



## **DRAFT PORTFOLIO HOLDER DECISION NOTICE**

### **PROPOSED INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR FINANCE AND RESOURCES**

#### **TOPIC – LEGAL SERVICES BUSINESS PLAN 2008/09 OMWARDS**

#### **PROCEDURAL INFORMATION**

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to be made by an individual member of Cabinet.

In accordance with the Procedure Rules, the Corporate Director (Governance), the Chief Executive and the Head of Finance are consulted together with Chairman and Vice Chairman of the Principal Scrutiny Committee and all Members of the relevant Scrutiny Panel(s) (individual Ward Members are consulted separately where appropriate). In addition, all Members are notified.

Five or more of these consulted Members can require that the matter be referred to Cabinet for determination.

**If you wish to make representation on this proposed Decision please contact the relevant Portfolio Holder and the following Committee Administrator by 5.00pm on Friday 28 March 2008.**

#### **Contact Officers:**

**Case Officer:** Howard Bone, Tel: 01962 848 552, Email: [hbone@winchester.gov.uk](mailto:hbone@winchester.gov.uk)

#### **Committee Administrator:**

Frances Maloney Tel: 01962 848 155, Email: [fmaloney@winchester.gov.uk](mailto:fmaloney@winchester.gov.uk)

#### **SUMMARY**

Approval is sought to the detailed Business Plan for this Division. The Business Plan sets out the key tasks that the Division will undertake over the coming five years, with SMART (Specific, Measurable, Agreed, Resourced and Timed) targets (both through actions and performance indicators) by which progress will be measured and monitored. The Plan also gives additional information about the role of the Division, the resources allocated to it (in terms of both staff and budgets) and the key risks that are being addressed through its work.

Key actions to be undertaken in this Division are:

- Input into Silver Hill Project
- Choice Based Lettings Project
- Completion of Land Charges Computerisation testing
- Introduction of EDRMS into Licensing and Debt Recovery.

The Head of Division is satisfied that the actions put forward in this Business Plan will work towards the Council's corporate objectives, as set out in the Corporate Strategy 2008-13 or otherwise ensure that the Council meets the statutory obligations place on it by central Government. Other than where indicated, these actions can be achieved within the resources available. Plans are in place, or will be developed, to ensure that targets shown for key performance indicators can be achieved in the timescale shown.

### **PROPOSED DECISION**

That the Business Plan for the Legal Services Division be approved as attached at Appendix A.

### **REASON FOR THE PROPOSED DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

Business Plans form an important part of the Council's performance management process as they set out the key actions for the coming year. The Business Plan put forward for adoption sets out the actions that will best help the Council achieve its corporate objectives and meet its statutory obligations within the resources available to it, as far as can be seen in the light of current circumstances. While alternative approaches would be possible in many parts of the Plan, the actions being recommended are believed to give best value to the authority.

### **FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION NOTICE**

The Resources Scrutiny Panel will be consulted on this Business Plan on 19 March 2008

### **DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR OFFICER CONSULTED**

None

### **DISPENSATION GRANTED BY THE STANDARDS COMMITTEE**

N/A

**Approved by: (signature)**

**Date of Decision**

**Councillor Frederick Allgood – Portfolio Holder for Finance and Resources**

# Legal Services Business Plan 2008 - 2013

## 1. Brief Description of the Service and its Purpose

The main functions of the Legal Services Division are:

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

The Division'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.”

The core of the Division's business is supporting other Divisions in delivering outcomes to the community. However, significant elements of the Division's work (Licensing and Registration, Land Charges, and Cemeteries) are delivered directly to the Community. The Licensing and Registration function in particular directly supports the Corporate Strategy priorities “Safe and Strong Communities” and “Economic Prosperity”.

## 2. Links between Council strategic priorities and services

<i>Strategic priority</i>	<i>Departmental responsibility</i>
<b>All Key Service Areas</b>	<ul style="list-style-type: none"> <li>• The provision of Legal and Administrative Services to assist Members and other Directorates in achieving their objectives.</li> </ul>
<b>Economic Prosperity</b>	<ul style="list-style-type: none"> <li>• Provision of effective Land Charges Services to aid land transfers (housing and economy)</li> <li>• Administration of local licensing (effect on the local economy).</li> </ul>
<b>High Quality Environment</b>	<ul style="list-style-type: none"> <li>• Management of Cemeteries</li> <li>• Provision of advice and services to Planning Control Division.</li> </ul>

<b>Safe and Strong Communities</b>	<ul style="list-style-type: none"><li>• Administration of local licensing (increase feelings of safety).</li></ul>
<b>An Efficient and Effective Council</b>	<ul style="list-style-type: none"><li>• Improvements in efficiency (including Land Charges Computerisation).</li><li>• Input into modernisation projects (e.g. Electronic Document and Records Management System and other IT projects).</li><li>• Improvements to provision of information to customers.</li></ul>

### **3. Summary of Progress in 2007/08**

Implementation of the new organisational structure was completed during this year, with the Division now forming part of the Governance Group. The Legal Division has continued to provide its core services, whilst at the same time implementing the new Gambling legislation and continuing to implement the Land Charges Computerisation system. The key areas have been as follows:-

Licensing issues – this year saw the transition phase for the Gambling Act, which transferred responsibility for gaming matters from the Magistrates to the City Council. The transition was successfully completed and the Council held one of the first hearings in the country, in response to an application for a betting shop. The Safety Advisory Group has continued to function well, with input from the Team, and further progress was made on the review of taxi and private hire conditions and procedures. The Alcohol Designation Order area was extended to cover the whole of the Winchester town area.

Land Charges – Significant progress was made this year on the Computerisation of Land Charges project. The process of capturing the manual register in an electronic form has been completed and checked, and a major data cleansing exercise (principally concentrating on planning data) was completed. Other data such as planning agreements was also captured onto the system. Since January 2008, the system has been used as the primary response tool to record and process the search, with the existing manual system (now being viewed electronically) being used to check the accuracy of the results. This dual running exercise has shown some areas where further data cleansing will be required, and this will be carried out during 2008-09.

Major Contracts – the Division has had significant input into a number of major contracts for Council projects completed during the year, including EDRMS (Electronic Document and Records Management System) and CCTV Monitoring Contract. In addition, work has been undertaken on a number of ongoing projects including Choice Based Lettings and joint working arrangements with other Hampshire Authorities.

Major Projects – Section 106 agreements were completed to regulate development of the West of Waterlooville Major Development Area. Other projects which the Division has been involved in include further work on the Silver Hill development, the introduction of the Business Improvement District (BID) process, and the Local Development Framework. Advice and input has also been given on a variety of IMT projects.

Land Transactions – the Division was involved in the disposal of several properties, including dwellings in Eastgate Street and other locations, Avalon House, and other City Centre properties.

Land Registration – work has continued on registering the Council's land at the Land Registry. This will protect the Council's landholding interests against encroachment, act as a back up to the Council's own records (as part of the Risk Management Strategy) and speed up conveyancing in accordance with moves towards electronic land transactions.

Housing Nuisance Cases – the Division has dealt with fifteen nuisance cases on behalf of the Housing Landlord Services Division (an increase in five over last year), involving tenants and visitors to Council properties. This resulted in five court injunctions being obtained.

**4. Service Priorities 2008/09 Onwards**

**A) Key Service Priorities 2008/09 Onwards**

	<b>Why are we doing this?</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's Accountable?</b>
1.	High Quality Environment/Safe and Strong Communities	Silver Hill – support to external solicitors, as necessary, in relation to a) Section 106 agreement b) Compulsory Purchase Order c) other associated matters.	In accordance with the Project Plan.	Programme dates for input met.	External Solicitors' fees met by developer: Internal input 20 days.	Howard Bone/ Stephen Whetnall
2.	Legislative Requirement	Assist Strategic Planning in preparation of Local Development Framework.	Core Strategy – Preferred Options Autumn 2008, Pre-submission plan early 2009.	LDF adopted without successful challenge	Estimate 20 days each year	Fiona Sutherland/ Howard Bone
3.	An Efficient and Effective Council/Legislative requirement.	Continued input into contract arrangements for IT software system to support Housing Choice Based Lettings project (jointly with East Hants DC).	April 2007 onwards, in accordance with project timetable.	Contracts completed within time limits without challenge.	15 days.	Mia Scott
4.	Safe and Strong Communities	Assist in procurement process for moving CCTV control room and re-equipping as necessary (including advising on tendering, and completion of contract documentation).	Within nine months of decision on issues being made	Contracts let within specified time periods	35 days	Mia Scott
5.	An Efficient and Effective Council	Implement Electronic Document and Records Management System (EDRMS) in a) Licensing and b) Legal (Debt Recovery).	a) by September 2008 b) by March 2009.	System implemented and in operation use.	a) 8 days b) 8 days.	a) John Myall b) Tracey Wilson

	<b>Why are we doing this?</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's Accountable?</b>
6.	An Efficient and Effective Council	Implement use of UNiform modules for a) Lawful Use Certificates b) Section 106 agreement monitoring c) Tree Preservation Orders	a) by June 2008 b) by October 2009 c) by July 2008	System implemented and in operation use.	a) 4 days b) 8 days c) 6 days	a/b) Fiona Sutherland c) Tracey Wilson
7.	High Quality Environment/Safe and Strong Communities	Review of Street Trading in Winchester (including legislative basis and extent of controls).	By October 2008.	Review completed and necessary orders completed by finish date.	15 days. Advertising costs for necessary orders (approx. £600).	John Myall/ Cindy Tetstall
8.	Safer and Strong Communities/ Legislative Requirement	Complete review of Taxi and Private Hire conditions	By September 2008	Revised conditions implemented by target date.	5 days	Chris Bicknell/ Cindy Tetstall
9.	Safer and Strong Communities/ Legislative Requirement	Input into Housing Options Review process	December 2008	Arrangements selected and implemented without challenge.	5 days	Mia Scott/ Tracey Wilson
10.	An Efficient and Effective Council	Complete checking phase of Land Charges Computerisation and switch to computerised system (including implementation of NLIS Level 3)	March 2009	New Software system working fully to process searches.	1 year FTE (temporary staff), plus 30 days from remainder of team. Costs to be met from Land Charges Reserve and fees.	Jan King
11.	An Efficient and Effective Council	Renewal of IT Contract	Contract due for renewal by November 2010	Contract renewed within time limits without challenge.	30 days	Howard Bone/Mia Scott
12.	Safer and Strong Communities	Renewal of Leisure Centre Contract	Contract due for renewal by March 2011	Contract renewed within time limits without challenge.	30 days	Mia Scott

	<b>Why are we doing this?</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's Accountable?</b>
13.	An Efficient and Effective Council	Renewal of Serco Depot Services Contract	Options review – by April 2009 Tender documentation – by January 2010 Tender process – January 2010 to February 2011	New arrangements selected and in place by end of existing contract.	2008-09 – 20 days 2009-10 – 50 days 2010-11- 50 days	Howard Bone/ Mia Scott/ Emily Fallon



**B) Other Service we aim to deliver 2008/09 Onwards**

	<b>Why are we doing this?</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's Accountable?</b>
1.	An Efficient and Effective Council	Council Offices/Bapsy Bequest	In accordance with Project Corporate Plan Dates.	Works carried out and Bequest monies spent within target times	10 days plus external solicitors for offices project.	Stephen Whetnall/ Howard Bone
2.	Efficient and Effective Council/Legislative requirement.	Advice on contract documentation for IT software system to support Housing Choice Based Lettings project.	April 2008 onwards, in accordance with project timetable.	Contracts completed within time limits without challenge.	15 days.	Mia Scott
3.	An Efficient and Effective Council	Advice on tendering process for Gas Servicing/Communal Cleaning Contracts.	April 2008 – March 2009.	Contract relet by March 2009.	5 days	Emily Fallon
4.	High Quality Environment	Make TPOs as required in connection with Environment Division TPO review.	Orders to be made within 15 working days of full instructions.	Orders made within target timescales	10 days	Felicity Marshall/ Sharon Evans/ Suzanne Smith.
5.	An Efficient and Effective Council	Assist Estates Division in reletting Guildhall and Office Cleaning contracts	Contract options review – by July 2008 Tendering process – July 2008 – June 2009	Contracts relet within timescales	12 days	Emily Fallon
6.	An Efficient and Effective Council	Carry out Customer Survey (Legal PI 3 and 4).	June 08	Survey Completed within timescale.	2 days	Fiona Sutherland/ Ashton Curgenvin

	<b>Why are we doing this?</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's Accountable?</b>
7.	An Efficient and Effective Council	Complete development of new standard Section 106 agreement templates (including provision of affordable housing) for both outline and full applications.	July 2008	Templates completed, available on website, and in use by developers.	8 days	Mia Scott
8.	Legislative Requirement	Review procedures in Licensing, Legal and Land Charges for equalities issues.	Licensing – July 2008 Legal – Sep 2008 Land Charges – Dec 2008	All identified issues addressed. No further issues raised.	14 days.	Howard Bone/ John Myall/ Jan King
9.	Audit Recommendation (Contracts Audit 2007-08, IAG references 428/430/432/433)	1. Review Contract Procedure Rules and Financial Standing Orders.  2. Produce Guidance Notes for Contracts and Procurement.	July 2008	Documents completed in timescales.  Audit recommendations noted as being completed.	10 days	Mia Scott/ Howard Bone
10.	Legal Requirement	Review and update Freedom of Information Publication Scheme	By September 2008	Scheme updated and published on website within timescale.	5 days	Fiona Sutherland
11.	Audit Recommendation	Review need/criteria for performance bonds in contracts (ref 63).	By September 2008	Revised criteria in place and agreed with Internal Audit by deadline.	5 days.	Mia Scott

	<b>Why are we doing this?</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's Accountable?</b>
12.	Audit Recommendation	Carry out regular spot checks of Section 106 agreements to check satisfaction and level of fees charged (ref 115).	By October 2008	At least ten files reviewed each year, and appropriate action taken in light of findings.	2 days.	Mia Scott/Fiona Sutherland
13.	Audit Recommendation	Ensure Section 106 income is correctly accounted for by reconciling Section 106 database records with Powersolve records (ref 118).	By October 2008	Reconciliation carried out and appropriate action taken in light of findings.	2 days.	Ashton Curgenvin/ Howard Bone.
14.	An Efficient and Effective Council (Equality Policy Action Plan CAB1468 30.05.07 points 12 and 13)	Review and if necessary amend the criteria for procuring goods and services and, where appropriate, contract terms and conditions.  Review and if necessary amend the monitoring arrangements for contractors providing public services to ensure they are meeting the duties to eliminate discrimination and, where appropriate, promote equality	November 2008  November 2008	Documents updated and monitoring arrangements in place in accordance with timescales		Mia Scott  Mia Scott
14.	An Efficient and Effective Council	Implement Charities Act 2006 provisions on street collections.	Subject to legislative timetable – likely to be January 2009 onwards.	New scheme implemented by commencement date of new legislation.	10 days	John Myall.
15.	An Efficient and Effective Council	Implementation of EDRMS rollout in Legal (remainder of Legal).	April 2009 – September 2009	System installed, tested, and working.	12 days	Tracey Wilson/ Mia Scott/ Fiona Sutherland

	<b>Why are we doing this?</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's Accountable?</b>
16.	Legislative Requirement	Review of Gambling Policy – policy adopted January 2007, Due for re-issue January 2010.	Draft produced June 2009, adoption by December 2009.	Review completed and policy re-issued within time limits without challenge.	5 days.	John Myall/Cindy Tetstall
17.	Legislative Requirement	Review of Licensing Policy – policy adopted January 2008, Due for re-issue January 2011.	Draft produced June 2010, adoption by December 2010.	Review completed and policy re-issued within time limits without challenge.	5 days	John Myall/Cindy Tetstall
18.	An Efficient and Effective Council	Advice on retendering of IT Services Contract.	Contract expires 30 November 2010 (subject to extension for up to two years)	Review completed and policy re-issued within time limits without challenge.	30 days.	Mia Scott
19.	Safer and Strong Communities	Continued participation in Safety Advisory Group meetings.	Five meetings per year.	Events occur without major incidents or issues arising.	8 days	John Myall/ Cindy Tetstall
20.	An Efficient and Effective Council	Support Democratic Services Division and Corporate Director (Governance) in handling complaints against Councillors by carry out investigations and attending Standards Committee as required.	Reports completed within one month of receipt of instructions.	Time limits met.	Variable – up to 4 days per case, possibly longer.	Howard Bone

	<b>Why are we doing this?</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's Accountable?</b>
21.	Safer and more inclusive communities	Handle nuisance cases and ASBO requests referred by Landlord Services and Community Development Divisions	Papers to be lodged with the Court within three weeks of all necessary statements being supplied.	Number and type of orders achieved.	Average of 60 hours/8 days per case	Tracey Wilson (Sharon Evans/ Felicity Marshall)
22.	An Efficient and Effective Council	Assist Partnerships and Communications Division in implementing Local Access Points	In accordance with project timescale	Project completed within timescale.	10 days	Cindy Tetstall.

5. **Resource Implications**

A) **Financial**

(as reported 13 February 2008 CAB1629 Appendix M)

2007/08 Revised			Service Activity	2008/09 Estimate			FTEs	Notes
Exp. £000's	Income £000's	Net £000's		Exp. £000's	Income £000's	Net £000's		
148	(101)	47	Cemeteries	153	(106)	47	0	
89	(88)	1	Hackney Carriages	99	(98)	1	0	
11	(9)	2	Gambling Licences	11	(11)	0	0	
426	(454)	(28)	Land Charges	367	(463)	(86)	4.89	
872	(871)	1	Legal	919	(918)	1	16.25	
12	(9)	3	Licensing	13	(11)	2	0	
157	(132)	25	Licensing Act	163	(139)	24	0	
1	(1)	0	Misc. Legal Income	0	0	0	0	
12	(2)	10	Public Health Act Burials	11	(1)	10	0	
1,728	(1,667)	61	<b>Total</b>	1,736	(1,747)	(1)	21.14	

**B) Workforce**

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<ul style="list-style-type: none"> <li>• Calls for more enforcement of taxi and planning legislation</li> <li>• Gershon Efficiency Targets</li> <li>• Possible Local Government Re-organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Turnover of staff/recruitment difficulties</li> <li>• Age profile of staff</li> <li>• Land Charges Computerisation</li> <li>• Council Budget</li> <li>• Flexible working arrangements</li> </ul>
WORKFORCE IMPLICATIONS	
<ul style="list-style-type: none"> <li>• Turnover of Staff/Recruitment difficulties – ensure best possible recruitment package available, including flexible working arrangements. Temporary staff to be used to provide cover where needed. Continue development of existing staff.</li> <li>• Land Charges Computerisation – temporary staff to be taken on to assist existing staff.</li> <li>• Age profile - succession planning to be carried out to minimise impact of staff leaving.</li> <li>• Gershon efficiency savings - participate in partnership working with other authorities to secure discounted rates for work which needs to be outsourced.</li> <li>• Continue to use outsourced framework agreements to deal with peaks in workload demand.</li> </ul>	

**6. Key Performance Indicators**

Ref. No.		What does this show?	Who reports this?	Achieved 2005/06	Achieved 2006/07	Estimate 2007/08	Target 2007/08	Target 2008/09	Target 2009/10
Legal Division	1	Payment of undisputed invoices within 30 days of receipt	HoLS	90.85%	97%	96%	100%	100%	100%
	2	Invoice Collection rate	HoLS	100%	94.27	96%	100%	100%	100%
Legal	3	% users satisfied with the overall level of service	HoLS	74% (actual - survey Dec 05)	73% (actual - survey Jan 07)	No survey	No survey	Survey June 08 75%	No survey
	4	% users satisfied that work was completed to expected standards	HoLS	89% (actual - survey Dec 05)	94% (actual - survey Jan 07)	No survey	No survey	Survey June 08 95%	No survey
	5	% letters responded to within 10 working days	HoLS	71%	76%	73%	77%	78%	82%
	6	% enforcement notices issued within 15 working days of receipt of satisfactory instructions	HoLS	100%	100%	88%	100%	100%	100%



Ref. No.		What does this show?	Who reports this?	Achieved 2005/06	Achieved 2006/07	Estimate 2007/08	Target 2007/08	Target 2008/09	Target 2009/10
	7	% TPOs for unprotected sites issued within 2 working days of receipt of satisfactory instructions	HoLS	100%	100%	100%	100%	100%	100%
	8	80% of S106 Agreements completed within 8 months or referred back to Committee	HoLS	66.3%	90%	70%	90%	90%	90%
Licensing	9	% letters responded to within 10 working days	HoLS	79%	87%	77%	82%	85%	85%
	12	Number of licences issued per staff f.t.e	HoLS	539	552	500 (reduction due to completion of Licensing Act transition)	520	530	540

Ref. No.		What does this show?	Who reports this?	Achieved 2005/06	Achieved 2006/07	Estimate 2007/08	Target 2007/08	Target 2008/09	Target 2009/10
	13	Number of abandoned vehicles processed	HoLS	430	466	368	400	Services transferred to Environment Division 1 April 2008	
<u>BVPI 218(a)</u>	14	Abandoned vehicle reports investigated within 24 hrs	HoLS	1.6%	28%	27%	37%	Services transferred to Environment Division 1 April 200	
Local PI equivalent	15	Abandoned vehicle reports investigated between 24 and 48 hrs	HoLS	n/a	23%	51%	27%	Services transferred to Environment Division 1 April 2008	
<u>BVPI 218(b)</u>	16	% abandoned vehicle removed within 24 hrs from being legally entitled to.	HoLS	2.9%	28%	53%	40%	Services transferred to Environment Division 1 April 2008	
Local PI equivalent	17	% abandoned vehicle removed within 48 hrs from being legally entitled to.	HoLS	n/a	17%	72%	65%	Services transferred to Environment Division 1 April 2008	

Ref. No.		What does this show?	Who reports this?	Achieved 2005/06	Achieved 2006/07	Estimate 2007/08	Target 2007/08	Target 2008/09	Target 2009/10
<u>Land Charges</u>	<u>18</u>	Percentage of users who respond as generally satisfied	HoLS	96% (actual – survey Dec 05)	No Survey	Next survey due Dec 07 *	96% (actual survey Dec 07) *	96% (actual survey Dec 08)	Next survey Dec 10
<u>BVP179</u>	<u>19</u>	Percentage of standard searches carried out in 10 working days	HoLS	100%	100%	100%	100%	100%	100%
<u>Cemeteries</u>	<u>20</u>	Percentage of undertakers/masons satisfied with overall level of service	HoLS	Survey delayed to May 2006	100% either very satisfied or satisfied (actual survey May 2006)	Next survey May 2008	Next survey May 2008	100% (actual survey May 08)	Next survey May 2010

\* Land Charges satisfaction survey – this was due to have been carried out in December 2007, but was delayed due to implementation of TLC computer system. Survey to be deferred until December 2008.

## 7. Proposals for Consultation

<b>What research or consultation do we intend to carry out?</b>	<b>How will we be doing it?</b>	<b>When will we be doing it?</b>	<b>How will we use the results?</b>
Revision of hackney carriage/private hire conditions	Possible survey into demand/need for taxis in the District under consideration by Informal Taxi/Private Hire Working Group. To be carried out by external research consultancy.	Spring/Summer 2008	Survey results will be used to determine whether a limit should be placed on the number of taxi licences issued, and how service can be improved for the public.
Cemeteries Customer Satisfaction Survey	Postal survey to local Undertakers/Masons to establish levels of satisfaction	May 2008	We will analyse current opinions and put systems in place to improve our service, if required.
Legal Customer Satisfaction Survey	Internal survey to establish levels of satisfaction	June 2008	We will analyse current opinions and put systems in place to improve our service, if required.
Land Charges Customer Satisfaction Survey	Postal survey to local Solicitors establish levels of satisfaction	December 2008 (deferred from December 2007)	We will analyse current opinions and put systems in place to improve our service, if required.
Gambling Policy Review	Consultation to be carried out in accordance with statutory process (yet to be issued).	Autumn 2009	Consultation responses will be taken into account before the new Policy is adopted for 2009-2012.
Licensing Policy Review	Formal consultation process of revised draft policy with licensees, residents' groups, trade organisations, and parish councils.	Autumn 2010	Consultation responses will be taken into account before the new Policy is adopted for 2011-2014.

**8. Key elements of risk management**

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	Action required
Corp. Director (Gov) 4250 - 4299	4250	Very likely  High impact	<b>Legal</b>	Effective Planning Project Risks  Division's own projects	Howard Bone  Project Manager for: Land Charges Computerisation.	Ineffective Project Planning and Monitoring	Business objectives or targets not met; timescale unrealistic; Cost overrun; issues not identified; missed opportunities; legal challenge; loss of staff confidence; bad publicity	See detailed action plans.
Corp. Director (Gov) 4250 - 4299	4255	Highly likely  Low impact	Managerial	Loss of Key Employees	Howard Bone	Loss of key employees; Failure to recruit; breakdown of succession plan	Loss of skill / knowledge; Impact on business continuity; People take on extra responsibilities; Sickness rates increase; Mistakes made; Public / Councillor confidence	Workforce planning; flexible working
Corp. Director (Gov) 4250 - 4299	4256	Unlikely  High impact	Physical	Loss of Key Records through Fire (Deeds).	Howard Bone	Key records not being stored properly; No electronic back-up	Loss of key records as valuable reference source and historical documents	Land Registration Programme. Keep management processes under review.
Corp. Director (Gov) 4250 - 4299	4257	Unlikely  Low impact	Technological	Land Charges Computer System	Howard Bone	Ineffective control of information stored on System	Loss of key information if not adequate back-ups; Incorrect searches resulting in possible legal action.	Continue data cleansing and cross-checking exercise during 2008/09. Keep

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	Action required
								management processes under review.
Corp. Director (Gov) 4250 - 4299	4260	Highly likely High impact	Financial	Housing Information Packs	Howard Bone	Significant reduction in number of searches (and consequent loss of income) due to increase in personal searches	Loss of income; need to further savings to balance budget.	Maintain contacts with solicitors. Progress computerisation project. Consider reduced "refresher" search fee. Regularly review fees against performance.