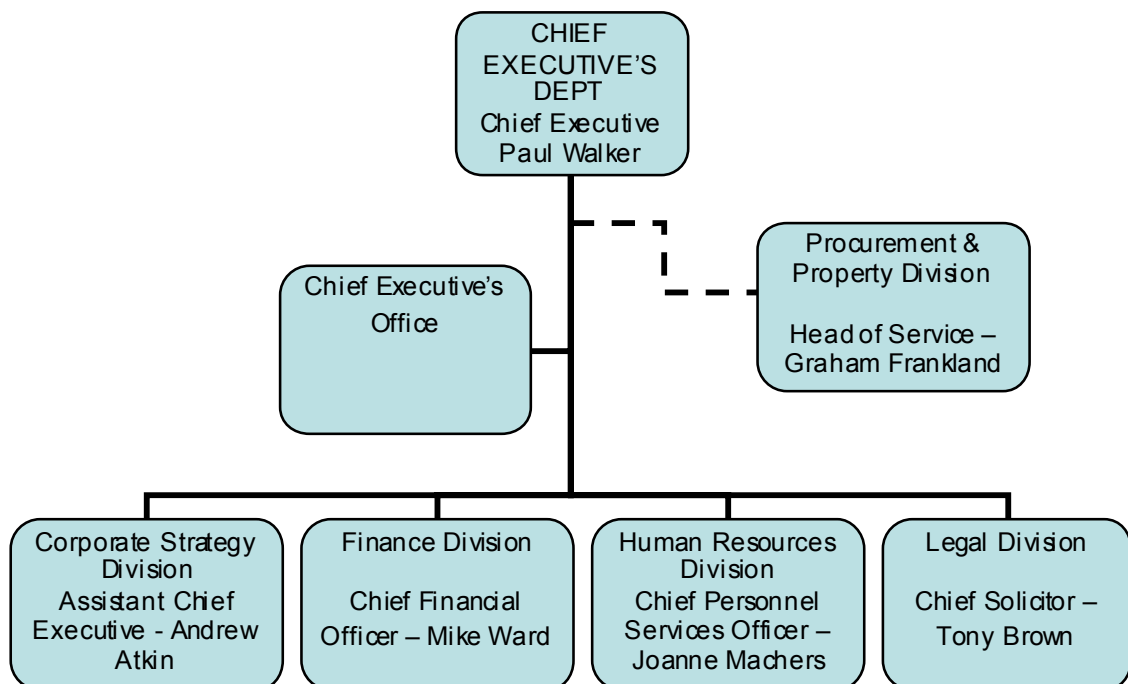
This approach ensures that any aim/objective that appears in the Corporate Plan can be traced through to specific actions in the service plan, and vice versa. It allows the employees delivering services to explicitly see how their actions contribute to the Council's overall aims and objectives.

Departmental Structure

The Chief Executives Department is one of five with the authority, headed by the Chief Executive. The Corporate Management Team comprises the director of each department and meets every 2 weeks.



Within the Chief Executives Department there are four divisions, Corporate Strategy, Legal, Human Resources and Finance. The Chief Executive's Management Team comprises the head of each division meets every 4 weeks. Every six weeks they meet with the Corporate Management Team.



Each division is organised into a number of sections. These are detailed in the table below: -

Corporate Strategy	Finance	Human Resources	Legal
Administration – Andrea Brown	Audit and Governance – Noel Adamson	Advisors (Rachel Clark and Alison Swann)	Personal Services
Consultation – Liz Cookston	Financial Services – John Morton	Central Services – Christine Armstrong	Litigation
Democratic Services – Amanda Whittaker	Corporate Finance – Chris Little	HR Operations – Alison Oxley	Environment and Development
E Government – Joan Chapman	<i>Procurement Strategy</i>	Organisational Development – Wally Stagg	
Policy and Performance – Peter Turner	<i>Central Purchasing</i>		
Public Relations – Alastair Rae	<i>Business Improvement</i>		
Registration Services – Peter Spires			
Scrutiny – Charlotte Burnham			

It should be noted areas of work undertaken by the Procurement and Property Services section, primarily within the Neighbourhood Services Department, falls within the remit of the Chief Executives Department. Three important aspects of this service, namely the procurement strategy, central purchasing and business improvement sections are reflected within this plan. These sections can be seen in the above table, under the Finance Division, as it was considered that the actions included in the Action Plan, most closely sit within the objectives identified by the Finance Division. The objectives and actions can be seen in more detail in the Action Plan.

Performance Management

- **Monitoring and Reporting**

The action plan detailing how the department will meet its main objectives for the forthcoming year will be monitored and reported using the following arrangements:

- Team supervision and annual appraisal and six monthly review arrangements
- Management Team (CEMT) meetings on a quarterly basis to consider report of progress.
- Performance Management Portfolio Holder and Cabinet meetings every quarter to consider reports of progress on the Departmental Plan and Corporate Plan.

- **Reviewing the Plan**

Throughout the year, in certain circumstances, it may become necessary to either remove or amend an objective or specific action from the action plan. This could be for a number of reasons, such as changing priorities or a delay in implementing a particular scheme through unforeseen circumstances. Any amendments to the plan will only be made with full agreement of CEMT and Portfolio Holder and Cabinet where appropriate.

The overall departmental plan also contains the key priorities for the next three years that will affect the department. Naturally these will change over time and will need to be reviewed and updated to reflect these changing priorities. As a revised Departmental Plan will be produced on an annual basis the overall priorities will be reviewed on an annual basis and will be reflected in forthcoming year's departmental plans.

- **Communication**

- Each member of staff is informed via email of the location on the intranet/website of the Corporate, Departmental and Service plans
- Section managers are required to brief their teams on the issues considered most relevant to their teams
- The CMT, Cabinet and Council approve the Corporate Plan.
- CEMT and Performance Management Portfolio Holder approve the Chief Executive's Departmental Plan

Workforce Planning & Development

Departmental context

The CPA Corporate Assessment report about the Council organisation was overwhelmingly positive as the quotes below indicate:

- Officer leadership and management are good
- Staff at all levels have pride in Hartlepool
- Staff at all levels demonstrate very strong commitment to delivering quality services

This provides a strong base for workforce development. The Corporate Plan includes the organisational development objective:

- Implement the Workforce Development Strategy and the People Strategy

and this provides the context for the workforce planning and development activities within the department.

Key workforce issues

An analysis of the departmental workforce has been undertaken (see appendix 1) and a number of issues have been identified where there is a significant workforce planning and development dimension.

The department leads and coordinates in fulfilling its corporate role and there are significant developments underway which will be progressed in 2007/8. These include:

- Progressing the corporate workforce development strategy
- Implementation of job evaluation, a revised pay and grading structure and single status.
- Continuation of the work to reduce absence
- Developing skills and knowledge to support the continued successful implementation of Performance and Risk Management systems and
- the continued implementation of the FMS system

Within the Department the areas where change is being considered or issues have been identified include:

Human Resources

- Restructuring the Well Being team

- Responsibility for diversity within the department and council as a whole, following DIALOG review

Corporate Strategy

- Responding to the Government's registration review and transfer of staff to Council employment.

Finance

- Skills and capacity to address Business Process Re-engineering and the efficiency strategy
- Progress on Business Continuity planning

Legal

- None

Action Plans

The workforce development issues will be addressed through the following objectives

Workforce development issue	Reference to plans and objectives where progress can be monitored
Corporate	
Progressing the corporate workforce development plan	Corporate Plan objective: Implement the People Strategy and the Workforce Development Strategy (Ref: CO56)
Implementation of job evaluation	Departmental Plan objective: Implement Revised Pay and Grading Structure (Ref: OD37)
Continuation of the work to reduce absence	Departmental Plan objective: Implement Plans to Promote Healthy Working (Ref: OD34)
Developing skills and knowledge to support the successful implementation of the Performance and Risk Management system	Departmental Plan objective: Procure and implement new Performance Management Database (Ref: OD02)
Developing skills and knowledge to support the continued implementation of the FMS system	Departmental Plan objective: Implementation of FMS Phase 3 (Ref: CED015)
Departmental	
Human Resources	
Restructuring the Well Being team	Departmental Plan objective: Implement appropriate improvements to deliver

	requirements of Use of Resources (Ref: OD05)
Responsibility for diversity within the department and council as a whole, following DIALOG review	Departmental Plan objective: Implement appropriate improvements to deliver requirements of Use of Resources (Ref: OD05)
Corporate Strategy	
Responding to the Government's registration review and transfer of staff to HBC	Service Plan objective: Respond to progress on Registration review
Finance	
Skills and capacity to address Business Process Re-engineering and the efficiency strategy, following CPA recommendation	Departmental objective: Develop BPR Strategy across Council (Ref CED410)
Make progress on the implementation of Business Continuity planning	Departmental Plan objective: Development of Business Continuity Strategy (Ref: CED018)

Medium Term Priorities

The department deals with a wide range of functions and pressures that arise from a number of sources. This plan details the priorities for the next 3 years – giving the opportunity to look more ‘longer term’ than if only the next 12 months were to be reflected, and will be reviewed on an annual basis: -

In operational terms the Council’s overall financial position and job evaluation are the two major medium term issues.

The outlook for future spending levels is summarised in the Corporate Plan. The main conclusion is that it is not anticipated that funding for Council services will increase significantly over the period 2008/2009 to 2010/2011 although the 2007 Budget announcement indicated above average increases for education. Pressure on other services, including those within the Chief Executive’s Department, are therefore likely to be significant given the overall requirement to achieve 2.5% Gershon efficiency savings.

The Council’s Budget Strategy assumptions will need to be reviewed when details of the 2007 Comprehensive Spending Review (CSR) and 2008/2009 detailed Local Government grant allocations are known.

Areas to progress over the next 3 years include:

- Review the Council’s Strategic Financial Planning arrangements and implementation of the medium term financial plan
- Achievement of efficiencies through the successful implementation of the efficiency and ICT strategies
- Development and implementation robust corporate internal control and governance arrangements

The completion of job evaluation, its implementation and its ramifications will also be a key issue throughout the period of this plan. Progress on workforce development and communication between staff and management will become even more important. In this period of considerable the need to retain the focus on performance will also remain a key priority.

Areas to progress over the next 3 years include:

- Progressing the corporate workforce development strategy
- Performance management and risk management across the Council will remain a continuing priority

In terms of the Department’s corporate role within the Council, the environment in which we operate is a constantly changing one. This is particularly so in 2007/8 as the Government’s Local Government White Paper (Strong and Prosperous Communities) proposals are progressed ready to start in 2008/9. The White Paper provides a number of opportunities to reduce the demands placed on the

Council by Government and other external bodies streamline. For example the introduction of revamped Local Area Agreements from April 2008, a reduction of requirements to report performance information to Government and further changes to the Best Value regime.

Areas to progress over the next 3 years include:

- Participation in the LAA feasibility study in order to influence future Government policy
- Review the Council's Constitution in 2007/08 to ensure it remains fit for purpose

Departmental Action Plan 2007/08

The action plan is split into two main parts. The first part includes those objectives that have been identified in the Council's Corporate Plan. This action plan expands on the Corporate Plan and gives more detail as to how this will be achieved.

Section 2 contains those objectives that have been identified as being a priority for the Department, but have not specifically been included in the Council's Corporate Plan.

Section 1 – Objectives that are linked directly to the Corporate Plan

CORPORATE STRATEGY DIVISION			
Corporate Plan objective: Continued development of service planning and performance management arrangements (Ref: CO44)			
Departmental Plan objective: Complete updated 2008/09 Corporate Plan (Ref: OD01)		Risk Register Ref: POL1-1.10	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED001	Proposals for 2008/09 Corporate Plan considered by Cabinet	Jun 08	David Hunt
Departmental Plan objective: Procure and implement new Performance Management Database (Ref: OD02)		Risk Register Ref: ICT1-1.6 + POL1-1.7	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED002	Produce shortlist of potential PMDs	May 07	Kerry Trenchard
CED003	Make final decision on PMD	Sep 07	David Hunt
CED004	Go live with new PMD	Mar 08	David Hunt
Departmental Plan objective: Propose improvements to service planning process for 2008/09 (Ref: OD03)		Risk Register Ref: POL1-1.7	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED005	Integrate service planning with strategic financial planning	Sep 07	Peter Turner
CED006	Finalise Service Planning Guidance	Dec 07	Peter Turner
Departmental Plan objective: Manage achievement of continuous improvement (Ref: OD04)		Risk Register Ref: POL1-1.7	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED007	Coordination of Use of Resources and Direction of Travel Self Assessments	Sep 07	Peter Turner

Departmental Plan objective: Implement appropriate improvements to deliver requirements of Use of Resources (Ref: OD05)		Risk Register Ref: PER1-3.4	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED008	CMT review Use of Resources scores/criteria and determine areas to be improved	Apr 07	Andrew Atkin
Corporate Plan objective: Prepare for implementation of White Paper and Local Government Bill (Ref: CO45)			
Departmental Plan objective: Hold member seminars to discuss implications of White Paper and Local Government Bill (Ref: OD06)		Risk Register Ref: POL5-1.7	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED009	A number of seminars to be scheduled over the year	Mar 08	Andrew Atkin
Departmental Plan objective: Provide further reports on the implications of the White Paper and Local Government Bill and respond to Government consultations (Ref: OD07)		Risk Register Ref: POL5-1.7	Key PIs:
CED010	Reports to be identified as appropriate for Cabinet and other Committees	Mar 08	Andrew Atkin
Corporate Plan objective: Implement Risk Strategy to ensure robust risk management arrangements are in place (Ref: CO46)			
Departmental Plan objective: Maintain and review risk management arrangements (Ref: OD08)		Risk Register Ref: REP1-1.10	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED011	Review Strategic Risk Register	Qrtly from Jun 07	Kerry Trenchard
CED012	Review Departmental Risk Register	Qrtly from Jun 07	Kerry Trenchard
CED013	Conduct annual review of Strategic Risk Register and Risk Strategy	Jul 07	Kerry Trenchard
CED014	Conduct risk training	Sep 07	Peter Turner
Corporate Plan objective: Implement the Communicating with your Council plans (Ref: CO53)			
Departmental Plan objective: Implement Corporate Communications Strategy Action Plan (Ref: OD23)		Risk Register Ref: FIN1-1.3, POL1-1.2, REP1-1.1, REP1-1.2, REP1-1.5	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED015	Departmental Communications	Sep 07	Andrew Atkin

Corporate Plan objective: Enhance Equality and Diversity arrangements and mainstream into all council activities (Ref: CO54)			
Departmental Plan objective: Improve Equality and Diversity Leadership and Corporate Commitment (Ref: OD27)		Risk Register Ref: PER1-4.6	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED016	Complete 2006/07 INRA assessments for Corporate Strategy Division	May07	Peter Turner
CED017	Agree DIA programme for Corporate Strategy Division	May07	Peter Turner
CED018	Complete 2007/08 INRA assessments for Corporate Strategy Division	Mar 08	Peter Turner
Corporate Plan objective: Develop and improve the effectiveness of the overview and scrutiny process (Ref: CO47)			
Departmental Plan objective: To continue to raise the profile of the work of the Overview and Scrutiny Function (Ref: OD09)		Risk Register Ref: REP1-1.9	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED020	Produce Annual Report detailing the work of the O&S Function during the previous Municipal Yr 2006/07	Jun 07	Charlotte Burnham
CED021	To revise the 'Overview and Scrutiny - An Introductory Guide' Leaflet	Sep07	Charlotte Burnham
Departmental Plan objective: Compilation and Delivery of the Scrutiny Work Programme 2007/08 (Ref: OD10)		Risk Register Ref: POL1-1.15	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED022	Agree all Overview and Scrutiny Work Programmes for 2007/08	May08	Charlotte Burnham
Departmental Plan objective: To implement the extended powers to Scrutiny as outlined in the Local Government Bill/Police and Justice Act 2006 (Ref: OD11)		Risk Register Ref: POL1-1.19	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED023	To formalise the extended powers of the Authority's Overview and Scrutiny Function to scrutinise the local Crime and Disorder Reduction Partnership and to implement the Community Call for Action provisions that will enable the public to trigger action on community safety issues that have not been adequately addressed by police/partners	Mar 08	Charlotte Burnham

Departmental Plan objective: To further enhance the knowledge of Non-Executive Members serving on the Overview and Scrutiny Committees (Ref: OD12)		Risk Register Ref: POL1-1.18	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED024	Identify opportunities available forenhancing knowledge and skills	Aug 07	Charlotte Bumham
Departmental Plan objective: Evaluate the work/added value to the Overview and Scrutiny arrangements in Hartlepool (Ref: OD13)		Risk Register Ref: POL1-1.17	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED025	Evaluate current overview and scrutiny arrangements	Feb 08	Charlotte Bumham
CED026	Identify areas to improve overview and scrutiny arrangements	Apr 08	Charlotte Bumham
Corporate Plan objective: Implement the Communicating with your Council plans (Ref: CO53)			
Departmental Plan objective: Implement Corporate Communications Strategy Action Plan (Ref: OD23)		Risk Register Ref: FIN1-1.3, POL1-1.2 REP1-1.1, REP1-1.2 REP1-1.5	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED030	Improve Employee Engagement	Mar 08	Alastair Rae
CED031	Measuring communications effectiveness and performance	Mar 08	Alastair Rae
CED032	Improve individual communications between managers and employees	Ongoing	Alastair Rae
CED033	The media can help the Council communicate its messages	Mar 08	Alastair Rae
CED034	Explore producing an A-Z of Council Services	Mar 08	Alastair Rae
CED035	Council Correspondence	Aug 07	Alastair Rae
CED036	Hartbeat	Jul 07	Alastair Rae
CED037	Ensure that the Council has a clear and consistent identity	Sep 07	Alastair Rae
CED038	Raise the profile of Hartlepool regionally, nationally and internationally	Mar 08	Alastair Rae

Corporate Plan objective: Implement the Communicating with your Council plans(Ref: CO53)			
Departmental Plan objective: Implement the Corporate Consultation Strategy Action Plan (Ref: OD24)		Risk Register Ref: ICT1-1.2, PER1-1.2, POL1-1.11	Key Pls: NEW LC1-3
Ref.	Action	Date to be Completed	Responsible Officer
CED045	Implement the Corporate Consultation Strategy throughout the Council	Jun 07	Liz Crookston
CED046	Ensure co-ordination of consultation activities	Mar 08	Liz Crookston
CED047	Ensure high standards of consultation work throughout the Council	Ongoing	Liz Crookston
CED048	Promote the use of e-consultation	Ongoing	Liz Crookston
CED049	Promote consultation with "hard to reach" groups	Mar 08	Liz Crookston
CED050	Promote the feedback of consultation outcomes	Ongoing	Liz Crookston
CED051	Develop monitoring and evaluation of consultation work	Sep 08	Liz Crookston
Departmental Plan objective: Implement the Corporate Complaints Strategy Action Plan (Ref: OD25)		Risk Register Ref: FIN1-1.3, POL1-1.2 REP1-1.1, REP1-1.2 REP1-1.5	Key Pls: BVPI 4, LPI CE13 NEW LC4 & LC5
Ref.	Action	Date to be Completed	Responsible Officer
CED052	Review the Corporate Complaints & Comments procedures	Ongoing	Liz Crookston
CED053	Review departmental procedures	May 07	Liz Crookston
CED054	Ensure the accessibility of the complaints & comments procedure for all groups	Ongoing	Liz Crookston
CED055	Publicise the complaints procedure	Jun 07	Liz Crookston
CED056	Equip officers to deal appropriately with complaints	Ongoing	Liz Crookston
CED057	Maximise use of complaints & comments information	Ongoing	Liz Crookston
Corporate Plan objective: Delivery of the ICT Strategy to support corporate objectives (Ref: CO58)			
Departmental Plan objective: Review of ICT Strategy to ensure links with other corporate objectives (Ref: OD39)		Risk Register Ref: ICT1-1.7	Key Pls:
Ref.	Action	Date to be Completed	Responsible Officer
CED060	Review ICT Strategy to ensure fit with business and departmental priorities	Nov 07	Joan Chapman
Departmental Plan objective: Identification and delivery of programme of priority projects (Ref: OD40)		Risk Register Ref: ICT1-1.4	Key Pls: LPI CE 14 - 17
Ref.	Action	Date to be Completed	Responsible Officer
CED061	Review of programme of priority projects to ensure fit with business priorities and ICT strategy	Apr 07 and ongoing	Joan Chapman

CED062	Increase take up of on line services	Jul 07	Joan Chapman
CED063	Implement and roll out EDRMS/Workflow solution	Apr 07 and ongoing	Joan Chapman
CED064	Further roll out of home and remote working	Apr 07 and ongoing	Joan Chapman
Corporate Plan objective: Implement the Communicating with your Council plans (Ref: CO53)			
Departmental Plan objective: Implement Corporate Communications Strategy Action Plan (Ref: OD23)		Risk Register Ref: FIN1-1.3, POL1-1.2 REP1-1.1, REP1-1.2 REP1-1.5	Key Pls:
Ref.	Action	Date to be Completed	Responsible Officer
CED065	Improving corporate communications with employees	Jul 07	Joan Chapman
CED066	Increase usage of intranet for internal communications	Aug 07	Joan Chapman
CED067	Continue to develop website as key external communication tool	Mar 08	Joan Chapman

FINANCE DIVISION			
Corporate Plan objective: Increasing financial resources within family environments to provide improved lifestyle opportunities (Ref: CO39)			
Departmental Plan objective: Undertake community engagement programme to raise awareness and accessibility to financial support (Ref: SC13)		Risk Register Ref: FIN1-3.3	Key PIs: LAA SC16-18
Ref.	Action	Date to be Completed	Responsible Officer
CED100	Develop and implement Annual Engagement Strategy	May07	John Morton
Corporate Plan objective: Development of Statement on Internal Control and Governance arrangements (Ref: CO48)			
Departmental Plan objective: Co-ordinate SIC Work Programme (Ref: OD14)		Risk Register Ref: PER1-3.4	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED101	Completed SIC Proformas	Mar 07	Noel Adamson
CED102	Corporate Evaluation of draft SIC by CMT	Apr 07	Noel Adamson
CED103	Report SIC document to Audit Committee	May07	Noel Adamson
Corporate Plan objective: Develop and Implement Efficiency Strategy (Ref: CO51)			
Departmental Plan objective: Review and further develop integrated Efficiency Strategy (Ref: OD19)		Risk Register Ref: ICT1-3.2 & ICT1-3.3	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED104	Centralisation of FMS – Payments arrangements	Jun 07	Mike Ward
CED105	Review of Payroll / Human Resources Service Delivery	Sep 07	Mike Ward
CED106	Development of EDRMS Workflow Rollout programme	Dec 07	Mike Ward
Corporate Plan objective: Develop Strategic Financial Plans (Ref: CO59)			
Departmental Plan objective: Develop robust Strategic Planning Framework (Ref: OD41)		Risk Register Ref: FIN1-3.3	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED107	Review of implications of Comprehensive Spending Review	Oct 07	Mike Ward

CED108	Evaluation of potential future financial risks	Oct 07	Mike Ward
CED109	Review impacts of 3 year government financial settlements	Oct 07	Mike Ward
Departmental Plan objective: Aligning Strategic and Financial Planning (Ref: OD42)		Risk Register Ref:	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED110	Strategic review of corporate service and financial objectives	Oct 07	Mike Ward
CED111	Integrate review outcomes into budget and service planning processes	Dec 07	Mike Ward
Corporate Plan objective: Enhance Equality and Diversity arrangements and mainstream into all council activities (Ref: CO54)			
Departmental Plan objective: Improve Equality and Diversity Leadership and Corporate Commitment (Ref: OD27)		Risk Register Ref: PER1-4.6	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED112	Complete 2006/07 INRA assessments for Finance Division	May 07	Mike Ward
CED113	Agree DIA programme for Finance Division	May 07	Mike Ward
CED114	Complete 2007/08 INRA assessments for Finance Division	Mar 08	Mike Ward
Corporate Plan objective: Continued development of service planning and performance management arrangements (Ref: CO44)			
Departmental Plan objective: Implement appropriate improvements to deliver requirements of Use of Resources (Ref: OD05)		Risk Register Ref: PER1-3.4	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED115	Develop detailed action plan for achieving improvements in CPA scores/criteria	Jul 07	Mike Ward

HUMAN RESOURCES DIVISION			
Corporate Plan objective: Put in place arrangements to ensure the structure of the authority and support arrangements are fit for purpose (Ref: CO49)			
Departmental Plan objective: Identify and implement structures appropriate to delivering high quality, efficient services (Ref: OD15)		Risk Register Ref: POL1-4.3, PER1-4.3 PER1-4.7 & PER1-4.1	Key Pls:
Ref.	Action	Date to be Completed	Responsible Officer
CED200	Improve Equality Structural arrangements	Jun 07	Joanne Machers
CED201	Review Employee Wellbeing structure	Jun 07	Joanne Machers
CED202	Support Departmental Restructures	Mar 08	Rachel Clark
Corporate Plan objective: Ensure arrangements in place to deal with new and existing legislation (Ref: CO50)			
Departmental Plan objective: Implement new and existing legislation (Ref: OD16)		Risk Register Ref: PER1-4.6, POL1-4.3 PER1-4.1, FIN1-4.1 ICT1-1.3 & POL1-2.3	Key Pls:
Ref.	Action	Date to be Completed	Responsible Officer
CED205	Implement Equalities related legislation	Mar 08	Alison Oxley
CED206	Implement processes relating to Home Information	Aug 07	Lorraine Bennison
CED207	Implement provisions of Electoral Admin Bill	Mar 08	Lorraine Bennison
Corporate Plan objective: Develop and Implement Efficiency Strategy (Ref: CO51)			
Departmental Plan objective: Review and further develop integrated Efficiency Strategy (Ref: OD19)		Risk Register Ref: ICT1-3.2, ICT1-3.3 ICT1-1.7, FIN1-4.1 & PER1-4.7	Key Pls:
Ref.	Action	Date to be Completed	Responsible Officer
CED210	Improve Reprographics Service	Mar 08	Christine Armstrong
CED211	Implement standardised address database	Mar 08	Lorraine Bennison

Corporate Plan objective: Develop the Contact Centre to increase the range of services provided (Ref: CO52)			
Departmental Plan objective: Develop the single point of access (Ref: OD20)		Risk Register Ref: REP1-4.1	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED215	Implement Contact Centre Roll Out Action Plan	Ongoing from Apr 07	Christine Armstrong
CED216	Implement Contact Centre Service Integration Action Plan	Mar 08	Dale Owens
CED217	Implement Contact Centre Technology Action Plan	Sep 07	Dale Owens
CED218	Encourage self-service	Dec 07	Dale Owens
Departmental Plan objective: Develop links with partner organisations including voluntary and community sector (Ref: OD21)		Risk Register Ref: REP1-4.1	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED219	Implement Contact Centre Partnership Working Action Plan	Mar 08	Christine Armstrong
Departmental Plan objective: Develop and agree communication arrangements (Ref: OD22)		Risk Register Ref: REP1-4.1	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED220	Implement Contact Centre Communications Action Plan	Mar 08	Christine Armstrong
Corporate Plan objective: Implement the Communicating with your Council plans (Ref: CO53)			
Departmental Plan objective: Improve Customer Care and Service Delivery (Ref: OD26)		Risk Register Ref: REP1-4.1 & PER1-4.1	Key PIs:
CED225	Implement Customer Service Champions Action Plan	Mar 08	Christine Armstrong
Corporate Plan objective: Enhance Equality and Diversity arrangements and mainstream into all council activities (Ref: CO54)			
Departmental Plan objective: Improve Equality and Diversity Leadership and Corporate Commitment (Ref: OD27)		Risk Register Ref: PER1-4.6 & POL1-4.3	Key PIs: BVPI 2a, BVPI 2b
Ref:	Action	Date to be Completed	Responsible Officer
CED230	Publish, Implement and Monitor Equality Schemes	Mar 08	Vijaya Kotur

CED231	Improve Equalities BVPI performance	Mar 08	Waly Stagg
CED232	Complete 2006/07 INRA assessments for HR Division	May 07	Waly Stagg
CED233	Agree DIA programme for HR Division	May 07	Waly Stagg
CED234	Complete 2007/08 INRA assessments for HR Division	Mar 08	Waly Stagg
Corporate Plan objective: Implement Elected Member Development Strategy (Ref: CO55)			
Departmental Plan objective: Further develop the skills and knowledge of Elected Members (Ref: OD28)		Risk Register Ref: PER1-4.4 & POL1-4.3	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED240	Offer each Elected Member the opportunity to complete a personal development plan	Mar 08	Julie Wilson
CED241	Develop the Equality and Diversity Skills of Elected Members	Sep 07	Julie Wilson
Departmental Plan objective: Assess and develop the ICT skills of Elected Members to support e-democracy (Ref: OD29)		Risk Register Ref: PER1-4.4	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED242	Offer each Elected Member the opportunity to complete an ICT assessment.	Dec 07	Julie Wilson
Departmental Plan objective: Continue the commitment made to working towards the North East Charter for Member Development (Ref: OD30)		Risk Register Ref: PER1-4.4	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED243	Revise Elected Member Development Strategy	Dec 07	Joanne Machers
CED244	Ensure Potential candidates and newly Elected Members are aware of the role of an Elected Member and the support available to them	May 07	Julie Wilson
CED245	Produce Action Plan for working towards the Charter	Oct 07	Joanne Machers
Corporate Plan objective: Implement the People Strategy and the Workforce Development Strategy (Ref: CO56)			
Departmental Plan objective: Implement Plans to Develop & Promote Active, Visible and Effective Leadership (Ref: OD31)		Risk Register Ref: PER1-4.4 & PER1-4.1	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED250	Develop, promote and improve manager core skills	Mar 08	Lucy Armstrong
CED251	Develop Manager Coaching & mentoring Skills via LMDP	Mar 08	Lucy Armstrong

Departmental Plan objective: Implement Plans to Continually Improve What We Do (Ref: OD32)		Risk Register Ref: POL1-4.3, PER1-4.6 PER1-4.1, PER1-4.7 FIN1-4.1	Key PIs: BVPI 11a-c BVPI 16a+b LPI HR 1a-g LPI HR 2a+b
Ref.	Action	Date to be Completed	Responsible Officer
CED252	Improve Workforce Profile information and usage	Mar 08	Waly Stagg
CED253	Benchmark HR function	Mar 08	Joanne Machers
CED254	Launch People Strategy	Jun 07	Joanne Machers
CED255	Develop & implement Services Standards	Sep 07	Alison Oxley
CED256	Review Learning Resource Centre usage and capability	Mar 08	Lucy Armstrong
CED257	Review, revise and introduce updated schools procedures	Mar 08	Alison Swann
CED258	Review, revise and introduce updated Induction process	Sep 07	Julie Wilson
CED259	Review, revise and introduce updated Qualification based training process	May 07	Rachel Wood
CED260	Achieve Corporate LiP status	Mar 08	Lucy Armstrong
Departmental Plan objective: Implement Plans to Develop Skills of the Workforce (Ref: OD33)		Risk Register Ref: POL1-4.3, PER1-4.1 PER1-4.4	Key PIs: BVPI 11a-c BVPI 16a+b LPI HR 1a-g LPI HR 2a+b
Ref.	Action	Date to be Completed	Responsible Officer
CED261	Provide Equality Standard Training	Mar 08	Lucy Armstrong
CED262	Bid for additional financial resources to support the delivery of the strategy	Aug 07	Joanne Machers
CED263	Deliver a corporate training programme to include the core skills for all staff	Aug 07	Lucy Armstrong
CED264	Develop workforce skills audit process	Jul 07	Lucy Armstrong
CED265	Embed Skills For Life in to all development programmes	Oct 07	Lucy Armstrong
Departmental Plan objective: Implement Plans to Promote Healthy Working (Ref: OD34)		Risk Register Ref: PER1-4.3, PER1-4.6 PER5-1.1, FIN14.1 CPS1-4.3	Key PIs: BVPI 12
Ref.	Action	Date to be Completed	Responsible Officer
CED266	Improve absence management arrangements	Dec 07	Rachel Clark
CED267	Improve Health and Safety Arrangements	Mar 08	David Quainton

Departmental Plan objective: Implement Plans to Effectively Recognise, Engage and Reward the Workforce (Ref: OD35)		Risk Register Ref: PER1-4.1	Key Pls:
Ref.	Action	Date to be Completed	Responsible Officer
CED268	Manage Employee Consultation	Mar 08	Waly Stagg
CED269	Improve Communications with Employees	Mar 08	Waly Stagg
CED270	Celebrate Employee Achievement	Mar 08	Waly Stagg
Departmental Plan objective: Implement plans to Effectively Use Resources & Invest in the Future (Ref: OD36)		Risk Register Ref: PER 1-4.1, PER1-4.4 PER1-4.3	Key Pls: BVPI 11a-c BVPI 16a+b LPI HR 1a-g LPI HR 2a+b
Ref.	Action	Date to be Completed	Responsible Officer
CED271	Increase Workforce Planning skills amongst managers	Mar 08	Lucy Armstrong
CED272	Improve Recruitment Process	Mar 08	Georgina Taylor
CED273	Revised competency frameworks introduced across the authority	Mar 08	Lucy Armstrong
Corporate Plan objective: Implement Pay and Grading and Single Status arrangements (Ref: CO57)			
Departmental Plan objective: Implement Revised Pay and Grading Structure (Ref: OD37)		Risk Register Ref: POL1-4.3 & FIN5-1.1	Key Pls:
Ref.	Action	Date to be Completed	Responsible Officer
CED275	Determine Provisional Pay and Grading Structure	Aug 07	Joanne Machers
CED276	Communicate Pay and Grading Structure to Workforce and Managers	Sep 07	Martyn Ingram
CED277	Determine and Implement Final Pay and Grading Structure	Mar 08	Joanne Machers
CED278	Determine Post Implementation Pay and Grading Arrangements	Mar 08	Waly Stagg
Departmental Plan objective: Implement revised Single Status Conditions of Service (Ref: OD38)		Risk Register Ref: POL1-4.3 & FIN5-1.1	Key Pls:
Ref.	Action	Date to be Completed	Responsible Officer
CED279	Determine Provisional Conditions of Service arrangements	Aug 07	Joanne Machers
CED280	Communicate Conditions of Service arrangements to Workforce and Managers	Jun 07	Martyn Ingram
CED281	Implement Monthly Pay for all employees	Mar 08	Alison Swann
CED282	Determine and Implement Final Conditions of Service arrangements	Sep 07	Joanne Machers

Corporate Plan objective: Freedom from discrimination or harassment (Ref: CO40)			
Departmental Plan objective: Improve Consultation, Community Development and Scrutiny (Ref: SC14)		Risk Register Ref: POL1-4.3	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED285	Improve Diversity Scrutiny arrangements	Mar 08	Vijaya Kotur
Departmental Plan objective: Improve Service Delivery and Customer Care (Ref: SC15)		Risk Register Ref: POL1-4.3 & PER1-4.1	Key PIs: BVPI 2a
Ref.	Action	Date to be Completed	Responsible Officer
CED286	Implement Access Strategy Framework	Mar 08	Waly Stagg
CED287	Depts complete DIAs and INRAs	Nov 07	Joanne Machers
CED288	Embed Diversity issues into Partnership working	Mar 08	Vijaya Kotur

LEGAL SERVICES DIVISION			
Corporate Plan objective: Ensure arrangements in place to deal with new and existing legislation (Ref: CO50)			
Departmental Plan objective: Implement new and existing legislation (Ref: OD16)		Risk Register Ref: PER1-4.6, POL1-4.3 PER1-4.1, FIN14.1 ICT1-1.3 & POL1-2.3	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED300	Advise on new and existing legislation and in the implementation thereof	Jun 07 and ongoing	Tony Brown
Departmental Plan objective: Continue to develop and implement the ethical framework through revisions to the Member Code of Conduct and the introduction of an Officers Code (Ref: OD17)		Risk Register Ref: POL1-2.2	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED301	Develop Ethical Arrangements	May 07 and ongoing	Tony Brown
CED302	Revision of the Members Code of Conduct	Mar-08	Tony Brown
CED303	Introduction of the Officer's Code of Conduct	Mar-08	Tony Brown
Corporate Plan objective: Enhance Equality and Diversity arrangements and mainstream into all council activities (Ref: CO54)			
Departmental Plan objective: Improve Equality and Diversity Leadership and Corporate Commitment (Ref: OD27)		Risk Register Ref: PER1-4.6	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED305	Complete 2006/07 INRA assessments for Legal Division	May 07	Alyson Camen
CED306	Agree DIA programme for Legal Division	May 07	Alyson Camen
CED307	Complete 2007/08 INRA assessments for Legal Division	Mar 08	Alyson Camen

PROCUREMENT & PROPERTY SERVICES			
Corporate Plan objective: Develop and Implement Efficiency Strategy (Ref: CO51)			
Departmental Plan objective: Implement 5 year Procurement Plan (Ref: OD18)		Risk Register Ref: FIN5-1.3	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED400	Development of Strategic Procurement function	Feb 08	Graham Frankland
CED401	Review Procurement Strategy	Mar 08	Graham Frankland
CED402	Deliver guidance and training on procurement	Apr 07 and ongoing	Graham Frankland
CED403	Develop 5 year Procurement Plan	Feb 08	Graham Frankland
CED404	Develop sustainability in procurement and promote use of local businesses(Link JE02)	From April 07	Graham Frankland
CED405	Complete Spend Analysis	Aug 07	Karen Burke
CED406	Deliver Key Corporate Procurement Projects	Mar 08	Karen Burke
CED407	Develop eProcurement	Mar 08	Ursula Larkin
CED408	Rationalise Asset Base	Mar 08	Graham Frankland
CED409	Embed Diversity issues into Procurement	Mar 08	Graham Frankland
Departmental Plan objective: Review and further develop integrated Efficiency Strategy (Ref: OD19)		Risk Register Ref: ICT1-3.2 & ICT1-3.3 ICT1-1.7, FIN1-4.1 & PER1-4.7	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED410	Develop BPR Strategy across Council	From May 07	Graham Frankland/Mike Ward

Section 2 –Objectives that are specific to the Chief Executives department

CORPORATE STRATEGY DIVISION			
Departmental Plan objective: Implement Data Quality Action Plan (Ref: CEDO01)		Risk Register Ref: POL1-1.10	Key PIs: LPI CE9+ CE10
Ref.	Action	Date to be Completed	Responsible Officer
CED500	To ensure that the Council's performance data is relevant, accurate, timely and complete	Feb 08	Peter Turner
CED501	To ensure that where data is exchanged with other organisations appropriate protocols are in place	Dec 07	Peter Turner
CED502	To ensure that the quality of data is regularly monitored and checked	Mar 08	David Hunt
CED503	To ensure that appropriate mechanisms are in place to keep staff aware of the Council's data quality requirements and provide suitable training	Mar 08	Peter Turner
Departmental Plan objective: Put in place appropriate arrangements for development of MAAs, LAAs and associated governance (Ref: CEDO02)		Risk Register Ref: POL5-1.7 POL5-1.8	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED504	Undertake and take part in feasibility testing	Jul 08	Andrew Atkin
CED505	Review arrangements in place to deliver LAA and MAA aligned with Community Strategy and Governance considerations	Mar 08	Andrew Atkin
Departmental Plan objective: Review of NIS Contract (Ref: CEDO03)		Risk Register Ref: CPS1-1.2 & ICT5-1.1	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED510	Reach agreement between NIS and HBC on revised contract and SLA	Nov 07	Joan Chapman
CED511	Mapping bp level process with regard to planning for end of 10 year agreement with NIS	Dec 07	Joan Chapman
CED512	Conduct annual contract review	Nov 07	Joan Chapman
Departmental Plan objective: Develop and improve efficiency and effectiveness of democratic function (Ref: CEDO04)		Risk Register Ref: PER1-1.3	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED515	Review efficient delivery of democratic processes	Jun 07 and ongoing	Amanda Whitaker

CED516	Raise profile of Democratic Services Team	Nov 07	Amanda Whitaker
Departmental Plan objective: Supporting the Council's Democratic Processes (Ref: CEDO05)		Risk Register Ref: PER1-1.5 & ASS1-1.2	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED517	Administration of Council's Executive, Non-Executive and Scrutiny processes	May 07 and ongoing	Amanda Whitaker
Departmental Plan objective: Manage programme of BVPI surveys (Ref: CEDO06)		Risk Register Ref: POL1-1.11	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED520	Ensure reporting of General Survey results to depts and elected members	Jul 07	Liz Crookston
CED521	Ensure appropriate reporting of results of Planning, Library & Benefits by depts responsible	Jul 07	Liz Crookston
Departmental Plan objective: Manage the Citizen's Panel - View point (Ref: CEDO07)		Risk Register Ref: ICT1-1.2 & PER1-1.2	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED522	Plan, carry out and report survey results to client departments - 3 phases	Ongoing	Lisa Anderson
CED523	Report to Portfolio Holder on outcomes - 3 phases	Ongoing	Lisa Anderson
CED524	On-going follow up on use of previous results. To be reported to Portfolio Holder with standard reports	Ongoing	Lisa Anderson
Departmental Plan objective: Statistics & information support (Ref: CEDO08)		Risk Register Ref: CPS1-1.1	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED525	Council Factfile 2007 - design and issue	May 07	Lisa Anderson
CED526	TVJSU Information and Forecasting group - attend meetings and disseminate information	Ongoing	Lisa Anderson

HUMAN RESOURCES DIVISION			
Departmental Plan objective: Review HR Base Budget provision (Ref: CEDO10)		Risk Register Ref: PER1-4.7, FIN1-4.1	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED600	Undertake detailed examination of HR expenditure	Mar 08	Waly Stagg
CED601	Identify budget pressures	Sep 07	Joanne Machers
CED602	Address any workforce issues which arise	Mar 08	Joanne Machers
Departmental Plan objective: Improve support services to Members (Ref: CEDO11)		Risk Register Ref: PER1-1.5	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED605	Review Members support services	Dec 07	Christine Armstrong
CED606	Enhance ward surgery arrangements	Sep 07	Christine Armstrong
CED607	Provide ICT support	Ongoing from Apr 07	Christine Armstrong
CED608	Review Members' Handbook	Dec 07	Christine Armstrong
CED609	Review civic regalia	Mar 08	Christine Armstrong

FINANCE DIVISION			
FINANCIAL SERVICES			
Departmental Plan objective: Development of arrangements for implementation of DWP Benefits Local Housing Allowance Scheme April 2008 (Ref: CED012)		Risk Register Ref: PER1-3.4	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED700	Introduction of direct bank credit payments with major registered social landlords	Jun 07	John Morton
CED701	Engagement with Credit Union and Banks re establishment of bank account arrangements for benefit claimants	Sep 07	John Morton
CED702	Implement communication strategy with Landlords covering new arrangements	Mar 08	Christopher Akers Belcher
CED703	Liaison with Rent Officer Service re future rent framework within the Borough	Sep 07	Julie Pullman
CED704	Implementation of DWP Local Housing Allowance toolkit	Mar 08	John Morton
Departmental Plan objective: Maintain Benefits Service CPA score 2007 (Ref: CED013)		Risk Register Ref: ICT1-3.3 & PER1-3.4	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED705	Benchmark Benefits Service against DWP Performance Standards	May 07	Christopher Akers Belcher
CED706	Finalise 2007 submission	Jun 07	Christopher Akers Belcher
CED707	Develop Service Action Plan on issues arising	Sep 07	Christopher Akers Belcher
Departmental Plan objective: Review of Interdepartmental Insurance Charging Framework (Ref: CED014)		Risk Register Ref: PER1-3.4	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED710	Analysis of claim history / risks	Sep 07	Kevin Shears
CED711	Financially model alternative charging bases/ departmental budget impacts	Dec 07	Kevin Shears
Departmental Plan objective: Implementation of FMS Phase 3 (Ref: CED015)		Risk Register Ref: ICT1-3.2	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED715	Evaluate alternative software arrangements	July 07	Kevin Shears
CED716	Determine project plan / proposal for implementation of Phase 3	Sept 07	Kevin Shears

Departmental Plan objective: Develop Governance Arrangements (Ref: CEDO16)		Risk Register Ref:	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED720	Review and analyse new CIPFA Audit Code of Practice	Dec 07	Noel Adamson
CED721	Consolidate new guidance into Internal Audit Manual and Management Arrangements	Dec 07	Noel Adamson
Departmental Plan objective: Implement National Benefits Performance Management Framework (Ref: CEDO17)		Risk Register Ref: ICT1-3.3	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED725	Register council and test IT links to voluntary national performance database	Sep 07	Christopher Akers Belcher
CED726	Submit performance data and analyse comparative results	Dec 07	Christopher Akers Belcher
CED727	Develop /implement improvement action plans.	Dec 07	Christopher Akers Belcher
Departmental Plan objective: Development of Business Continuity Strategy (Ref: CEDO18)		Risk Register Ref: ICT5-1.1	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED730	Completed Building Risk pro-forma to be considered	Apr 07	Mike Ward
CED731	Review Building Risk plan and finalise for distribution	Jul 07	Mike Ward
CED732	Completed People Risk pro-forma to be considered	Jul 07	Mike Ward
CED733	Review People Risk plan and finalise for distribution	Oct 07	Mike Ward
CED734	Completed Suppliers Risk pro-forma to be considered	Oct 07	Mike Ward
CED735	Review Suppliers Risk Plan and finalise for distribution	Jan 08	Mike Ward
CED736	Completed ICT Risk pro-forma to be considered	Jan 08	Mike Ward
CED737	Review ICT Risk Plan and finalise for distribution	Apr 08	Mike Ward
CED738	Review Programme and Set new milestones	Apr 08	Mike Ward
Departmental Plan objective: Embed awareness and use of risk management across the Council (Ref: CEDO19)		Risk Register Ref:	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED739	Develop /implement ongoing refresher training for members and senior officers.	Dec 07	Paul Hamilton
Departmental Plan objective: Maintenance of Risk Management Framework (Ref: CEDO20)		Risk Register Ref: PER1-3.4	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED740	Undertake quarterly review of Chief Executive's department risk register	Jun 07	Paul Hamilton

CED741	Undertake as part of the corporate risk management group quarterly review of other departmental risk registers	Jun 07	Paul Hamilton
Departmental Plan objective: Extend and evaluate homeworking pilot (Ref: CEDO21)		Risk Register Ref: PER1-3.1	Key PIs:
Ref.	Action	Date to be Completed	Responsible Officer
CED745	Promote and extend homeworking arrangements	May07	Paula Bass
CED746	Report Homeworking pilot evaluation to joint trades union group	May07	Paula Bass

LEGAL SERVICES DIVISION			
Departmental Plan objective: Review and implement arrangements to ensure appropriate Standards and Ethics framework are in place (Ref: CEDO22)		Risk Register Ref: POL1-2.2	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED800	Explore potential for Council wide 'Political Groups' protocols and procedures	Mar 08	Tony Brown
CED801	Improve procedures for declaration of personal / prejudicial interests and minuting of declarations made	Mar 08	Tony Brown
CED802	Enhance role of Standards Committee as a 'proactive committee'	Mar 08	Tony Brown
CED803	Develop Officer Code of Conduct preparatory to introduction of Model Code	Mar 08	Tony Brown
Departmental Plan objective: Review Delegation Scheme (Ref: CEDO23)		Risk Register Ref: POL1-2.2	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED805	Review current delegations to officers	Mar 08	Tony Brown

Performance Indicators

The action plan detailed a number of Performance Indicators that will be used to measure the successful implementation of the actions. Those indicators are included in more detail in the table below.

Ref	Definition	Outturn 2006/07	Target 2007/08
BVPI 11a	Percentage of top 5% earners that are w omen		
BVPI 11b	Percentage of top 5% earners from black and minority ethnic communities		
BVPI 11c	Percentage of top 5% earners w ho has a disability		
BVPI 16a	Percentage of disabled employees		
BVPI 16b	Percentage of economically active disabled community population		
BVPI 12	Number of w orking days lost due to sickness absence		
BVPI 2a	The equality standard for local government in England		
BVPI 2b	Duty to promote race equality		
LPI CE9	PIs amended as a result of external audit	2	0
LPI CE10	PIs qualified as a result of external audit	0	0
LPI CE 14	Number of w ebsite hits		
LPI CE 15	Number of online transactions		
LPI CE 16	Number of permanent and ad hoc home w orkers established		
LPI CE 17	Number of available on-line services		
LPI HR 1a	%age of employees aged under 18	0.36%	to be set
LPI HR 1b	%age of employees aged 18-24	5.90%	to be set
LPI HR 1c	%age of employees aged 25-34	18.88%	to be set
LPI HR 1d	%age of employees aged 35-44	29.60%	to be set
LPI HR 1e	%age of employees aged 45-54	29.80%	to be set
LPI HR 1f	%age of employees aged 55-64	15.36%	to be set
LPI HR 1g	%age of employees aged 65+	0.11%	to be set
LPI HR 2a	%age of employees w ho are male	25.71%	to be set
LPI HR 2b	%age of employees w ho are female	74.29%	to be set

Associated Risks

Within the action plan each objective had identified risks that could effect the successful implementation of the objective and associated actions. Those risks are included in more detail in the table below.

Risk Register Ref	Departmental Objective (Ref)	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Resp. Officer
ASS1-1.2	CEDO05	Los of use of Civic Centre for meetings and/or as an administrative base	L	Other Council owned venues to be utilised where possible, e.g. Municipal, Town Hall, Borough Hall and Community Centres. List of viable alternative venues available	Quarterly DRRreview and annual service plan process	Quarterly DRRreview and annual service plan process	Amanda Whitaker
CPS1-1.1	CEDO08	Poor quality or loss of information from external partners. E.g. JSU	L	Continue funding JSU with four other districts. Regular meetings with JSU to maintain standards	Quarterly DRRreview and annual service plan process	Last reviewed 5.03 .07 Next review 31 06 07	Liz Crookston
CPS1-1.2	CEDO03	Loss of ICT service due to contract problems with Northgate	L	Regular monitoring of Northgate performance, Ongoing negotiations, Client side officer in post and independent advice, Open dialogue and regular monitoring with Northgate, Regular meetings between CEX, ACE and NIS Director. Contract Review facilitated by NCC.	Quarterly review of risk register and annual service planning process	Quarterly DRR review and annual service plan process	Andrew Atkin
CPS1-4.3	OD34	Failure of external suppliers / providers to consistently provide services, leading to HR not delivering services to departments	M	Service standards included in some contracts e.g. Advertising, Occupational Health. Suppliers assessed for their capability, track record and financial stability.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Wally Stagg
FIN1-1.3	OD23	Failure to publish Hartbeat magazine	L	Close monitoring of advertising trends/Awareness of other advertising agency service providers/Recruited an additional editorial partner to reduce costs/Retendered on the design of Hartbeat to improve appearance/Launching Jobs page from June 07	Quarterly via Communications Action Plan monitoring	Quarterly DRRreview and annual service plan process	Alastair Rae

Risk Register Ref	Departmental Objective (Ref)	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Resp. Officer
FIN1-3.3	OD41 SC13	Loss of Grant funding	M	Effective monitoring. Regular reporting. Loss of funding has been considered during the budget process	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Mike Ward
FIN1-4.1	OD16 OD19 OD32 OD34 CEDO10	Failure to achieve external income leading to budget reductions resulting in a reduction of staff	H	Specific resources dedicated to recovery of overpayments and 3rd party income. Account managers for schools in place. To some extent, staffing arrangements reflect permanency of funding. CRB costs curtailed in relation to income. Pension Processing efficiencies implemented	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Wally Stagg
FIN5-1.1	OD37 OD38	Future Equal Pay claims	H	Resources have been factored into the budget strategy for future pay claims. Consultation & negotiation with staff and unions with ACAS support. Job Evaluation scheme is progressing. Manual Workers JE Scheme & Communication Strategy complete.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Joanne Machers
FIN5-1.3	OD18	Failure to implement National Procurement Strategy	L	Corporate Procurement group established to drive implementation of national and local strategy requirements. Procurement strategy developed & baseline developed with progress and performance being monitored. Collaborative link with NE Centre of Excellence & Tees Valley Authorities. E procurement needs identified as part of IEG4. 5 year procurement plan in place with linked projects. Contract procedure rules updated.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Graham Frankland
ICT1-1.2	OD24 CEDO07	Failure to ensure quality of consultation service by external agencies	L	Questionnaires personally collected. Validity checks. Works to data protection principles.	Quarterly DRR review and annual service plan process	Last reviewed 5.03.07 Next review 31 06 07	Liz Crookston

Risk Register Ref	Departmental Objective (Ref)	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Resp. Officer
ICT 1-1.3	OD16	Failure of IT system adversely affects ability to carry out statutory duties	L	Back up data. Replacement connection to Civic Centre now completed. Training of staff in manual registration. Back up internet access being arranged	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Peter Spires
ICT 1-1.4	OD40	Lack of system integration	L	Advice provided by Northgate and software suppliers, Clientside officer now in post, System integration included in all project plans, ICT strategy produced	Quarterly review of risk register, annual service planning process, supervision arrangements up to CE and with E Govt team	Quarterly DRR review and annual service plan process	Joan Chapman
ICT 1-1.6	OD02	Loss of SR means performance management database cannot be maintained or developed	M	Developing database admin skills within Policy Team. £50k budget to invest in new system for 2008/09. Project Plan for procurement of system is underway.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Peter Turner
ICT 1-1.7	OD19 OD39	Failure of ICT to support corporate objectives	L	Regular review of strategy by ICT Steering Group. Review of Steering Group and links with CMT, budget and corporate plan	Quarterly review of risk register, annual service planning process, supervision arrangements up to CE and with E Govt team	Quarterly DRR review and annual service plan process	Joan Chapman
ICT 1-3.2	OD19 CEDO15	Failure of Financial Management Systems	M	Disaster recovery plans. Back up and recovery procedures. Comprehensive testing following implementation and upgrades. Manual cheque for payments	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Mike Ward
ICT 1-3.3	OD19 CEDO13 CEDO17	Failure of IT service policy system	M	Disaster recovery plans in place. Back up & recovery process established. Comprehensive testing following implementation and upgrades. Joint forward planning meetings are in place between HBC/NIS relating to system upgrades/software	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	John Morton

Risk Register Ref	Departmental Objective (Ref)	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Resp. Officer
ICT5-1.1	CEDO03 CEDO18	Failure or lack of access to Critical ICT systems	L	Data back up and recovery plans operated by Northgate. Information security action plan is in place to address the requirements of the Audit Commission audit. Ind. Prof. ICT advice now in place. Core system service standards availability added into the SLA - new. SLA serv. Stds revised upwards in terms of available. Client Support Officer now in post - Northgate qual/serv standards.	Quarterly review of risk register and annual service planning process	Quarterly DRR review and annual service plan process	Andrew Atkin
PER1-1.2	OD24 CEDO07	Failure to promote safety issues of survey interviewers when working away from office.	L	Health and Safety procedures. Provision of First aid packs. Interviewer briefings	Quarterly DRR review and annual service plan process	Last reviewed 5.3.07 Next review 31.6.07	Liz Crookston
PER1-1.3	CEDO04	Retention of key staff	L	Training junior staff to deputise for key roles. Increased flexibility will reduce the need to recruit. Maximising opportunities such as the Graduate Management Training Programme. Opportunities identified for progression among staff members	Quarterly review of risk register and annual service planning process	Quarterly DRR review and annual service plan process	Andrew Atkin
PER1-1.5	CEDO05 CEDO11	Serious problems prevent Councillors and staff attending decision making meetings	L	Meetings would be abandoned until such time as sufficient Councillors/ staff can attend. BCP in place.	Quarterly DRR review and annual service plan process	Quarterly DRR review and annual service plan process	Amanda Whitaker
PER1-3.1	CEDO21	Dispersal of staff over a number of locations	L	None	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Mike Ward
PER1-3.4	OD05 OD14 CEDO12 CEDO13 CEDO14 CEDO20	Failure to retain and recruit key staff	M	Annual training plans inc workforce development programme for management. Rotation of staff within service areas. Re-prioritise workload issues. Consider flexible working arrs. Implemented a home working policy. Implemented compressed hours.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	John Morton

Risk Register Ref	Departmental Objective (Ref)	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Resp. Officer
PER1-4.1	SC15 OD15 OD16 OD26 OD31 OD32 OD33 OD35 OD36	Poor recruitment / training / development / retention resulting in a failure to maintain a suitably skilled / experienced / procedure compliant workforce leading to inadequate/ inappropriate service delivery / behaviour by employees	A	Recruitment strategy & policy and pre-employment checks, performance management. Written terms and conditions of service to ensure consistency and equality. Whistleblowing policy, Summary of Conduct for employees. Peer influence, Constitution. Politically restricted posts. Workforce development planning and training and development for employees at all levels	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Joanne Machers
PER1-4.3	OD34 OD36	Avoidance of a major accident or incident	L	Suitably qualified and training for staff. Policies and procedures in place. External assessment of arrangements. Maintenance arrangements e.g. property, valuables, by qualified persons. Bomb procedures in place.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	David Quainton
PER1-4.4	OD28 OD29 OD30 OD31 OD33 OD36	Management development programme does not meet objectives, leading to managers not having the necessary competence, capability and knowledge to fulfil their roles effectively	M	"Be the Difference" brand established and recognised across the authority. Phase 2 designed and launched. Monitoring system in place to identify those managers who still need to attend the phase 1 2 day programme. Monitoring system in place to track individual manager progress through phase 2 Mandatory modules and skills sessions. Clear ownership by CMT. Development programme for new supervisors and team leaders designed and due to be rolled out. System of consultation and communication with employees and their representatives. Visible senior management commitment by Chief Executive & Performance Management Portfolio holder. Policies and procedures in place and reviewed regularly. Internal resources for advice and monitoring. Access to	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Wally Stagg
PER1-4.6	OD16 OD27 OD32 OD34	Failure to comply with legislation leading to unlawful acts, loss of morale, poor industrial relations and/or accidents to employees, resulting in industrial, criminal or civil action against the Council.	M		Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Alison Swann

Risk Register Ref	Departmental Objective (Ref)	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Resp. Officer
PER1-4.7	OD15 OD19 OD32 CEDO10	Shortage of skilled staff leading to an inability to fulfil HR commitments resulting in SLA's and/or service standards not being met and some tasks not being undertaken	L	updates and case law material. Recruitment of competent managers; training in inter-personal and other relevant skills and legislation. Regular training/briefing sessions delivered by competent HR Professionals. Training and development of existing staff (via Appraisal). Rotation of staff within the teams. Access to agency staff. Introduce exit interviews.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Alison Oxley
PER5-1.1	OD34	Loss of key staff/insufficient numbers of staff to match service delivery demands	M	Development of career guide structures in Regeneration and Planning. Use of outside support as appropriate - Agency & Consultants. Mainstreaming of exit strategies for some posts. Recruitment & Retention team in place within Human Resources with Recruitment and Retention Strategy agreed. Corporate Restructure complete & new directors grading structure agreed. People Strategy and Workforce Development Plan in place. Attendance Management arrangements.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Joanne Machers
POL1-1.2	OD23	Failure to ensure good communication channels in the event of a major incident	L	An effective emergency communications plan /Regular testing of the plan through exercises /Regular updating of the plan/Further training to deal with major emergency incidents.	Quarterly via Communications Action Plan monitoring	Quarterly DRR review and annual service plan process	Alastair Rae
POL1-1.11	OD24	Failure to carry out BVPI surveys in accordance with ODPM guidelines- sampling, methodology etc.	L	Professional staff assessing criteria and ensuring surveys meet the specification, Allocation of time and consultation budget to enable work to be done, Support/ info for other departments and budget where appropriate	Quarterly DRR review and annual service plan process	Last reviewed 5.3.07 Next review 31.6.07	Liz Crookston

Risk Register Ref	Departmental Objective (Ref)	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Resp. Officer
POL1-1.10	OD01 CEDO01	Failure to collect PI'S/ Publish BVPP will result in adverse publicity and potentially external intervention	L	Project plan/timetable produced. Risk access PI's and Internal Audit access high risk PI's. PI co-ordinators arrangements in place, briefed January each year on process.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Peter Turner
POL1-1.7	OD02 OD03 OD04	Failure to achieve continuous improvement resulting in a decline in council performance compared with other LAs	M	Corporate service planning/performance management arrangements in place. VFM/efficiency/BPR programme in place. PI reports identify areas of declining performance. Performance agreements are also being developed with CMT.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Peter Turner
POL1-1.11	CEDO06	Failure to carry out BVPI surveys in accordance with ODPM guidelines- sampling, methodology etc.	L	Professional staff assessing criteria and ensuring surveys meet the specification, Allocation of time and consultation budget to enable work to be done, Support/ info for other departments and budget where appropriate	Quarterly DRR review and annual service plan process	Last reviewed 5.03 .07 Next review 31 06 07	Liz Crookston
POL1-2.3	OD16	Electoral problems/failures/legal challenges lead to Mayor/councillors not being elected to Council	L	Existing electoral procedures and Law. New Election Regulations - assessment of impact. Staff training on new regulations	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Tony Brown
POL1-4.3	SC14 SC15 OD15 OD16 OD27 OD28 OD32 OD33 OD37 OD38	Failure to integrate equality into all aspects of the Council's work leading to non compliance with legislation and Council aims	L	Diversity Steering Group in place with detailed action plan. Departmental Equality Groups established. Equality considerations included in service planning arrangements. Level 2 of the Equality standard achieved. External assessment achieved. External assessment received. Internal Assessment (es@t)	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Wally Stagg
POL5-1.7	OD06 OD07 CEDO02	Potential negative effect of changes in local authority structures on Hartlepool	M	Promote H/Pool's success at National, Regional and Sub Regional. Keep abreast of changing/emerging policies and ensuring that the success of	Quarterly DRR review and annual service plan process	Quarterly DRR review and annual service plan process	Paul Walker

Risk Register Ref	Departmental Objective (Ref)	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Resp. Officer
				H/pool is recognised. Responding to national consultation on the role & function of local authorities. Ensuring continued focus on achievement of local priorities.			
POL5-1.8	CEDO02	National & regional needs imposed which may not reflect Hartlepool needs including the creation of City Regions	M	Ongoing responses to Gov consultation on changes or potential changes at a nat & reg level e.g. Lyons Enquiry. Promoting Hartlepool both within the Region & to a wider audience. Working with organisations directly & regional Tees Valley Authorities. Maintain Operation/Management Communications with local and regional agencies	Quarterly DRR review and annual service plan process	Quarterly DRR review and annual service plan process	Paul Walker
POL1-1.15	OD10	Failure to deliver the content of the Overview and Scrutiny Work Programme 2007/08	M	Systematic and realistic approach to the planning and delivery of Work Programmes of individual Scrutiny Forums, scrutiny investigations are well planned, have clear objectives and follow a prescribed project plan/timetable, work programmes re-prioritised upon receipt of a referral together with availability of dedicated scrutiny support, selection criteria to deal with non mandatory referrals devised and approved.	Quarterly review of risk register, annual service planning process, supervision arrangements up to CE and with Scrutiny team	Quarterly DRR review and annual service plan process	Charlotte Burnham
POL1-1.19	OD11	Failure to implement the extended scrutiny powers as outlined in the Local Government Bill	M	Members Seminar to be held on new scrutiny powers for awareness purposes. Information disseminated to the Scrutiny Co-ordinating Cttee, Chief Officers and Scrutiny Officers Liaison Gp as and when further information is received	Quarterly review of risk register, annual service planning process, supervision arrangements up to CE and with Scrutiny team	Quarterly DRR review and annual service plan process	Charlotte Burnham
POL1-1.18	OD12	Tackling the Barriers to Effective Scrutiny	M	Regular briefings meetings held with Scrutiny Officers and Chairs of individual Scrutiny Forums, tailor-made training programme held during	Quarterly review of risk register, annual service planning process	Quarterly DRR review and annual service plan process	Charlotte Burnham

Risk Register Ref	Departmental Objective (Ref)	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Resp. Officer
POL14.17	OD13	Failure to Monitor Agreed Scrutiny Recommendations	M	2005/06 and 2006/07 Municipal Years, Scrutiny Officer Liaison Group has been formed and meets quarterly, Scrutiny Chairs meet informally on a bi-monthly basis, CMT are updated on scrutiny issues on a quarterly basis Implementation of current monitoring and evaluation procedure in place, procedure in place to ensure scrutiny recommendations are reported back manually to the relevant scrutiny forum on a six monthly basis.	supervision arrangements up to CE and with Scrutiny team Quarterly review of risk register, annual service planning process, supervision arrangements up to CE and with Scrutiny team	Quarterly DRR review and annual service plan process	Charlotte Burnham
POL12.2	OD17 CEDO22 CEDO23	Delivery of an effective Corporate Service	M	Efficient Officer competence. Responsible Council (Members). Member / Officer training. Monitoring procedures.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Tony Brown
REP1-1.1	OD23	Failure to ensure Internal awareness of Public Relations	L	Awareness information given with staff induction pack/Members Induction training programme/Use of Internal employee newsletters/Review of Press Protocol undertaken/Communications built in to Workforce Development Program	Quarterly via Communications Action Plan monitoring	Quarterly DRR review and annual service plan process	Alastair Rae
REP1-1.2	OD23	Failure to communicate in a clear and concise manner	L	Drafting Corporate Communication Strategy Action Plan 07/08/Media training for officers and councillors/PR consulted on presentation of communication material/Ensure that new employees are familiar with the Council's Corporate Identity and its application/Monitoring of how the brand is being applied/Attempt to build a good understanding and relationship with the media	Quarterly via Communications Action Plan monitoring	Quarterly DRR review and annual service plan process	Alastair Rae

Risk Register Ref	Departmental Objective (Ref)	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Resp. Officer
REP1-1.5	OD23	Poor perception of the Council's profile regionally and nationally	L	Communicating Council news regionally and nationally/Targeting specific publications/Building relationships with regional and national partners	Quarterly via Communications Action Plan monitoring	Quarterly DRR review and annual service plan process	Alastair Rae
REP1-1.9	OD09	Failure to raise the profile of the work of the Overview and Scrutiny Committees	L	Promotion of awareness of the role Scrutiny in Hartlepool in existing publications i.e. Hartbeat, newly developed scrutiny webpages, promotion of the conclusions/recommendations of scrutiny investigations, the Authority hold the Chair of the Officers Regional Scrutiny Network for 2006/07, Scrutiny leaflet produced and to be revised, Annual Report produced for 2005/06 and 2006/07	Quarterly review of risk register, annual service planning process, supervision arrangements up to CE and with Scrutiny team	Quarterly DRR review and annual service plan process	Charlotte Burnham
REP1-1.10	OD08	Failure to embed risk management arrangements leads to service/governance failures resulting in reputation/financial loss	L	Corporate Risk Management Group meets regularly to lead process. Risk Champions ACE and PM PfH. Database implemented to facilitate Risk Management. Annual Review of Strategic Risk Register programmed for June 2007. Quarterly reviews of departmental risk registers. Officer and member training is planned for 2007/08.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Peter Turner
REP1-4.1	OD20 OD21 OD22 OD26	Failure or Contact Centre to improve service delivery	L	Regular steering group & project leaders meetings to monitor progress against plan. Engagement of departments in prioritising, mapping, re-engineering processes. Testing periods integral to implementation. Regular reporting to elected members. Public consultation. Staff trained programme.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Christine Armstrong

Appendix 1 - Analysis of workforce

Complete when info available

FINANCE PORTFOLIO

Report to Portfolio Holder

15th May 2007



Report of: Chief Financial Officer and Chief Solicitor

Subject: CHIEF EXECUTIVE'S DEPARTMENTAL PLAN
2006/07 – 4TH QUARTER MONITORING
REPORT

SUMMARY

1. PURPOSE OF REPORT

To inform the Portfolio Holder of the progress made against the Chief Executive's Departmental Plan 2006/07 in the fourth quarter of the year 2006.

2. SUMMARY OF CONTENTS

The progress against the actions contained in the Chief Executive's Departmental Plan 2006/07 and the fourth quarter outturns of key performance indicators.

3. RELEVANCE TO PORTFOLIO MEMBER

The Portfolio Member has responsibility for performance management issues in relation to finance and legal services.

4. TYPE OF DECISION

Non-key.

5. DECISION MAKING ROUTE

Portfolio Holder meeting 15th May 2007.

6. DECISION REQUIRED

Achievement on actions and indicators be noted

Report of: Chief Financial Officer and Chief Solicitor

**Subject: CHIEF EXECUTIVE'S DEPARTMENTAL PLAN
2006/07 – 4TH QUARTER MONITORING
REPORT**

PURPOSE OF REPORT

1. To inform the Portfolio Holder of the progress made against the key actions identified in the Chief Executive's Departmental Plan 2006/07 and the progress of key performance indicators for the period up to 31 March 2007.

BACKGROUND

2. The Performance Management Portfolio Holder agreed the Chief Executive's Departmental Plan in May 2006.
3. The Chief Executives Department is split into four divisions, with Finance and Legal Services reporting to the Finance Portfolio Holder. Issues relating to the Corporate Strategy and Human Resources Divisions are reported separately to the Performance Management Portfolio Holder.
4. The Chief Executive's Departmental Plan 2006/07 sets out the key tasks and issues within an Action Plan to show what is to be achieved by the department in the coming year. The plan also describes how the department contributes to the Organisational Development Improvement Priorities as laid out in the 2006/07 Corporate Plan. It provides a framework for managing the competing priorities, communicating the purpose and challenges facing the department and monitoring progress against overall Council aims.
5. The Council recently introduced an electronic Performance Management Database for collecting and analysing corporate performance. In 2006/07 the database will collect performance information detailed in the Corporate Plan and the five Departmental Plans.
6. Each Division has also produced a Divisional Plan, detailing the key tasks and issues facing each division in the coming year. Each plan contains an action plan, detailing how each individual division intends to contribute to the Organisational Development Priorities contained in the Corporate Plan, as well as the key tasks and priorities contained in

the Chief Executives Departmental Plan. Divisional Chief Officers will have the lead responsibility for managing performance of issues and tasks identifies in their divisional plans. Where appropriate, issues can be escalated for consideration by CEMT.

FOURTH QUARTER PERFORMANCE

7. This section looks in detail at how the Finance Division and Legal Services Division have performed in relation to the key actions and performance indicators that were included in the Chief Executives Departmental Plan 2006/07.
8. On a quarterly basis officers from across the department are asked, via the Performance Management database, to provide an update on progress against every action contained in the Departmental Plan and, where appropriate, every Performance Indicator.
9. Officers are asked to provide a short commentary explaining progress made to date, and asked to traffic light each action based on whether or not the action will be, or has been, completed by the target date set out in the Departmental Plan. The traffic light system has been slightly adjusted in 2006/07, following a review of the system used previously. The traffic light system is now: -

Red	- Action/PI not expected to meet target
Amber	- Action/PI expected to be meet target
Green	- Action/PI target achieved

10. Within the Finance and Legal Services Divisions there were a total of 74 actions and 8 performance indicators identified in the 2006/07 Departmental Plan. Table 1, below, summarises the progress made, to 31 March 2007, towards achieving these actions and PIs.

Table1 – Finance/Legal Services progress summary

	Finance		Legal Services	
	Actions	PIs	Actions	PIs
Green	52	7	3	n/a
Amber	3	0	6	n/a
Red	6	1	0	n/a
No Update	4	n/a	0	n/a
Total	65	8	9	n/a

11. A total of 55 actions, or 74%, have been completed, and a further 3 (4%) are on target to be completed by the target date. This is due to the ongoing nature of those actions, which mean they can not be

signed off as completed. However, 6 actions (8%) have been highlighted as not being on target. More information on these actions can be found in the relevant section below.

12. There were 8 Performance Indicators included in the 2006/07 Departmental Plan. Of these, 7 (88%) have been assessed as having met the target. However, 1 indicator (13%) has not met target, and is also detailed in the relevant section below.

Finance Division

13. The Plan contained 65 actions that were the responsibility of the Finance Division. 52 actions (80%) had been completed, and 3 (5%) were on target to be completed by the target date stated in the plan. This is due to the ongoing nature of those actions, which mean they can not be signed off as completed. However, 6 actions (9%) had not been completed by the due date. Table 2 below details these actions, together with a comment explaining why the deadline has not been met and any appropriate remedial action.

Table2: Finance Actions not completed on target/not on target

Ref	Action	Milestone	Comment
CED213	Control and Monitor Efficiency Savings	Mar 07	Delivery of Efficiency savings is being impacted by delays in the transfer of services into the contact and business process re-engineering programme
CED237	Determine 5 year Efficiency Delivery Plan with effective linkages to BPR work programme	Jun 06	Final report due to CMT mid May and Cabinet June 2007
CED244	Determine prioritised BPR work programme ensuring integration with corporate IT developments and the Efficiency Strategy	Jul 06	Progress constrained by early leaving of BPR Manager and delay in implementation of EDRMS
CED245	Monitor delivery of work programme to prescribed timescales	Nov 06 and ongoing	Progress constrained by early leaving of BPR Manager and delay in implementation of EDRMS
CED257	Complete food procurement exercise via purchase cards	Sep 06	Feedback received from remaining food suppliers which is being coordinated with NECPE with view to implement remaining "volume" suppliers in 1 st quarter 2007/08
CED215	Implement EDRMS Project Phase 1	Jul 06	Planning, Legal and Electronic Social Care records all live but revised corporate complaints module delayed until 1 st July 07. Council / Northgate currently evaluating an alternative workflow designer / implementer tool to work with the EDRMS database

14. The plan also contained 8 Performance Indicators that were the responsibility of the Finance Division. 7 of these (88%) have been

assessed as having met the target. However 1 indicator (13%) has not achieved the target. Table 3 below details this indicator, together with a comment explaining why the indicator has been adjudged to have not met the target.

Table3: Finance PIs not on target

PI	Indicator	Target	Outturn	Comment
BVPI 8	Percentage of invoices paid within 30 days of receipt	95%	85.93%	This is the draft outturn position before amendments for disputed invoices received from departments. Deterioration is a result of the introduction of new system and procedures. Significant performance improvement expected from 2007/08.

15. Within 2006/07 the Finance Division completed a number of actions, including: -

- Council have agreed with Housing Hartlepool future cash collection arrangements, including continuing cash receipting in 2006/07 and new payment cards to be introduced.
- Integrated Asset Management Plan/Capital Strategy was approved by Cabinet in July.

Legal Services Division

16. The Plan contained 9 actions that were the responsibility of the Legal Services Division. As at 31 March 3 had been completed, and the other 6 were on target to be completed by the target date stated in the plan. This is due to the ongoing nature of those actions, which mean they can not be signed off as completed.

17. Within 2006/07 the Legal Services Division completed a number of actions, including: -

- Lexcel accreditation has once again been obtained, following inspection in November.
- Ethical framework training has been provided through the Council's Monitoring Officer
- Collaborative framework agreement procured across the Tees Valley Authorities to provide specialist and top-up support.

Recommendations

18. It is recommended that achievement of key actions and third quarter outturns of performance indicators are noted.