Democratic Services and Communities Business Management

Business Plan 2019-2023

Dumfries & Galloway COUNCIL

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1.   Introduction

This Service Plan covers the following services:

> 1.1   Communities Business Management

> 1.2   Committee & Member Services; Elections Management; Information Governance and Licensing

> 1.3   Legal Services

> 1.4   Internal Audit and Risk Management

> 1.5   Transportation and Regional Transport Partnership

> 1.6   Transport and Operations

In 2018/19 our annual Revenue Budget was £11m and our Capital Budget was £1.7m.

Summary of services

1.1 Community Business Management has 15 staff. We deliver the following services for the Communities Directorate:

- Strategic Business Planning and Performance Management
- Quality Assurance and Improvement
- Health and Safety
- Business Continuity
- Financial Planning and Monitoring
- Workforce Development
- Communications Strategy
- Information Management
- Support Area Committee Discretionary Budgets
- Participatory Budgeting Exercises

1.2 Committee Governance and Services; Elections Management; Information Governance and Licensing has 21 staff. We deliver the following services:

- Comments, Complaints and Compliments
- Data Protection
- Democratic support
- Election management
- Freedom of Information
- Licensing
- Monitoring Officer

1.3 Legal Services has 12 staff. We deliver the following services:

- A full range of in house Legal Services covering the whole range of Council functions and Objectives including: -
- Legal Advice and Statutory Interpretation, Court and Tribunal and Disputes work, Property Conveyancing, Planning Law, Environmental Law, Education, Child, and Social Work law, Agreements and Contracts, Partnering Arrangements, Roads law, Funding agreements, IT and Information Law etc.
- Authorisation, Selection and Management of External Legal Advisers and Counsel
- Legal Support to Projects, Committees and Panels etc. of the Council

1.4   Internal Audit and Risk Management has 4 staff. We deliver the following services:

- preparation and delivery of the annual Internal Audit Plan and report our findings to the Audit, Risk and Scrutiny Committee
- support on the practice of risk management across the Council including the development of risk management policies and reporting on the Corporate Risk Register.
- Internal audit is a key contributor of assurance for Council's Annual Governance Statement.

1.5 Transportation and the Regional Transport Partnership has 42 staff We deliver:

- Management, co-ordination and delivery of statutory Home to School Transport
- Management and delivery of transport for Additional Support Learning
- Management and operation of the internal bus fleet – DGC Buses
- Management and operation of the Internal Courier service
- Management of Concessionary Travel Schemes
- Co-ordination, promotion and implementation of Active Travel measures.

In addition, we provide the majority of the management and delivery of the business for the South West of Scotland Transport Partnership (SWestrans), which includes:
- Development and implementation of the Regional Transport Strategy
- Delivering the RTS Delivery Plan Interventions
- Determination of policies and the statutory provision of socially necessary local bus services
- Management and administration of Board meetings
- Provision of advice, lobbying and implementation of improvements to the strategic transport areas of rail, air, ferry and road at local, national and international levels
- Management and delivery of the SWestrans capital programme.

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1.6 Transport and Operations has 36 staff including 5 Service Support Staff. We deliver the following services:

- Monitoring and ensuring the Council's Operators Licence remains compliant whilst managing the internal Fleet of Vehicles and Plant
- Run five heavy commercial workshops across the region with both internal and external workloads
- Approved DVSA MOT stations and operates appropriate testing standards
- Legal Compliance with Communication Towers, working with local businesses to supply communication routes and first line maintenance of CCTV.

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2. Values and Behaviours

As Services within the Communities Directorate we share the following Values and Behaviours:

Values
• Respect
• Integrity
• Fairness
• Equality
• Inclusiveness
• Openness
• Partnership

Behaviours
• We will 'do it once and do it well'
• We will enable and empower our staff and our communities
• We will be proactive and innovative
• We will tackle issues when they first emerge
• We will promote our cultural heritage, identity and natural environment
• We will seek efficiencies and Best Value
• We will evidence good management and continuous improvement

3. Delivering the Council Plan

3a. Contribution to Council Priorities and Commitments

The contribution of our Services to the Council Priorities and Commitments is illustrated below with the detailed activity set out in **Appendix 1**.

1. Build the local economy	
Improve the level of skills within our communities and workforce	- Supporting grant funding and investment activities
Support our small and medium sized businesses to be established and grow	- improving services from railway stations - rural bus routes - provide a well regulated and ethical public sector
Invest in our key infrastructure	- Facilitating key Infrastructure Projects through statutory and commercial processes
Provide an attractive location to do business	- Provision of Planning Agreements and legal advice

2. Provide the best start in life for all our children	
Ensure early intervention, in particular to keep our region's most vulnerable children safe	- Child Protection Order and Permanence Panel support and intervention
Invest in creating schools fit for the 21st century which are at the heart of our communities	- school and additional support needs (ASN) transport - Active Travel Strategy - Increasing the number of accessible taxis - Addressing gambling behaviours of children and young people
Raise ambition and attainment, in particular to address inequalities	- Addressing underage consumption of alcohol - Advising on Schools policies and compliance with duties
Support children to be healthy and active	

3. Protect our most vulnerable people	
Tackle the causes and effects of inequality and poverty	- Guardianship Orders for Adults with Incapacity (Scotland) Act and support to Public Protection activities
Help older or vulnerable people live healthy and independent lives	- Taxicard Scheme for older people and disabled people - Safer drinking campaigns/initiatives
Ensure our older or vulnerable people receive the care and support they need	- Promoting taxi stewards and customer training - Promoting good practice in the licensed trade about disabled customers

Keep our communities safe	- CCTV maintenance - Vehicle maintenance - Driver training - Environmental and Regulatory law actions undertaken to provide protection to the local community
4. Be an inclusive council	
Ensure that local people and communities are at the heart of our decision making Empower our communities to make the most of their assets Increase equality of opportunity	- Develop community passenger forums - Elections management – Council, General and European - transparency in Council Committee decision making - managing and reporting around Data Protection, Complaints, Comments and Compliments and Freedom of Information - audit and scrutiny of Council business - Legal support to Community Asset Transfer process

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3b. Challenges and Opportunities

Challenges

Financial resources
During 2019-20 we are delivering savings
- £100,000 in staffing
- £100,000 in new cost recovery measures
- £70,000 through changes to the internal courier service,
- £75,000 in savings on fleet/ travel costs
- £100,000 reduction in Area Committee Discretionary Budget spending.

Workforce profile
Our Workforce Profile is contained within **Appendix 2**.

- Communities Business Management

Our gender balance is 93% female with the majority being in bands 1-9. The age profile of the service for succession planning shows that 71% of staff are over 40 years.

The balance of full-time and part-time staff is 57%/ 43%; the service has six staff working part-time/job share; one staff member working term time. The service has one staff member working in a seconded post on a full-time basis.

- Committee & Member Services; Elections Management; Information Governance and Licensing

Our gender balance is currently 95% female with the majority of bands 1-9. The age profile of the service for succession planning shows that 72% of staff are over 40 years with 43% over 50 years.
The balance of full-time and part-time staff is 28%/71%; the service has six staff working part-time.   The service also has one staff member working in a seconded post on a full-time basis.

- Legal Services

Our gender balance is currently 75% female and 25% male.   The age profile is 50% of staff under 40 years of age and 50% of staff over 40 years of age. The Service has 7 full time and 5 part time staff.

- Internal Audit and Risk Management

Our gender balance is currently 66% male (with one post vacant). All current post-holders are aged over 50 years.

- Transportation and the Regional Transport Partnership

Our gender balance is 76% male with the majority being in bands 1-9. The age profile of the service for succession planning shows that 90% of staff are over 40 years with 50% of staff over 60 years.

The balance of full-time and part-time staff is 38%/72%.

- Transport and Fleet

Our gender balance is 83% male.   The age profile of the service for succession planning shows that 50% of staff are over 40 years.

The balance of full-time and part-time staff is 98%/2%.

New legislation, expectations and demands
- Our citizens and customers have a better understanding of Data Protection and Freedom of Information, which is resulting in increased volume, particularly around Subject Access Requests. This demands increased capacity and expertise.
- Our regulatory functions need to be developed to support delivery of our Council's and SWestrans priorities.
- Internal Audit needs to keep pace with the changes to information generated/retained, re-designed processes and new systems to achieve a full understanding of the internal control risks present in Council operations

Opportunities

Smarter working
- Working smarter means that we are able to access capacity and capability outwith the Council area; and by embracing a flexible approach to the hours and locations of staff we are able to support them having a better work/life balance.

Climate Emergency
- A stronger Council commitment to reducing paper and travel as part of the 12 Point Plan will assist our Services in delivering their projects in these areas.

New technology and software
- Efficiency and effectiveness can be improved by using new technology and software packages across all our services e.g. developing the full capability of the Committee support package 'ModernGov'; improving access to up to date legal information and training through the 'Know How' package; using SharePoint for Pool Car bookings; and income generation opportunities through our expertise in radio and CCTV management.

3c Important Plans and Strategies

The Strategies and Plans that our Services lead on that have been approved by Full Council /Committee/Community Planning Partnership Board are as follows:

- Active Travel Strategy
- Annual Governance Statement
- Annual Report on Complaints
- Anti-Fraud and Anti-Corruption Policy Statement and Strategy
- Corporate Risk Register
- Internal Audit Charter, Strategic Plan and Annual Plans
- Records Management Plan
- Regional Transport Strategy
- Schemes of Administration and Delegation
- Scrutiny Reviews Programme

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4.   Transforming the Services

During the lifetime of this Plan, our approach to Transformation is outlined below:

Prioritisation of Council Priorities and Commitments
- Delivering Participatory Budgeting Exercises
- Focus on travel concessions for people experiencing financial poverty, women, young people and disabled people
- Licensing Equalities Action Plan on people experiencing inequalities particularly children and young people and disabled people
- Serving Fairtrade and local products in any Members' refreshments and no single use plastics
- New ways of engaging our citizens e.g. Members Surgeries
- Prioritise title searches and other legal requirements for Community Asset Transfers

Digital
- Paperless Committees
- Digitising Title Deeds

Modernisation
- Reduction in 'Grey' mileage and commercial fleet
- Increased use of Skype for meetings
- Review of Members' Appointments to Outside Bodies
- Introduce electronic voting for Committees
- Development of ModernGov
- Introduce 'KnowHow' Legal system
- Increase our region's Electric Vehicle Charging infrastructure
- Encourage flexible and agile working

Assets
- Increased access to electric vehicles

Workforce
- Implement the Improvement Plans derived from our Public Service Improvement Framework reports
- Participate in the Council-wide Admin Clerical Review and maximise the DG Transform opportunities.
- Manage our teams including the use of temporary, part time and project staff; and ensure there is a work/life balance approach and Absence Management to maximise the available resource
- Ensure that our training and development meets the needs of our services, using on-line course and partnership arrangements whenever possible
- Create, implement and measure a culture change and workforce development programme that will produce driven engaged, digitally skilled and customer orientated staff

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Fees and Charges/Income generation

Our income generation streams are:

- Civic Government Licensing Fees
- Licensing (Scotland) Act 2005 Fees
- Gambling Act 2005 Fees
- Legal Fees
- Vehicle Maintenance provided by Fleet Management (External Contracts)
- Taxi Income

We are leading on the Transformation Events on Public Transport and Travel and our services will also be contributing to the Transformation Events on Our Workforce, Future Capital Strategy and Income Generation.

5. Communicating and involving

We are committed to excellence in communication and two-way communication with citizens, customers. staff, Elected Members and partners.

Our Services contribute to the Communities Communication Strategy which complies with good practice guidelines and quality standards. Our Communication Strategy focus on how we communicate key messages externally and internally.

We are committed to Plain English and equalities, so all our staff are trained in Diversity Awareness and, where appropriate, Disability Etiquette. All our meetings take place in accessible, non-faith venues and wherever and whenever possible and appropriate we use hearing loops and provide interpretation.

We use written translation and telephone and in-person interpretation; and all our publications indicate that other formats are available. We use photographs and images of people from all walks of life and from across our region and easy read icons where possible to make our written information accessible too.

External Communication
We have direct relationships with our citizens, customers and partner organisations and the methods we use follows our Council's good practice Guidance and depends on the urgency and content of the communication. Our approaches include:

Public
- Press releases
- Leaflets and posters
- Web pages
- Social media postings
- Committee meetings
- Public meetings
- Responses to Freedom of Information requests
- Responses to Comments, Complaints and Compliments

Customers
- Emails
- Letters
- Phone calls

Community Councils
- Community Council Enquiry System
- Monthly Community Council Newsletter

Partners
- Quarterly Community Planning Newsletter
- MPs/MSPs Enquiry Service and liaison meetings

Internal communication

Staff
- Communities Directorate Committee Bulletin
- Communities Directorate Staff Newsletter

Elected Members
- Officers from across these Services regularly provide information to the Leader, Depute Leader, Political Groups, Chairs, Vice Chairs and individual Elected Members on a range of matters.
- We have regular communications and enquiries about our service areas through the Elected Member Enquiry Service
- Monthly Ward Updates – we provide Ward Members with information on our Services throughout the year

Involving

Our staff work from a small number of bases throughout the region. Some of our staff work fewer than 15 hours a week and we recognise that colleagues in some services may not have PC access. Therefore, it is important that as managers and supervisors we are visible and active in overcoming this challenge to be able to maintain communication with all our employees.

To assist two-way communication, the Services participate in Staff Communications Teams which includes representatives from each of the Services who discuss and make decisions on issues within the Services. Meetings take place monthly, chaired by Head of Safe and Healthy Communities/Community Planning and Engagement Manager/Communities Directorate Business Manager and the agendas are determined by the staff members.

Staff
Staff Communications Teams, with representation being:
- Communities Business Management - 1
- Committee & Member Services - 1
  Elections Management; Information Governance and Licensing
- Legal Services - 1
- Internal Audit and Risk Management - 1
- Transport and Regional Transport - 1
  Partnership
- Transport and Fleet - 3

With other services
- Fortnightly Corporate Management Team
- Business Management Group
- Elections Team
- Quarterly Council Health and Safety meetings
- Quarterly Strategic Health and Wellbeing Group meetings
- A range of internal officer project and working groups

With Elected Members
- Weekly liaison with the Chair and Vice Chair of Communities Committee
- Regular liaison with the Chair and Vice Chair of Audit, Risk and Scrutiny Committee
- Business Meeting before each Committee meeting
- Elected Member Briefings and seminars are held to inform Members of any developments on specific topics and raise awareness of any specific issues and receive their feedback. In addition to the development of Strategies and Plans detailed in Section our training and development programme for Elected Members in 2019-2023 includes: developing the programme of Scrutiny Reviews
- Liaison meetings on Internal Audit and Risk with Elected Members who are appointed to the Integration Joint Board

Customers
- In addition to contributing to the Strategies and Plans in Section 3C, and the Transformation Events as part of the Programme in section 4, the Services planned customer engagement during the lifetime of this Plan includes:
  - annual satisfaction survey of Elected Members
  - Evaluation of Participatory Budgeting Exercises
  - Comments, Compliments and Complaints Monitoring Process
  - Elected Members and MPs/MSPs Enquiry Services Satisfaction Surveys
  - review of the Licensing Equalities Outcomes
  - satisfaction levels surveys with Legal Services users

With citizens
- In addition to the development of the Strategies and Plans in Section 3C, and the Transformation Events as part of the Transformation Programme in Section 4, these Services planned engagement during the lifetime of this Plan includes:
- Development of Licensing Equalities Forums
- Development of community passenger forums
- Development of the new Licensing Equalities Outcomes (by March 2021)

Lobbying

We will play our part in campaigning and lobbying regarding decision and policies that affect our region in line with the Council's Lobbying and Advocacy Policy. Our Services contributes to lobbying (through COSLA as appropriate) for the undernoted areas:

- Lobby for investment in key local transport infrastructure, including dualling where appropriate, of the A75, A76, A77, A7 and a better link between Dumfries and the M74
- campaign to improve services from our region's railway stations and improve public transport timetables across the region, particularly connections between services
- campaign for the retention of rural bus routes
- campaign for appropriate funding and regulation of the bus services

6. Working in Partnership

Community Planning

We contribute to our region's Community Planning Partnership, in particular though working with Police Scotland and equalities groups around our Licensing Equality Outcomes; and also with the Regional Transport Strategy being one of the eight key Strategies that contribute to the Local Outcomes Improvement Plan; and the development of the Public Social Partnership on Social Transport being a key project with Third Sector Dumfries and Galloway.

Key partner organisations

Our Services work well in partnership with a wide range of organisations including COSLA, the Electoral Commission, the Improvement Service and Audit Scotland are important national organisations for all our services.

Professional bodies

We engage with appropriate professional bodies for all our services to ensure we are maintaining high professional ethics and standards including: The Law Society of Scotland; the Society of Local Authority Lawyers and Administrators in Scotland (SOLAR); the Chartered Institute of Public Finance and Accountancy (CIPFA); the Institute of Risk Management;

Trades Unions

We participate in a quarterly liaison meeting with the joint Trades Unions and have dialogue with individual Trades Union representatives on specific service issues e.g. service restructuring.

7.   Risks and Impact Assessment

The Business Plan risks for these Services are managed by the Service Management Teams. In this business planning period, we have reflected key risks that will be actively managed and monitored as part of our ongoing service planning arrangements. We recognise these will change over the term of this Business Plan and will review these and update our Plan as these emerge.

The Risks identified are:
- CS03 – Failing to ensure the Council complies with Statutory responsibility or regulations
- CS07 – Not ensuring our information security and data protection processes are adequate

The risks, together with the actions to manage or mitigate them, will be reported to the Communities Committee alongside Business Plan performance information on a six-monthly basis. Managers will review these risks each month at Management Team meetings. The Risk Register is attached within the performance information at **Appendix 1**.

Business Continuity
Individual Service Business Continuity Plans are being updated to reflect new structures.

An Impact Assessment has been required as this is a new Business Plan and the result are:
13 positive: Age; Disability; Gender; Gender reassignment/transgender identity; Marriage and civil partnership; Pregnancy and maternity; Race; Religion or belief; Sexual orientation; Human rights; Health and wellbeing and health inequalities; Economic and social sustainability; Environmental sustainability; and Climate Change and Energy Management
and
0 negative.

Any new plans/strategies/ policies emerging from the Business Plan will be individually impact assessed as required.

8. Monitoring and Reporting on Performance

Service Plan Performance Indicators and Projects
Our Services monitor and report on performance using our agreed performance indicators and project milestones as set out at **Appendix 1**. We report on our performance to

Table 1: Reporting Service Performance

Service Management Teams	Monthly
Head of Service/Directorate Business Manager 1-1 meeting with the Director	Monthly
Corporate Management Team	Monthly
Communities Committee	Bi-annually
Area Committees	Bi-annually

Additional reporting routes
There are additional reporting routes for specific Indicators and projects including:
Audit, Risk and Scrutiny Committee – Annual Report on Complaints; Annual Internal Audit Plans and outcomes
Community Planning Partnership Board – quarterly reports on the performance of the Regional Transport Strategy
Dumfries and Galloway Council – Annual Governance Assurance Statement; Annual Report on Licensing Equality Outcomes and Mainstreaming Report

Performance Management System
The Council's performance management system is used to record and report performance. Democratic Services and Communities Business Management Unit follow the corporate guidance 'Managers' Guide to Reporting Performance'. Performance indicators are used to report on the Council Priorities and Commitments and the Scottish Local Government Benchmarking Framework.

Where a service's performance exceeds or is below targets set, or projects do not achieve milestones, we produce exception reports on a six monthly basis which outline corrective action being taken to ensure performance is back on track or to explain the reasons we have been able to over achieve.

Benchmarking our performance to understand how we compare to others
We use benchmarking as a tool to help us improve the services we deliver. This is more than simply comparing data; it is also about understanding why there are differences in performance, cost and quality by looking not only at the way we are organised to deliver and manage, but also at the processes and policies we have adopted. We participate in several benchmarking groups and clubs including:

- the Local Government Benchmarking Framework (LGBF),

- Other public bodies through the Chartered Institute of Public Finance and Accountancy (CIPFA)

- SOLAR Governance

- Local Authority Complaint Handlers Network

- Other Scottish local authorities through Scottish Government returns

- Internal comparison of our annual performance across services

Benchmarking information is embedded in our performance information at Appendix 1 and will also form part of our performance reporting. This will allow us to understand our own performance over time as well as how we compare to others. This information can then be used to help us understand how good we are at the services we deliver, the areas where there is scope for us to do better and if there are any areas where, compared to others, we are over-achieving. This helps us to set realistic targets, prioritise the services that we deliver and where we target our resources.

We also undertake benchmarking informally through information and experience sharing with other local authorities and partners including through the Association of Public Service Excellence and COSLA. This does not form part of the Performance Management Framework but provides valuable evidence and information which informs Committee recommendations and service improvement.

Democratic Services and Communities Business Management Service Plan

Dumfries COUNCIL & Galloway

BUILD THE LOCAL ECONOMY

Invest in our key infrastructure

Campaign to improve services from our region's railway stations, including: - more frequent services from Lockerbie and 'commuter' status for the station - working with Network rail to implement a solution to the parking problems at Lockerbie railway station - campaigning for a train station at Beattock - working with Transport Scotland and Network Rail on the prospects of stations at Thornhill and Eastriggs. Improve public transport timetables across the region, particularly connections between services.

Improvement Projects	Start Date	Due Date	Current Position	Status
Campaign to improve services from our region's railway stations & Improve public transport timetables across the region, particularly connections between services	01-Mar-2018	31-Mar-2023	66%	🔺

Fully implement and promote the new Active Travel Strategy, increasing support for cycling and walking.

Improvement Projects	Start Date	Due Date	Current Position	Status
Implementation of Active Travel Strategy	01-Apr-2015	31-Mar-2019	90%	🔴
Refresh Active Travel Strategy **(NEW)**	01-Jan-2020	31-Mar-2023		

Campaign for the retention of rural bus routes and for appropriate funding, regulation of bus services and, using the provisions of the forthcoming Transport Bill, to enable the Council to run its own bus services, particularly in remote rural areas. Give communities more influence over decisions on bus services, by launching community passenger forums.

Improvement Projects	Start Date	Due Date	Current Position	Status
Campaign for the retention of rural bus routes and for appropriate funding, regulation of bus services	15-Jan-2019	31-Mar-2023	50%	▶

Invest an additional £100,000 to support Community Transport operators, in partnership with the Third Sector, enabling the establishment and delivery of a Public Social Partnership (PSP) model to deliver social and community transport across the region.

Improvement Projects	Start Date	Due Date	Current Position	Status
Invest an additional £100,000 to deliver social and community transport across the region	01-Apr-2017	31-Mar-2023	80%	▶

PROTECT OUR MOST VULNERABLE PEOPLE

Help older or vulnerable people live healthy and independent lives

Improve accessible transport for women, older people and disabled people

Improvement Projects	Start Date	Due Date	Current Position	Status
Deliver Taxicard Scheme	01-Apr-2015	31-Mar-2018	100%	✔
Deliver Taxicard Scheme – Workplan (NEW)	01-Apr-2019	31-Mar-2020		▶
Implementation of Licensing Equality Actions 2019-2021 (NEW)				

BE AN INCLUSIVE COUNCIL

Ensure that local people and communities are at the heart of our decision making

Work towards Dumfries and Galloway Council becoming a co-operative Council, enhancing transparency in decision making.

Improvement Projects	Start Date	Due Date	Current Position	Status
Review of Polling Stations/Places	20-Sep-2018	31-Jan-2020	50%	▶
Update the Council's Corporate Risk Register by drawing on risks identified in Service Business Plans **(NEW)**	01-Jan-2020	31-May-2020		
Support Elected members to undertake an annual programme of Scrutiny Reviews **(NEW)**	01-Dec-2019	31-Dec-2020		

Key Functions - Performance Scorecard

People / Learning and Growth Indicators

The people/learning and growth information was previously reported at directorate level and therefore comparator information at service level is being collated for the first time for the new services.

Key Performance Indicators	2019/20				Benchmark Source
	Value	Target	Status	Short Trend	
The average number of days lost per all other (non-teacher) local government employees through sickness absence					
The average number of days lost per all other (non-teacher) local government employees through sickness absence					

Key Performance Indicators	2019/20				Benchmark Source
	Value	Target	Status	Short Trend	
Percentage of days lost per employee through sickness absence as a percentage of total possible attendances					
Percentage of days lost per employee through sickness absence as a percentage of total possible attendances					
Percentage of staff who have completed an annual performance development review					
Percentage of staff who have completed an annual performance development review					
Level of positive engagement recorded in employee survey					
Level of positive engagement recorded in employee survey					
Percentage of Council staff who know how their job contributes to Council Priorities					
Percentage of Council staff who know how their job contributes to Council Priorities					

Process Indicators

Key Performance Indicators	2019/20				2018/19				2017/18				Benchmark Source
	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	
Percentage of Community Council enquiries dealt with through the Enquiry Service within agreed timescales	84.85%	85%	✅	⬆	78.45%	85%	🔺	⬆	74.57%	95%	🛑	⬇	
Percentage of school transport provided on time (arrive within 20		98%			99.85%	98%	✅	⬆	99.81%	98%	✅	⬇	

Key Performance Indicators	2019/20				2018/19				2017/18				Benchmark Source
	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	
minutes of school start, depart within 10 minutes of school end)													
Complete planned number of Audit Reviews **(NEW)**	20%	90%	✅	▬	94%	90%	✅	⬆	86%	90%	⚠️	▬	

This process information was previously reported at directorate level and therefore comparator information at service level is being collated for the first time for the new services:

Key Performance Indicators	2019/20				Benchmark Source
	Value	Target	Status	Short Trend	
Percentage of Member enquiries dealt with through the Elected Members Enquiry Service within the agreed timescales - DS		85%			
Percentage of Member enquiries dealt with through the Elected Members Enquiry Service within the agreed timescales _CBM		85%			
Percentage of Stage 2 complaint responses issued within statutory timescales - DS					
Percentage of Stage 2 complaint responses issued within statutory timescales - CBM					
Percentage of FOI requests received that have been responded to within 20 working days of receipt - DS					
Percentage of FOI requests received that have been responded to within 20 working days of receipt - CBM					
Percentage or requests for personal information completed within 30 days - DS					
Percentage or requests for personal information completed within 30 days - CBM					

Key Performance Indicators	2019/20				Benchmark Source
	Value	Target	Status	Short Trend	
Percentage of MP/MSP enquiries dealt with through the Enquiry Service within agreed timescales **(NEW)**		85%			

Improvement Projects	Start Date	Due Date	Current Position	Status
Complete preparation work for PSIAS external quality assessment of internal audit **(NEW)**	01-Sep-2019	28-Feb-20	50%	✅
Introduction of Immigration Status Checks for Late Hours Catering and Personal Licence Applications **(NEW)**	01-Jan-2020	tbc		
Implement Action Tracker for Committee Reports **(NEW)**	04-Nov-2019	31-Dec-2019		
Pilot Knowhow System within Legal Services **(NEW)**	01-Nov-2019	01-May-2020		
Implementation of frameworks for external legal services **(NEW)**	01-Nov-2019	01-Jul-2020		

Key Performance Indicators	2019/20				2018/19				2017/18				Benchmark Source
	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	
Percentage of Member satisfied with service as measured through Member satisfaction survey	84.7%	85%	✅	⬆	0%	85%	🛑	▬	0%	85%	🛑	⬇	
Customer Satisfaction levels within Legal Services **(NEW)**		70%											
Satisfactory quality assurance feedback received for completed internal audits **(NEW)**		85%											
Customer Satisfaction Levels within Communities Directorate Services		70%			93.65%	70%	✅	⬆	73.67%	70%	✅	❓	

Key Performance Indicators	2019/20				2018/19				2017/18				Benchmark Source
	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	
Enquiry Service – percentage of people satisfied with the quality of the service received		70%							67%	70%	✅		

Improvement Projects	Start Date	Due Date	Current Position	Status
Enquiry Service Improvements – Phase 3	01-Apr-2019	31-Mar-2020	31%	▶

Finance / Asset

Improvement Projects	Start Date	Due Date	Current Position	Status
Records, Document and Information Management	22-Aug-2016	31-Dec-2020	59%	▶

Key Performance Indicators	2019/20				2018/19				2017/18				Benchmark Source
	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	
Corporate Pool Average Monthly Mileage (NEW)		tbc			1,000	1,250							
Number of Vehicle Insurance claims (NEW)		tbc			9	11							
Percentage of vehicles serviced on time (NEW)		tbc			97%	95%							
Total mileage of Fleet (NEW)		tbc			854,179	1,250,000							

This finance information was previously reported at directorate level and therefore comparator information at service level is being collated for the first time for the new services:

Key Performance Indicators	2019/20				Benchmark Source
	Value	Target	Status	Short Trend	
Revenue Budget Outturn - Projected Outturn as a % of Budget - DS					
Revenue Budget Outturn - Projected Outturn as a % of Budget - CBM					
Capital Spending - Projected Capital spend as a % of Agreed Capital Plan - DS					
Capital Spending - Projected Capital spend as a % of Agreed Capital Plan - CBM					

Prioritisation

Improvement Projects	Start Date	Due Date	Current Position	Status
Council Travel	20-May-2019	29-Nov-2019	12%	▶
Public Transport and Travel	20-May-2019	29-Nov-2019	15%	▶

Digital

Improvement Projects	Start Date	Due Date	Current Position	Status
Implementation of Committee Management System (ModernGov) **(NEW)**	01-Dec-2019	31-Mar-2021		

Modernisation

Improvement Projects	Start Date	Due Date	Current Position	Status
Reduce internal courier services	01-Apr-2019	31-Mar-2020	0%	▶

Improvement Projects	Start Date	Due Date	Current Position	Status
Commercial fleet	01-Apr-2019	31-Mar-2020	0%	▶
Reduction of grey mileage	01-Apr-2019	31-Mar-2020	0%	▶

Assets

Workforce

Improvement Projects	Start Date	Due Date	Current Position	Status
Reduction in Legal and Democratic services staffing	01-Apr-2019	31-Mar-2020	0%	▶

Fees and Charges

Improvement Projects	Start Date	Due Date	Current Position	Status
Review of Licensing Fees	tbc			

Health and Safety

Health and Safety information was previously reported at directorate level and therefore comparator information at service level is being collated for the first time for the new services.

Our Service will set out and demonstrate our commitment and arrangements for health and safety

Key Performance Indicators	2019/20				Benchmark Source
	Value	Target	Status	Short Trend	
Head of Service H&S Management Arrangements are up-to-date, relevant and within programmed review.					

Our Service shall incorporate health and safety considerations when planning activities and before carrying out tasks

Key Performance Indicators	2019/20				Benchmark Source
	Value	Target	Status	Short Trend	
Health & Safety priorities from Head of Service (risk based) have been provided to H&S.					
Head of Service has trained Health & Safety Duty Holders appointed and recorded in register					
Planned occupational health needs verified and submitted to OD&HR.					
H&S risks and resource considered within business cases/Project Briefs					

Our Service shall ensure people have the competency to enable them to fulfil their H&S responsibilities

Key Performance Indicators	2019/20				Benchmark Source
	Value	Target	Status	Short Trend	
Competence requirements for Service Manager posts reviewed in terms of managing their service safely					
Service Health & Safety training requirements reviewed, prioritised and submitted to Lifelong Learning Centre					

Our Service shall consult, engage and communicate effectively on H&S arrangements

Key Performance Indicators	2019/20				Benchmark Source
	Value	Target	Status	Short Trend	
Consultation arrangements for H&S Implemented					
Communication arrangements for H&S Implemented					
Number of Service wide Management meetings where H&S is discussed					
Number of H&S Briefing Notes provided to managers					
Number of H&S Newsletters issued to staff					

Our Service shall work safely and be positive and pro-active in our approach

Key Performance Indicators	2019/20				Benchmark Source
	Value	Target	Status	Short Trend	
Implementation of service H&S risk priorities					
Percentage of Service action plans developed within 6 weeks to meet Health & Safety Audit recommendations					
Percentage of Health & Safety Audit Service action plans completed or on target as planned and agreed					

Our Service shall monitor that we are managing H&S effectively

Key Performance Indicators	2019/20				Benchmark Source
	Value	Target	Status	Short Trend	
H&S Support offered and performance reviewed with Service Management					

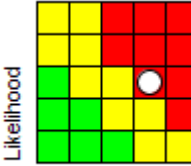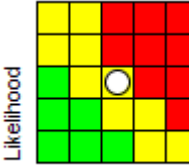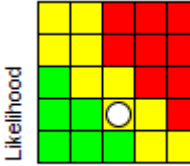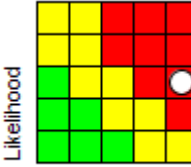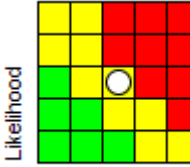| Key Performance Indicators	2019/20				Benchmark Source
	Value	Target	Status	Short Trend	
Percentage of Service Health & Safety Plan actions completed or on target and verified by the Head of Service					
Number of planning/review meetings held between Head of Service and H&S Partner					
Number of performance reports incorporating delivery of Service Health & Safety Action Plan submitted to Service Committee					
Carry out statistical analysis of work-related incidents and ill health and take appropriate actions					
Number of RIDDOR and Incidents and Timescales for Reporting & Investigation					

Our Service shall audit and review our H&S arrangements to encourage continuous improvement

Key Performance Indicators	2019/20				Benchmark Source
	Value	Target	Status	Short Trend	
Percentage of planned Service Health & Safety audits carried out					

Risk Register

Risk	Risk Factors	Mitigation / Contingency	Original Risk	Current Risk	Target Risk	Latest position
Failing to ensure the Council complies with statutory responsibility or regulations	Complying with significant range of legislation that has both general and specific application across the Council, affecting reputation; resulting in legal challenge, compensation or fines; complaints or inspections.	**Internal Controls** 1. Specialist officers are available and support Council services to comply with the wide range of regulation and legislation the Council is required to comply with 2. Clear Standing orders and Schemes of Delegation set out the extent of decision making and the framework in which decisions can be taken. 3. Policies and procedures are developed and available for a wide range of routine and non-routine matters to assist Members and Officers to proceed with decision making in compliance with legislation. 4. Internal control processes are reviewed by managers and assessed by Internal Audit to ensure they are adequate. 5. Staff training and developments on essential aspects of				Standing Orders and Schemes of Delegation have been kept under constant review and there have been a number of recommendations from the Standing Orders Sub-Committee approved by Full Council. The Council's position with policies and procedures is improved particularly in relation to Records Management and compliance with the Data Protection Act 2018. There are now a number of mandatory FLO courses that seek to raise awareness of high risk areas. Due to the increased number of Social Work cases Solicitors have not been able to carry out as much training and pro-active preventative work as in the past.

Risk	Risk Factors	Mitigation / Contingency	Original Risk	Current Risk	Target Risk	Latest position
		compliance are in place and delivered to staff who require this. 6. Effective complaints procedures are available and internal review procedures help us learn ☐ Powers of Monitoring Officer are exercised and approach to this is elaborated for officers and Elected Members. 7. Corporate Services professional advisers participate in important project boards to ensure early advice is available and taken account of.				
Not ensuring our information security and data protection processes are adequate	Processing of personal data securely using appropriate technical and organisational measures. Implementation of records management plan. Compliance with new general data protection regulations. Ensuring partners and suppliers comply with GDPR in relation to their work and activity with the Council.	**Internal Controls** 1. Development and improvement of software and processes to comply with GDPR and RMP. 2. Formulation and implementation of GDPR Action Plan. ☐ Review and implementation of updated Records Management Plan. 3. Record retention procedures and schedules in place and adhered to. ☐ Regular update and review with ICO guidance and requirements.				Progress is ongoing. There is now a solid base of policy documents and frameworks. An updated Records Management Plan is with the Keeper for approval and staff and departments are working through information they hold (both electronic and hard copy) to ensure compliance with retention schedules. Staff continue to investigate technology that can reduce risk in this area. Standard clauses have been adopted but the number of contracts

Risk	Risk Factors	Mitigation / Contingency	Original Risk	Current Risk	Target Risk	Latest position
	Awareness, recognition and responsiveness to requests from data subjects seeking to exercise their new rights under GDPR.	4. Appointment of Data Protection Officer for Council to advise on processes and development and navigate complex regulations and requirements. 5. Training and education of staff and other ICT users to raise awareness and improve skills. 6. Open approach to procedures and reporting of breaches – including detecting, reporting and investigation. 7. Review of existing contracts and agreements with partners and contractors to meet GDPR requirements. 8. Development of standard clauses for future contracts and agreements to ensure compliance is embedded on data protection and information security.				and agreements, and data sharing agreements was greater than anticipated. A cross council information management group has been established to lead and advise on effective information management measures for all services. The workplan for the group will consolidate and coordinate improvements in this area

Statistical information

There are a number of changes being put in place to align the Democratic Services staffing complement with the new structure. Therefore, the charts presented here are indicative only and will change over the coming weeks and months.
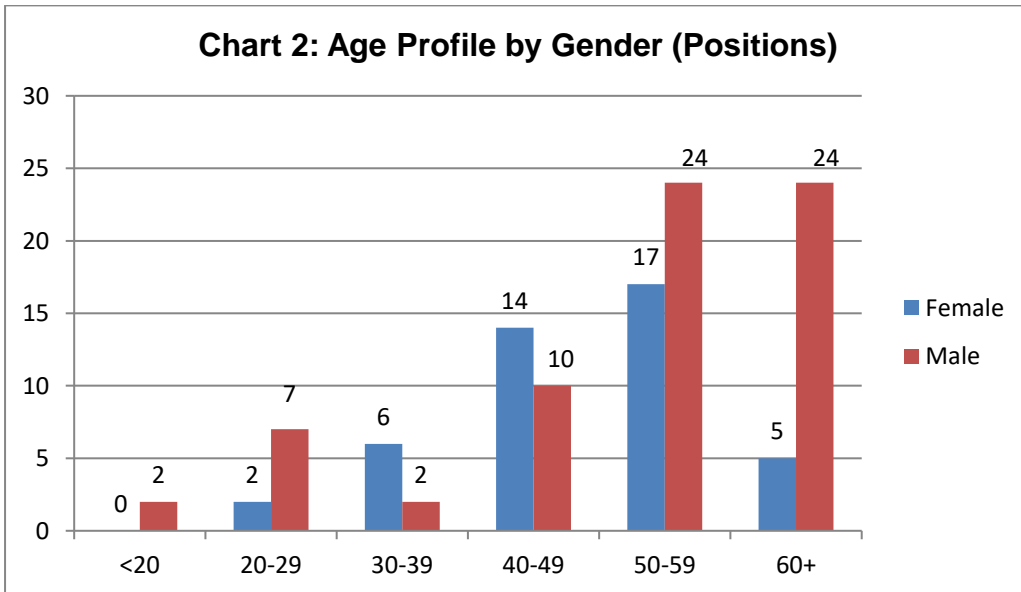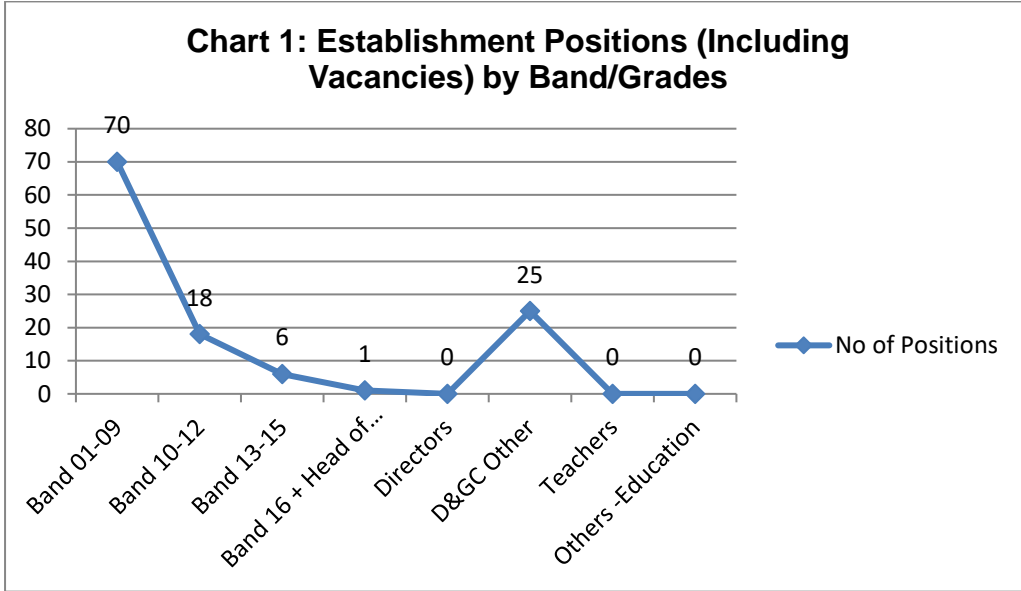
Chart 1: Establishment Positions (Including Vacancies) by Band/Grades

Chart 2: Age Profile by Gender (Positions)

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Chart 3: Age Profile by Bandings (Positions)

	Band 01-09	Band 10-12	Band 13-15	Band 16 + Head of Service	Directors	D&GC Others	Teachers	Others - Education
<20	0	0	0	0	0	2	0	0
20-29	4	0	0	0	0	5	0	0
30-39	5	1	0	0	0	2	0	0
40-49	12	6	2	0	0	4	0	0
50-59	25	5	3	1	0	7	0	0
60+	23	4	1	0	0	3	0	0
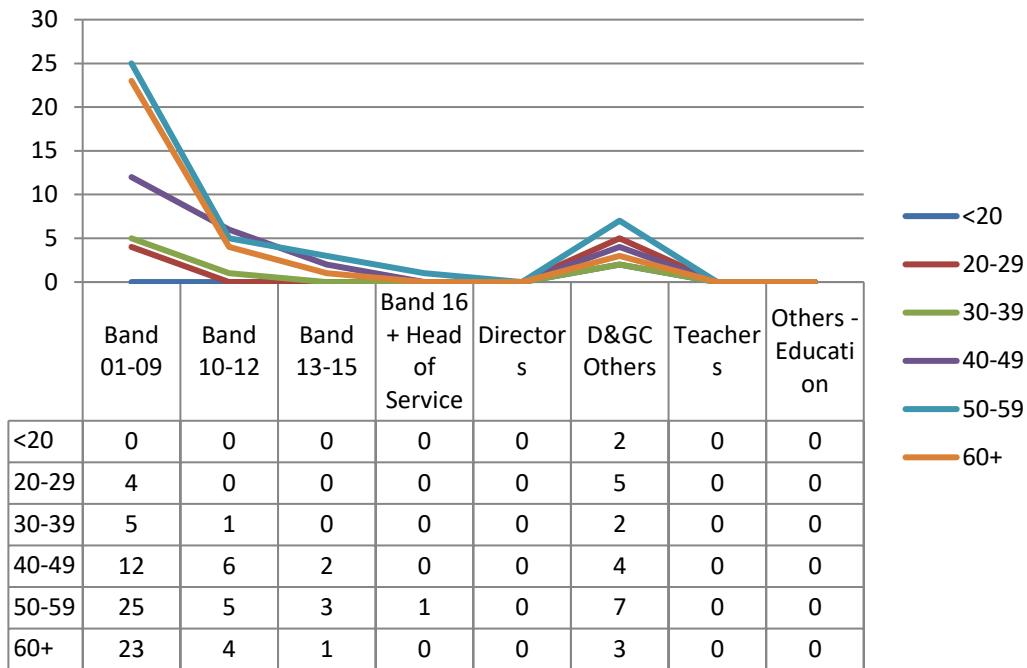
Chart 4: Age Profile by Gender and Type (Positions)

	<20	20-29	30-39	40-49	50-59	60+
Female (Permanent)	0	2	6	13	17	5
Female (Fixed Term)	0	0	0	1	0	0
Male (Permanent)	1	6	2	10	23	24
Male (Fixed Term)	1	1	0	0	1	0

35
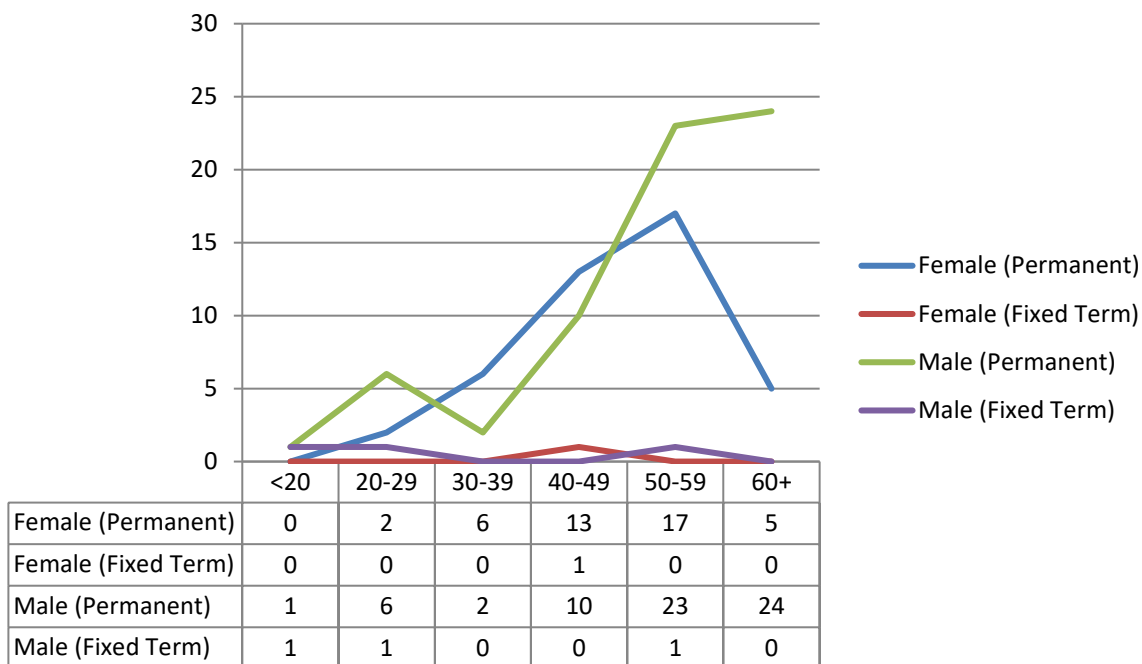
Chart 5: Age Profile by Gender and Basis (Positions)
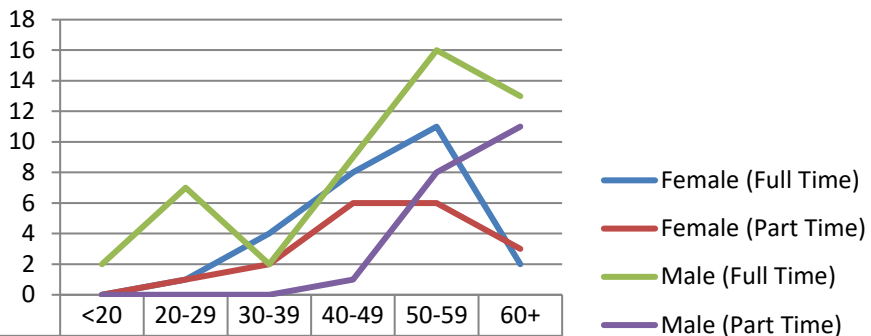
	<20	20-29	30-39	40-49	50-59	60+
Female (Full Time)	0	1	4	8	11	2
Female (Part Time)	0	1	2	6	6	3
Male (Full Time)	2	7	2	9	16	13
Male (Part Time)	0	0	0	1	8	11

Democratic Services Communities Budget Estimates Summary Subjective Analysis	Democratic Services £	Internal Audit £	Legal £	Licensing £	Member Services £	Sustainable Travel £	Education Transport £	Taxicard £	Fleet Management £	Pool Cars £	Radio Maintenance £	Vehicle Maintenance £	Courier Service £	Total Budget Estimates £
Expense														
Staff Costs	586,678	228,044	565,991	279,275	1,083,496	301,442	575,299	0	195,568	26,601	93,433	1,012,999	67,405	5,016,232
Property Costs	0	0	0	0	0	54	0	0	5,500	0	320,705	28,284	0	354,543
Transport Costs	900	50	740	2,700	74,050	4,374	553,926	0	21,935	395,550	16,843	333,124	22,803	1,426,996
Supplies, Services and Administration Costs	52,697	2,250	23,232	45,429	48,298	17,351	5,401	150	54,172	8,145	12,217	1,183,432	155	1,452,929
Payments to Other Bodies	0	0	0	0	0	3,352,000	4,119,000	95,000	0	0	0	0	0	7,566,000
	640,275	230,344	589,963	327,404	1,205,844	3,675,221	5,253,627	95,150	277,175	430,296	443,198	2,557,840	90,363	15,816,699
Income														
Fees and Charges	(3,500)	0	(14,500)	(409,070)	0	(164,402)	(50,000)	(350)	0	0	(446,617)	(313,000)	(3,000)	(1,404,439)
Government Grants	0	0	0	0	0	(112,100)	(53,170)	0	(42,000)	0	0	0	0	(207,270)
Internal Recharge Income	0	0	(100,000)	0	0	0	(100,000)	0	(201,650)	0	(13,000)	(2,609,401)	(8,000)	(3,032,051)
	(3,500)	0	(114,500)	(409,070)	0	(276,502)	(203,170)	(350)	(243,650)	0	(459,617)	(2,922,401)	(11,000)	(4,643,760)
Net Expenditure	**636,775**	**230,344**	**475,463**	**(81,666)**	**1,205,844**	**3,398,719**	**5,050,457**	**94,800**	**33,525**	**430,296**	**(16,419)**	**(364,561)**	**79,363**	**11,172,940**

*   ABB is under development

If you would like some help understanding this document or need it in another format or language please contact:

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