

2004/05 Business Plan

DEPARTMENT NAME: CITY SECRETARY AND SOLICITOR'S

1. Brief Description of the Service and its Purpose

The Department comprises two Divisions – Legal and Secretariat.

The main functions of the Legal Division are:

Legal Services; Land Charges; Local Licensing; Cemeteries in Winchester Town; Public Health Act Burials; Data Protection.

The main functions of the Secretariat Division are:

Committee Administration; Member Support Services; Electoral Registration; Elections; Mayoralty and Civic Events; Emergency Planning support to Chief Executive;

The City Secretary and Solicitor also has the following statutory appointments; Monitoring Officer; Electoral Registration Officer; Returning Officer; Data Protection Officer.

The Department's purpose is:

"To achieve professional and operational excellence through the efficient provision of legal and administrative services that are customer orientated, responsive, flexible and cost effective."

2. Links Between Services and Council Strategic Priorities

| No. | Strategic Priority | Departmental Responsibility |
|-----|-----------------------|---|
| 1 | Homes and environment | The provision of Legal and Secretariat Support Services to assist other Departments in achieving their objectives |
| 2 | Green agenda | The provision of Legal and Secretariat Support Services to assist other Departments in achieving their objectives; Abandoned vehicle service |
| 3 | Social inclusion | The provision of Legal and Secretariat Support Services to assist other Departments in achieving their objectives; Electoral Registration policies to promote full registration |
| 4 | Customer service | To fully co-operate in the development of revised working practices to ensure the successful implementation of the Customer Services Centre |

| No. | Strategic Priority | Departmental Responsibility |
|-----|----------------------------------|--|
| 5 | Economic prosperity | The provision of Legal and Secretariat Support Services to assist other Departments in achieving their objectives; Effective Land Charges Services aid land transfers; Local licensing policies affect the local economy |
| 6 | Cultural and leisure opportunity | The provision of Legal and Secretariat Support Services to assist other Departments in achieving their objectives; Local licensing policies affect Cultural and Leisure Opportunities |

3. Summary of Core Activities for 2004/05

- To support the democratic decision-making processes of the Council, Cabinet, and Committees by the provision of Committee Administration, Member Training and Member Support Services;
- To provide Legal Services to the Council and its Departments – both in assisting to achieve effective corporate governance and in the implementation of the Council’s functions
- Monitoring Officer role – to both the City Council and parishes within the Winchester District
- To provide support to the Mayoralty and the organisation of civic events
- To provide the following frontline services to the public
 - Electoral Services – the annual canvass for the register and subsequent operation of the rolling registration system; the operation of elections for the City, County and Parish Councils, UK and European Elections. The operation of any referenda and parish polls. The undertaking by the City Council of any parish electoral reviews. Inputs into any other electoral reviews undertaken by the Boundary Commission.
 - Local Licensing – Hackney carriage/private hire; public entertainment; cinemas; stage play; late night refreshment houses; local lotteries; gaming machines; street collections; game dealers; St Maurice’s Covert. In 2004/05 a major increase in activity will be licences under the Licensing Act 2003 when liquor licences will transfer from the Licensing Justices to be combined with the Council’s existing public entertainment and other similar licence functions. Abandoned Vehicles and Public Health Act burials are also managed by the Section.
 - Local Land Charges – property searches for vendors/purchasers of land to indicate how a property is affected by decisions taken by local authorities and some other public bodies.
 - Cemeteries – In the unparished area of Winchester Town at mainly at Magdalen Hill. West Hill is also open as a public amenity but is still used for a limited number of burials in existing family graves. Also Disused Churchyards eg Widley.

4. Proposed Developments and Improvements of the Service 2004 to 2009

| No. | Start Date | Proposed Development/Improvement | In Response To | Anticipated Outcome | Contribution to Corporate Objectives |
|-----|----------------------|--|---|--|--|
| 1. | 2004/05 and annually | Review of constitutional arrangements and decision-making structures | Local Government Act 2000 and statutory guidance; Freedom of Information Act | Further development and improvement of the Council's decision-making processes to take forward the modernisation agenda | Linked to "How we intend to run the Council" and "Core Values" |
| 2. | 2004/05 | To review functions for which the Department assumed responsibility in 2003/4 – Electoral Registration/Returning Officer and Mayoralty | Changes in Departmental structure following appointment of new Chief Executive | Improvements/up-dating of processes | Linked to providing best value in all our services and friendly and efficient services to all our residents |
| 3. | 2004/05 and 2005/06 | Transfer of the liquor licensing function from the Licensing Justices | Licensing Act 2003 | New unified system of administration of premises licence for alcohol sales; public entertainment etc | Linked to "How we intend to run the Council" and "Core Values" Homes and Environment – work with partners to make our communities safer |
| 4. | 2004/05 to 2006/07 | Implementation of Computerisation of Land Charges | National Land Information Service (NLIS) initiative and Government e-government targets. Also response to risk management for important documents | Electronic based system linked to National Hub to achieve Government aim of achieving all land transfers by fully electronic means | Linked to providing best value in all our services and friendly and efficient services to all our residents |
| 5. | 2004/05 onwards | To support the transfer of appropriate processes to the Customer Service Centre | Government e-government targets and Council policy to enhance service levels to the public | Improved service to the public | Customer Service : To establish a dedicated Customer Service Centre/ more convenient hours of service |

| No. | Start Date | Proposed Development/Improvement | In Response To | Anticipated Outcome | Contribution to Corporate Objectives |
|-----|-----------------|---|--|---|--|
| 6. | 2004/05 onwards | To enhance the availability of information available to the public through the internet | Government e-government targets and Council policy to enhance service levels to the public | Improved service to the public | Customer Service : To make services more readily available through the Internet/ more convenient hours of service |
| 7. | 2004/05 onwards | To commence the registration of the title to the Council's unregistered land | Likely Government target to achieve by 2010. Also response to risk management for important documents | To achieve Government aim of achieving all land transfers by fully electronic means | Linked to providing best value in all our services |
| 8. | 2005/06 onwards | To examine suitable applications for further electronic storage, processing and retrieval of data | Government e-government targets and Council policy to enhance service levels to the public | Improved service to the public | Linked to providing best value in all our services |
| 9. | To be confirmed | Transfer of additional licensing functions to the Council under the Gaming Bill | Legislation under consideration | Combination with the Council's other licensing functions will provide a unified service to the public | Linked to "How we intend to run the Council" and "Core Values" Homes and Environment – work with partners to make our communities safer |
| 10. | To be confirmed | Introduction of all postal or electronic alternative to polling stations; also electronic counting of ballot papers | Proposals under Government Consideration | Improved service to the public | Linked to providing best value in all our services |
| 11. | To be confirmed | Introduction of national links to electoral register | Proposals under Government Consideration | Proposed national target | Linked to providing best value in all our services |
| 12. | To be confirmed | Change from annual election by thirds for District Council to "all out" elections every four years | Proposals under Government Consideration | | |

5. Service Priorities for 2004/05

* Corporate/crosscutting issues above the line, departmental issues below the line

| No. | Theme; Corporate Aim/Objective | Linked To | Activity | Objective(s)/Targets/PIs | Anticipated Outcome | Resources |
|-----|--|--|--|---|--|--|
| 1. | Homes and environment | Make best use of Council land and use planning policies to provide a full range of..homes...for rental or ownership... | <ol style="list-style-type: none"> 1. Departmental input into corporate officer group 2. Disposal of any Council owned sites by target dates to be set when identified programme established 3. Negotiate S. 106 Agreements on affordable Housing | To ensure legality of developing policy advice and identify any problems/solutions in implementation programme. | Aids Council policy of providing affordable homes... | <ol style="list-style-type: none"> 1. 20 days 2. 20 days 3. 30 days |
| 2. | Homes and Environment Economic prosperity | National guidance on up-to-date local plans | Input into Local Plan Inquiry which commences June 2004 for 6 months approx. | To ensure legality of developing policy advice and of documents submitted to the Local Plan Inquiry | Successful outcome to Inquiry | 15 days |
| 3. | Homes and environment | Refurbish our existing stock in order to meet Decent Homes Standard by 2010. | Departmental input into corporate officer group on Housing Options | To ensure legality of developing policy advice and identify any problems/solutions in implementation programme | Assists target of policy agreed by end of 2004/05 | 20 days |
| 4. | Homes and environment | Work with partners to make our communities safer Introduce pilot schemes for neighbourhood wardens... | Work with other departments on nuisance cases on housing estates | To ensure legality of developing policy advice and identify any problems/solutions in implementation programme | Number of cases successfully concluded | 15 days |

| No. | Theme; Corporate Aim/Objective | Linked To | Activity | Objective(s)/Targets/PIs | Anticipated Outcome | Resources |
|-----|--------------------------------------|---|---|--|---|--|
| 5. | Green agenda | Introduce improved waste collection and recycling services..including collection of garden waste | 1. Input into revised policies. 2. Variations to Serco Contract. | To ensure legality of developing policy advice and identify any problems/solutions in implementation programme | Revised policies implemented | 5 days |
| 6. | Green agenda | Require through planning conditions sustainable transport plans, landscaping and environmental improvements | Negotiate S. 106 Agreements | To ensure legality of developing policy advice and identify any problems/solutions in implementation programme | Number of cases successfully concluded | 60 days |
| 7. | Social inclusion | Help people to access the services they need | See Customer Service proposals below | | | |
| 8. | Customer service | Make services more readily available through the internet and more convenient hours of service | Access to main committee reports on the internet | To design new templates and implement in stages by Cabinet, Planning; other committees | Public access available in stages up to March 2005 | 35 days |
| 9. | Customer service | Make services more readily available through the internet and more convenient hours of service | Land Charges – Computerisation | 1. Feasibility Study, staffing review and system selection – end August 2. More efficient systems for CON29 search, Data capture contractor selected – end 2004/05 3. Data capture of manual register and electronic delivery of LLC1 search by 2006/7 | Full participation in NLIS and e-governance target met Data secure from fire risk Best Value Review targets met | 250 days in 2004/05 and major financial investment from the LLC Computerisation Reserve |

| No. | Theme; Corporate Aim/Objective | Linked To | Activity | Objective(s)/Targets/PIs | Anticipated Outcome | Resources |
|-----|--------------------------------------|--|---|--|--|--|
| 10. | Customer service | Make services more readily available through the internet and more convenient hours of service | Customer services centre (CSU) | Review processes to make it possible for general frequently asked departmental questions and appropriate licensing/abandoned vehicles calls to be handled in CSU | Implementation by April 2005 | 20 days |
| 11. | Economic prosperity | Support the local economic strengths.. | <ol style="list-style-type: none"> 1. Input into the Broadway/Friarsgate project 2. Input into agreements for Denmead Village Centre improvement | To ensure legality of developing policy advice and identify any problems/solutions in implementation programme | <ol style="list-style-type: none"> 1. Project target dates met 2. Agreements signed by end July 2004 | <ol style="list-style-type: none"> 1. 25 days 2. 10 days |
| 12. | Cultural and leisure opportunity | ..promotion of sporting and cultural activities... | <ol style="list-style-type: none"> 1. Input into Swanmore Project 2. Input into transfer of Knowle Community Hall 3. Input into Bapsy Proposals for Guildhall Site | To ensure legality of developing policy advice and identify any problems/solutions in implementation programme | <ol style="list-style-type: none"> 1. By May 2003 2. By June 2003 3. ongoing | <ol style="list-style-type: none"> 1. 3 days 2. 4 days 3. 15 days |

| No. | Theme; Corporate Aim/Objective | Linked To | Activity | Objective(s)/Targets/PIs | Anticipated Outcome | Resources |
|-----|--|--|---|---|--|-----------|
| 13. | Cultural and leisure opportunity | ..develop Winchester's cultural and leisure opportunities by working with partners work with partners to ...increase the enjoyment of visual arts and understanding of local history | Input into Cultural Centre project and any subsequent legal agreements/land transfer if agreed by Council | To ensure legality of developing policy advice and identify any problems/solutions in implementation programme | Project implemented by target dates to be set | 15 days |
| 14. | Sustainability | | Take account of sustainability issues in revision of Corporate Procurement Strategy | To ensure legality of developing policy advice and identify any problems/solutions in implementation programme | Revised policy complying with modern best practice established by Dec 2004 | 3 days |
| 15. | Equalities | | Take account of equalities issues in revision of Corporate Procurement Strategy | To ensure legality of developing policy advice and identify any problems/solutions in implementation programme | Revised policy complying with modern best practice established by Dec 2004 | 3 days |
| 16. | Equalities | | To review procedures in Licensing, Legal and Land Charges for equalities issues | To identify any areas where changes in policy or practice are required | Revised policy complying with modern best practice established by Dec 2004 | 10 days |

| No. | Theme; Corporate Aim/Objective | Linked To | Activity | Objective(s)/Targets/PIs | Anticipated Outcome | Resources |
|-----|--|---|--|--|---|--|
| 17. | Community safety | Licensing Act 2003 and statutory guidance; Community safety strategy requirement to review policy on alcohol ban in public places | Implementation of Licensing Act 2003 | <ol style="list-style-type: none"> 1. Draft Licensing policy for public consultation and review of policy on alcohol in public places 2. Review any additional staffing needed for 6 month transitional period 3. Transitional Period 4. Review budget requirement in light of fees set nationally | <ol style="list-style-type: none"> 1. Policy adopted Sept 2004 or in accordance with dates to be set by Govt 2. Decisions made – June 2003 3. Applications handled within statutory timetable 4. Autumn 2004 budget requirement revised | Additional 1 permanent and 1 temporary FTE in Licensing Section. Also additional support from Legal Staff of 500 hours and Committee Section 200 hours required until end of transitional period |
| 18. | Linked to aims for how Council will be run and core values in how services will be delivered | Local Government Act 2000 and statutory guidance | Annual Review of Constitution and structures | <ol style="list-style-type: none"> 1. Review of Constitutional issues and procedures 2. Portfolio holder delegation implemented | <p>Updated Constitution approved by 30 June 2004</p> <p>In place by June 2004</p> | <p>20 days</p> <p>15 days initially and thereafter supported by resources available to support the committee processes</p> |

| No. | Theme; Corporate Aim/Objective | Linked To | Activity | Objective(s)/Targets/PIs | Anticipated Outcome | Resources |
|-----|--|---|--|---|--|--|
| 18. | Linked to aims for how Council will be run and core values in how services will be delivered | Local Government Act 2000 and statutory guidance | Annual Review of Constitution and structures | 3. Input into Corporate Review of Scrutiny Processes and Corporate Procurement strategy 4. Commence 2005/6 annual review | Review to Committee Autumn 2004 Jan to April 2005 – adoption April 2005 | 15 days 20 days |
| 19. | Linked to aims for how Council will be run and core values in how services will be delivered | New legislation and statutory guidance | Implementation of Freedom of Information Act | To lead officer corporate group on developing policies/new systems | Procedures in place by statutory deadline – Jan 2005 | 25 days |
| 20. | Linked to aims for how Council will be run and core values in how services will be delivered | Corporate Improvement Programme | Input into Internal Services Best Value Review | Departmental input made | Improvement Plan approved by March 2004 | 20 days |
| 21. | Linked to aims for how Council will be run and core values in how services will be delivered | Member desire to enhance level of service to the public | To implement any proposals arising out of current review of Planning Enforcement | Departmental input made to review of procedures | Initial Policy adopted by June 2004 for implementation thereafter | Any enhancements to be determined by review as current resources cannot support further significant service enhancements |

| No. | Theme; Corporate Aim/Objective | Linked To | Activity | Objective(s)/Targets/PIs | Anticipated Outcome | Resources |
|-----|--|--|---|---|--|-----------|
| 22. | Linked to aims for how Council will be run and core values in how services will be delivered | New legislation and guidance | To review new Local Determination Regulations and Statutory Guidance on probity cases | To implement any system/constitutional changes arising from proposed new regulations for the Monitoring Officer to investigate some Standards complaints locally | Revised procedures in place for Government target date for implementation | 10 days |
| 23. | Linked to aims for how Council will be run and core values in how services will be delivered | Transfer of service from CX to CSS from January 2004 | Review of support to Mayorality/Abbey House/Civic Events | <ol style="list-style-type: none"> 1. Review of support procedures to Mayor 2. Freedom Parade for ATR 3. Programme for Building maintenance/ internal decoration/ civic equipment re-nal put in place 4. Implement Best Value proposals for Mayoral Business Plan (June); increased hire of Abbey House and investigation of public access arrangements | <ol style="list-style-type: none"> 1. Ongoing in 04/05 with revised procedures in place 2. Successful event 3. Information available in Autumn 2004 to aid budget process 4. Achieved in accordance with Best value Review suggestions | 30 days |
| 24. | Linked to aims for how Council will be run and core values in how services will be delivered | Transfer of ERO/Returning Officer role to CSS | Review of postal vote arrangements; review of other procedures for election | To improve efficiency with increase in postal voting; to secure efficient operation of process | Improvements in place for June 2003 elections | 4 days |

| No. | Theme; Corporate Aim/Objective | Linked To | Activity | Objective(s)/Targets/PIs | Anticipated Outcome | Resources |
|-----|--|--|--|--|--|--|
| 25. | Linked to how Council will be run – Best value | Government proposed target to require public authorities to register all their unregistered land by 2010 to further objective on electronic conveyancing | Commence programme to register unregistered land | To agree fee structure for voluntary registration with Land Registry and commence implementation with larger titles | Available budget used for registration of titles | 20 days General Fund £6,000 and HRA £6,000 |
| 26. | Linked to aims for how Council will be run and core values in how services will be delivered | Modernisation agenda | Provision of internal and external Member Training Programme which develops Members skills and understanding of current key issues | To ensure a range of training which meets the needs of all Members and assists the Council in taking its improvement plan forward | A better informed Council equipped to deal with difficult issues and taking its improvement plan forward | Internal training – 15 days and external budget of £18,150 |
| 27. | Linked to aims for how Council will be run and core values in how services will be delivered | Green agenda | Usage of paper for Committee reports etc | To review paper circulation needs in view of improved access to Members and Officers through Web/Intranet access through Content Management System | Revised approach adopted as part of 2005/6 budget process | 10 days |

* Corporate/crosscutting issues above the line, departmental issues below the line

6. Resource Implications

| 2003/04 Revised | | | Service Activity | 2004/05 Estimate | | | FTEs | Notes |
|-----------------|---------------|------------|----------------------------|------------------|---------------|------------|-------|--|
| Exp. £000's | Income £000's | Net £000's | | Exp. £000's | Income £000's | Net £000's | | |
| 55 | (55) | 0 | Abbey House | 61 | (61) | 0 | 0.27 | Administration undertaken in Land Charges/Grounds Client. Serco undertakes work in cemeteries. Support costs to democratic processes from across the Council included Staffing included in Legal Business Unit Staffing included in Legal Business Unit |
| 5 | 0 | 5 | Boundary Reviews | 6 | 0 | 6 | 0 | |
| 138 | (68) | | Cemeteries | 142 | (75) | 67 | 0 | |
| 145 | (3) | 142 | Civic and Mayoral | 143 | (3) | 140 | 0.98 | |
| 1,712 | (70) | 1,642 | Council and Committee | 1,904 | (76) | 1,828 | 0 | |
| 78 | 0 | 78 | Elections | 77 | 0 | 77 | 0 | |
| 174 | (1) | 173 | Electoral Registration | 180 | (1) | 179 | 2.86 | |
| 63 | (64) | (1) | Hackney Carriages | 64 | (63) | 1 | 0 | |
| 336 | (438) | (102) | Land Charges | 344 | (471) | (127) | 3.89 | |
| 750 | (750) | 0 | Legal Business Unit | 790 | (790) | 0 | 15.88 | |
| 134 | (62) | 72 | Licensing | 135 | (136) | (1) | 0 | |
| 0 | (7) | (7) | Miscellaneous Legal Income | 0 | (7) | (7) | 0 | |
| 9 | (1) | 0 | Public Health Act Burials | 9 | (1) | 8 | 0 | |
| 521 | (521) | 0 | Secretariat | 568 | (568) | 0 | 7.50 | |
| 4,120 | (2,040) | 2,080 | Total | 4,423 | (2,252) | 2,171 | 31.38 | |

7. Key Performance Indicators

The only national indicator which affects the Department's services is No. 22 (BVP179) – Percentage of Local Searches within 10 days

| Performance Indicator | | Purpose | Reporting Officer | Achieved 2001/02 | Achieved 2002/03 | Target 2003/04 | Actual to Dec 2003 | Target 2004/05 | Target 2005/06 |
|-------------------------|---|--|-------------------|------------------|------------------|----------------------|--------------------|----------------|----------------------|
| Whole Department | 1 | Payment of undisputed invoices within 30 days of receipt | Stephen Whetnall | 89.84% | 87.81% | 100% | 95.4% | 100% | 100% |
| | 2 | Invoice collection rates | Stephen Whetnall | | 100% | 99% | 100% | 100% | 100% |
| Legal | 3 | % users satisfied with the overall level of service | Howard Bone | | 80% | Next survey Jan 2005 | NA | 90% | Next survey Jan 2007 |

| Performance Indicator | | Purpose | Reporting Officer | Achieved 2001/02 | Achieved 2002/03 | Target 2003/04 | Actual to Dec 2003 | Target 2004/05 | Target 2005/06 |
|---------------------------|----|---|---------------------|------------------|------------------|----------------------------------|---------------------------------------|----------------|----------------------|
| | 4 | % users satisfied that work was completed to expected standards | Howard Bone | | 91% | Next survey Jan 2005 | NA | 90% | Next survey Jan 2007 |
| | 5 | % letters responded to within 10 working days | Principal Solicitor | 73% | 69% | 75% | 55.5% (but 61% for Aug to Dec period) | 70% | 75% |
| | 6 | % enforcement notices issued within 15 working days of receipt of satisfactory instructions | Principal Solicitor | 73% | 65% | 75% | 95.4% | 95% | 100% |
| | 7 | % TPOs for unprotected sites issued within 2 working days of receipt of satisfactory instructions | Principal Solicitor | 82% | 100% | 85% | 87.1% | 90% | 90% |
| | 8 | 80% of S106 Agreements completed within 8 months or referred back to Committee | Principal Solicitor | | | 80% | Information not yet available | 75% | 80% |
| Committee Services | 9 | Annual number of formal meetings serviced | Chris Ashcroft | 181 | 209 | Trend information target not set | 155 | | |
| | 10 | Annual number of formal meetings serviced per staff f.t.e. | Chris Ashcroft | 45 | 59.7 | 45 | 44.3 | 45 | 45 |
| | 11 | Number of non-members participating at member meetings | Chris Ashcroft | 217 | 442 | Trend information target not set | 371 | | |
| | 12 | % member meeting agenda items taken in public | Chris Ashcroft | 87% | 86.7% | 90% | 88.3% | 92% | 92% |
| | 13 | % member training sessions which achieve an average satisfaction rating of 4 (v good) or above | Stephen Whetnall | 100% | 88.3% | 100% | 92.4% | 100% | 100% |
| | 14 | % members satisfied with overall level of member support service | Chris Ashcroft | | 88.5% | Next survey Jan 2005 | | 90% | 90% |
| Electoral Services | 15 | % turnout at local elections | Stephen Whetnall | | 42.6% | 42% | 40.16% | 42% | No District election |
| | 16 | % electoral form 'A's returned | Stephen Whetnall | 99.3% | 99.3% | 99% | 98% | 99% | 99% |

| Performance Indicator | | Purpose | Reporting Officer | Achieved 2001/02 | Achieved 2002/03 | Target 2003/04 | Actual to Dec 2003 | Target 2004/05 | Target 2005/06 |
|-----------------------|----|--|--------------------------|------------------|------------------|----------------------|--------------------|----------------|--------------------------------|
| | 17 | % polling stations with disabled access | Chris Ashcroft | 74% | 74% | 80% | 74% | 80% | 80% Govt query over future use |
| Licensing | 18 | % letters responded to within 10 working days | Licensing Manager | 81% | 79% | 84% | 75.4% | 80% | 80% |
| | 19 | Number of licences issued per staff f.t.e | Licensing Manager | 386.6 | 364 | 400 | 272 | 400 | 400 |
| | 20 | Number of abandoned vehicles processed | Licensing Manager | 559 | 672 | 600 | 404 | 600 | 600 |
| Land Charges | 21 | Percentage of users who respond as generally satisfied | Jan King | 97% | 100% | Next survey Jan 2005 | | 100% | 100% |
| | 22 | Percentage of standard searches carried out in 10 working days | Jan King | 100% | 100% | 100% | 100% | 100% | 100% |
| Cemeteries | 23 | Percentage of undertakers/masons satisfied with overall level of service | Jan King | | 100% | Next survey Jan 2005 | 100% | 100% | 100% |
| Mayoralty | 24 | % of accepted engagements fulfilled with nil negative feedback | Tina Penton/Carol Bailey | 100% | 100% | 100% | 100% | 100% | 100% |

8. Proposals for Public Consultation

| No. | Planned Research or Consultation | Completion date | Purpose | Use of Feedback | Outcome |
|-----|--|-----------------|--|---|---|
| 1. | Licensing Policy under the Local Government Act 2003 | July 2004 | The Council is required to adopt a Licensing Policy to help inform its decisions on individual applications under the new Act. It also has to take account of the statutory framework and the yet to be published statutory guidance | To provide local residents and business with an opportunity to influence the policy as it is developed | Adoption of new Licensing policy |
| 2. | Review of whether to introduce ban on consumption of alcohol in designated public places | July 2004 | The review is included in the Community Safety Strategy and it can be best conducted in conjunction with the consultation on the Licensing Policy under the 2003 Act as similar issues will be raised | To provide local residents and business with an opportunity to influence the policy as it is developed | Decision taken upon whether existing policy not to use designation powers should be amended and if so, an implementation plan |
| 3. | Local Land Charges | Jan 2005 | Customer Satisfaction Survey | To ascertain user satisfaction levels and whether any changes desirable in the way in which the service is provided | Measure of customer satisfaction – and method of identifying further service improvements |
| 4. | Cemeteries | Jan 2005 | Customer Satisfaction Survey | To ascertain user satisfaction levels and whether any changes desirable in the way in which the service is provided | Measure of customer satisfaction – and method of identifying further service improvements |

9. Risk Management

The list below only includes items from the Council's List of Top Strategic Risks where the Department has a significant impact on the work to be undertaken and are marked # below. Other departmental risks are also identified.

| No. | Risk/Opportunity element | Area of Risk | Action Required |
|-----|---|--|--|
| 1. | Impact of legislative change # | Key areas for the Department are implementation of the Licensing Act 2003 and the Freedom of Information Act | Effective Project management within available resources – particularly with Licensing Act where the Govt has repeatedly changed target dates and detailed guidance at short notice. Also Freedom of Information Act has minimum resource allocated in view of other competing priorities |
| 2. | National or local change in political control bringing with it significant changes in policy/direction # | Local change may need review of decision-making structures/processes | Experience of various options/experiments undertaken locally over last few years will assist any review |
| 3. | Loss of key employees # | Provision of services | Flexible approach to succession planning and creating opportunities for staff close to retirement to take different roles to help with transition |
| 4. | Change in Housing Management Structures # | Complex legal procedures to be adopted if change occurs; Change in work available for department if Housing work transfers to another organisation | Full input into Group and Reports; If work transfers to another organisation temporary support can be given to the body concerned while permanent changes phased in |
| 5. | Effective Project Planning # | Major risks areas in which the Department takes a lead will be Land Charges Computerisation; Freedom of Information Act; Licensing Act 2003; European and local elections 2004 | Need to ensure that plan co-ordinates not only the work of the Department – but other Depts and any external agencies involved. Staff training; need to change other priorities if resources over-stretched |
| 6. | Major Projects such as Broadway/Friarsgate; new offices; customer service centre # Also applies to all major decisions taken through member decision-making structures and major contracts | Ensuring legality of proposed decisions and general “health check” on whether other alternative approaches tested | Correct legal input made at early stage through involvement in draft reports and any relevant officer groups where appropriate. Also Contract Procedure Rules require CSS to be consulted on higher value contracts |

| No. | Risk/Opportunity element | Area of Risk | Action Required |
|-----|--------------------------------------|--|--|
| 7. | Loss of key records through fire etc | Original key documents lost without backup copies available. | <p>Action already taken includes some back up manual records and all back up electronic records being kept in different buildings</p> <p>Major improvement will take place through Land Charges computerisation and phased registration of remaining unregistered Council land</p> <p>Electronically generated documents eg legal files, electoral register and council reports/minutes are already backed up</p> <p>A move to a document management system will mean incoming documents will be progressively scanned and backed up over the next few years</p> |