



## **DRAFT PORTFOLIO HOLDER DECISION NOTICE**

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

#### **TOPIC – LEGAL BUSINESS PLAN**

#### **PROCEDURAL INFORMATION**

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

In accordance with the Procedure Rules, the City Secretary and Solicitor, the Chief Executive and the Director of Finance are consulted together with Chairman and Vice Chairman of the Principal Scrutiny Committee and all Members of the relevant Scrutiny Panel (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 Monday 26 March 2007.**

#### **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 over the period 2007/08 – 2011/12 are:

- Prepare for and implement Organisation Change proposals. Consider any necessary resultant changes to management arrangements/work allocation/financial resources
- Making of Orders to implement results of Reviews for Winchester Town Centre area and other areas in the District for Alcohol Designation Areas
- Complete scanning of Land Charges Register cards
- Complete Contract for Electronic Document and Records Management System (EDRMS).
- Implement Gambling Act 2005, dealing with transition and new applications.

- Review of Street Trading in Winchester (including legislative basis and extent of controls).
- Dealing with legal agreements for West of Waterlooville Development
- Silver Hill – support to external solicitors, as necessary.
- Assist Strategic Planning in adoption of Local Plan and preparation of Local Development Framework
- Complete data cleansing exercise, to allow full implementation Land Charges computerisation project
- Council Offices/Bapsy Bequest
- Renewal of Serco Depot Services Contract

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 2007-12 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 Division be approved as attached.

### **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.

### **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

# Division Business Plan 2007 - 2012

## *CITY SECRETARY AND SOLICITOR'S DIRECTORATE – LEGAL DIVISION*

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

The main functions of the Legal Division are:

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

The Directorate'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**

<b><i>Strategic priority</i></b>	<b><i>Departmental responsibility</i></b>
<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>• Abandoned vehicle service.</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 2006/07**

The Legal Division has continued to provide its core services during 2006/07, whilst at the same time implementing the new Licensing legislation. The key areas have been as follows:-

Licensing issues – following the completion of the transition arrangements implementing the Licensing Act 2003, the Licensing and Registration team have been working on the preparation for the introduction of the Gambling Act 2005. Although this is a smaller task (in terms of volume), the Team has had to prepare and adopt a Statement of Principles, arrange training for Members, and make arrangements to receive applications under the new provisions. In addition, the Division has played a significant role in the setting up of a multi-agency Safety Advisory Group to deal with large scale events. Work has begun on a comprehensive review of taxi and private hire conditions and procedures.

Land Charges – major work has taken place in the computerisation of Land Charges. The software (Total Land Charges, TLC) was customised for the City Council's requirements, and the system tested. The system will now be used to record and process searches, whilst work continues on ensuring that data from other departments (notably planning) which feeds into the Land Charges records is accurate. Resources from the Land Charges Reserve fund are being used for this purpose. In addition, the register cards and maps which comprise the manual register are being electronically scanned, to assist in the cleaning exercise, as well as producing efficiencies pending full implementation of the TLC system, and acting as a risk control measure against loss of this data.

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 the procurement of bins for the Alternate Weekly Collection project. In addition, work has been undertaken on a number of ongoing projects including Choice Based Lettings, Temporary Staff Agency, and printer/copier procurement.

Major Projects – other projects which the Division has been involved in include the Local Plan Review (adopted in 2006, although the subject of a judicial review challenge being dealt with by the Division), acquisition and move to Guildhall West Wing (lease assignment taken September 2006), refurbishment works to Tower Street Car park, Silver Hill (ongoing).

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 ten nuisance cases on behalf of the Housing Landlord Services Division, involving tenants and visitors to Council properties.

Freedom of Information and Data Protection (FOI/DP), and Regulation of Investigatory Processes Act Inspection – the Division has continued to lead the Council's approach to FOI/DP. An inspection was also carried out by the Office of Surveillance Commissioners, and the recommendations noted in this inspection have been implemented.

Joint Working between Authorities – as a result of an initiative by the Hampshire Secretaries and District Administrators' Group, staff in the Division has taken part in a number of working groups set up to consider various areas of work, including conveyancing, procurement, practice management and planning. In addition, the Council has entered into a framework contract in partnership with fifteen other local authorities, allowing it access to a number of solicitors firms for legal work at discounted rates. It is intended to use this contract to outsource work where appropriate, e.g. where specialist is needed, or to deal with peaks in workload in the Division.

West of Waterlooville – continued input into this development has taken place, culminating in the consideration by Havant and Winchester Councils of the first of two applications on the site. The second application is due to be heard in April 2007, and work is now under way on agreeing a planning agreement to deliver the infrastructure required for a development of this scale.

#### 4. Service Priorities 2007/08 – 2011/12

##### A) Key Service Priorities 2007/08 – 2011/12

	<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	Prepare for and implement Organisation Change proposals. Consider any necessary resultant changes to management arrangements/work allocation/financial resources.	Due to take effect June 2007	Changes implemented without any significant reduction in level of service (measured by customer surveys, etc).	10 days management time to implement proposals. Additional management time (70 days) and additional financial resources likely to be required (due to change in Director duties and impact on Head of Division and remainder of Division staff) to avoid impact on priorities.	Howard Bone.
2.	Safe and Strong Communities	Making of Orders to implement results of Reviews for Winchester Town Centre area and other areas in the District for Alcohol Designation Areas.	Winchester Town Wards – by June 2007. Others - within four months of instruction by Communities Directorate	Revised Orders in place by target date.	2 days.	Cindy Tetstall
3.	An Efficient and Effective Council	Complete scanning of Land Charges Register cards	July 2007	Scanning completed and verified by target time.	4 days (Jan King) plus 15 days from remainder of team (checking). External costs to be met from Land Charges Reserve.	Jan King

	<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>
4.	An Efficient and Effective Council	Complete Contract for Electronic Document and Records Management System (EDRMS).	By July 2007.	Contract completed within target time.	8 days.	Mia Scott
5.	Safe and Strong Communities	Implement Gambling Act 2005, dealing with transition and new applications.	In accordance with statutory timetable. Expected to be completed by September 2007.	Adoption by required date in accordance with legislation.	25 days	John Myall
6.	High Quality Environment/Safe and Strong Communities	Review of Street Trading in Winchester (including legislative basis and extent of controls).	By October 2007.	Review completed and necessary orders completed by finish date.	15 days. Advertising costs for necessary orders (approx. £600).	John Myall/Cindy Tetstall
7.	High Quality Environment/Safe and Strong Communities	Dealing with legal agreements for West of Waterlooville Development	Likely to be ongoing until December 2007	Agreements completed and planning permission issued.	25 days. Costs to be borne by developer.	Howard Bone
8.	High Quality Environment/Safe and Strong Communities	Silver Hill – support to external solicitors, as necessary.	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
9.	Legislative Requirement	Assist Strategic Planning in adoption of Local Plan and preparation of Local Development Framework	Local plan – deal with Court challenge (date to be fixed). LDF – in accordance with project plan (Core	Local plan challenge rejected by Court. LDF adopted without successful challenge	Dependent on process – estimate 12 days for Local Plan, 20 each year for LDF	Fiona Sutherland/ 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>
			Strategy by June 2009, Development Plan Documents from April 2007 until May 2011).			
10.	An Efficient and Effective Council	Complete data cleansing exercise, to allow full implementation Land Charges computerisation project	September 2008	New Software system working fully to process searches.	1 year FTE (temporary staff), 20 days (Jan King) 15 days (Howard Bone) plus 40 days from remainder of team. Costs to be met from Land Charges Reserve.	Jan King/ Howard Bone
11.	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
12.	An Efficient and Effective Council	Renewal of Serco Depot Services Contract	Contract due for renewal by March 2011	Contract renewed within time limits without challenge.	50 days	Mia Scott

**B) Other Service we aim to deliver 2007/08 – 2011/12**

	<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	Tender, Contract, and post-contract implementation advice in respect of e-Government Programme projects including:- <ul style="list-style-type: none"> <li>• EDRMS</li> <li>• Flexible Working.</li> </ul>	In accordance with relevant agreed project plans.	Timescales complied with and software successfully implemented.	EDRMS – 25 days Performance Management – 2 days	Howard Bone/ Mia Scott
2.	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 (Aicha Laroussi/ Felicity Marshall)
3.	High Quality Environment/Economic Prosperity	Assist Strategic Planning Division to develop a Business Improvement District (B.I.D) BID for Winchester town to referendum stage	April 2007 to July 2007	BID implemented and in operation without challenge.	4 days.	Bill Lynds Also input from Elections staff (Secretariat Division)
4.	Efficient and Effective Council/Legislative requirement.	Advice on procurement options and contract documentation for IT software system to support Housing Choice Based Lettings project.	April 2007 onwards, in accordance with project timetable.	Contracts completed within time limits without challenge.	15 days.	Mia Scott
5.	An Efficient and Effective Council	Revise Planning Protocol in light of changes to Members Code of Conduct and Standards Board Guidance	Initial review by June 2007. Further review after Code re-issued (date not yet set).	Code adopted and implemented.	12 hours	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>
6.	An Efficient and Effective Council	Revise Licensing Protocol in light of changes to Members Code of Conduct and Standards Board Guidance	Initial review by June 2007. Further review after Code re-issued (date not yet set).	Code adopted and implemented.	12 hours	Howard Bone
7.	Legislative Requirement	Review procedures in Licensing, Legal and Land Charges for equalities issues.	Licensing – July 2007 Legal – Sep 2007 Land Charges – Dec 2007	All identified issues addressed. No further issues raised.	14 days.	Howard Bone/ John Myall/ Jan King
8.	Safer and More Inclusive Communities/ Legislative Requirement	Complete review of Taxi and Private Hire conditions	By September 2007	Revised conditions implemented by target date.	8 days	Chris Bicknell/Cindy Tetstall
9.	High Quality Environment	Abandoned Vehicles – complete review of processes and procedures in conjunction with other Hampshire Authorities, and the Customer Services Centre.	September 2007	Revised procedures documented, appropriate contractual arrangements in place for collection/ disposal of vehicles.	5 days	Chris Bicknell/Carol Stefanczuk
10.	Audit Recommendation	Review need/criteria for performance bonds in contracts (ref 63).	By September 2007	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>
11.	Audit Recommendation	Carry out regular spot checks of Section 106 agreements to check satisfaction and level of fees charged (ref 115).	By October 2007	At least ten files reviewed each year, and appropriate action taken in light of findings.	2 days.	Bill Lynds
12.	Audit Recommendation	Ensure Section 106 income is correctly accounted for by reconciling Section 106 database records with Powersolve records (ref 118).	By October 2007	Reconciliation carried out and appropriate action taken in light of findings.	2 days.	Colin Kilgannon.
13.	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.	By October 2007	Templates completed, available on website, and in use by developers.	8 days	Bill Lynds/ Mia Scott
14.	An Efficient and Effective Council	Implementation of EDRMS rollout in Licensing.	December 2007-March 2008	System installed, tested, and working.	12 days	John Myall/ Abigail Holman
15.	Safe and Strong Communities	Assist in procurement process for a) renewal of CCTV monitoring contract, and b) renewal of CCTV infrastructure (including advising on tendering, and completion of contract documentation).	a) arrangements to be in place before December 2007 b) within nine months of decision on issues being made	Contracts let within specified time periods	a) 20 days b) 35 days	MS

	<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 Licensing Policy – policy adopted January 2005, Due for re-issue January 2008.	Draft produced June 2008, adoption by December 2008.	Review completed and policy re-issued within time limits without challenge.	5 days	John Myall/Cindy Tetstall
17.	An Efficient and Effective Council	Implementation of EDRMS rollout in Legal (debt recovery).	April 2008 – September 2008	System installed, tested and working.	7 days	Tracey Wilson
18.	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	Colin Kilgannon/Bill Lynds/Tracey Wilson
19.	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
20.	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

## 5. Resource Implications

### A) Financial

2006/07 Revised			Service Activity	2007/08 Estimate			FTEs	Notes
Exp. £000's	Income £000's	Net £000's		Exp. £000's	Income £000's	Net £000's		
155	(103)	52	Cemeteries	146	(112)	34	0	
85	(84)	1	Hackney Carriages	83	(82)	1	0	
309	(511)	(202)	Land Charges	261	(375)	(114)	5.89	
978	(977)	1	Legal	1,008	(1,019)	(11)	17.57	
14	(10)	4	Licensing	11	(8)	3	0	
202	(122)	80	Liquor Licensing	212	(131)	81	0	
2	(2)	0	Misc. Legal Income	1	(1)	0	0	
10	(1)	9	Public Health Act Burials	10	(1)	9	0	
1,755	(1,810)	(55)	<b>Total</b>	1,732	(1,729)	3	23.46	

## B) Workforce

The Chief Executive's proposals for Organisational Change, which were approved by Personnel Committee on 5 March 2007, will result in changes to the way in which the Division is managed. In addition, the managerial responsibilities of the Head of Division will increase, and casework which would have been handled by the Head of Division will therefore be dealt with by other members of the Division, or have to be outsourced.

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<ul style="list-style-type: none"> <li>• Impact of Gambling Legislation</li> <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>• Organisation Change Proposals</li> <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>• Organisational Change Proposals – management and staffing arrangements to be reviewed.</li> <li>• Gambling Legislation - additional staffing will not be required, given relatively low level of licenses/permits involved.</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>• 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>• Gershon efficiency savings - participate in partnership working with other authorities to secure discounted rates for work which needs to be outsourced.</li> </ul>	

## 6. Key Performance Indicators

Ref. No.		What does this show?	Who reports this?	Achieved 2004/05	Achieved 2005/06	Estimate 2006/07	Target 2007/08	Target 2008/09	Target 2011/12
Legal Division	1	Payment of undisputed invoices within 30 days of receipt	Business Manager	96.03%	90.85%	95%	100%	100%	100%
	2	Invoice Collection rate	Business Manager	100%	100%	96%	100%	100%	100%
Legal	3	% users satisfied with the overall level of service	Business Manager	Survey not carried out	74% (actual - survey Dec 05)	73% (actual survey Jan 07)	No survey	Survey June 08 75%	Survey Dec 10 78%
	4	% users satisfied that work was completed to expected standards	Business Manager	Survey not carried out	89% (actual - survey Dec 05)	94% (actual survey Jan 07)	No survey	Survey June 08 95%	Survey Dec 10 96%
	5	% letters responded to within 10 working days	Business Manager	68.9%	71%	75%	77%	80%	82%
	6	% enforcement notices issued within 15 working days of receipt of satisfactory instructions	Business Manager	86.7%	100%	100%	100%	100%	100%
	7	% TPOs for unprotected sites issued within 2 working days of receipt of satisfactory instructions	Business Manager	95.7%	100%	100%	100%	100%	100%
	8	80% of S106 Agreements completed within 8 months or referred back to Committee	Business Manager	68%	66.3%	90%	90%	90%	90%



Ref. No.		What does this show?	Who reports this?	Achieved 2004/05	Achieved 2005/06	Estimate 2006/07	Target 2007/08	Target 2008/09	Target 2011/12
Licensing	9	% letters responded to within 10 working days	Business Manager	80%	79%	80%	82%	85%	85%
	12	Number of licences issued per staff f.t.e	Business Manager	261.7 (increased staffing levels working on preparation for Licensing Act 2003)	539	500 (reduction due to completion of Licensing Act transition)	520	530	540
	13	Number of abandoned vehicles processed	Business Manager	441	430	500	400	380	380
<u>BVPI 218(a)</u>	14	Abandoned vehicle reports investigated within 24 hrs	Business Manager	n/a	1.6%	35%	37%	40%	43%
Local PI equivalent	15	Abandoned vehicle reports investigated between 24 and 48 hrs	Business Manager	n/a	n/a	25%	27%	30%	32%
<u>BVPI 218(b)</u>	16	% abandoned vehicle removed within 24 hrs from being legally entitled to.	Business Manager	n/a	2.9%	39%	40%	42%	45%
Local PI equivalent	17	% abandoned vehicle removed within 48 hrs from being legally entitled to.	Business Manager	n/a	n/a	60%	65%	70%	75%

Ref. No.		What does this show?	Who reports this?	Achieved 2004/05	Achieved 2005/06	Estimate 2006/07	Target 2007/08	Target 2008/09	Target 2011/12
Land Charges	18	Percentage of users who respond as generally satisfied	Business Manager	Survey not carried out	96% (actual – survey Dec 05)	Next survey Dec 07	96% (actual survey Dec 07)	Next survey Dec 09	Next survey Dec 11
<u>BVP179</u>	19	Percentage of standard searches carried out in 10 working days	Business Manager	100%	100%	100%	100%	100%	100%
Cemeteries	20	Percentage of undertakers/masons satisfied with overall level of service	Business Manager	100%	Survey delayed to May 2006	100% (actual survey May 06)	100%	100%	100%

## 7. Proposals for Consultation

What research or consultation do we intend to carry out?	How will we be doing it?	When will we be doing it?	How will we use the results?
Revision of hackney carriage/private hire conditions	Summary of draft revised conditions distributed to all drivers and operators. Full draft sent to drivers' organisations and available to anyone on request, Interest groups such as disability groups to be consulted on specific conditions where appropriate.	Spring/Summer 2007	Consultation responses will be taken into account before the revised conditions are adopted.
Licensing Policy Review	Formal consultation process of revised draft policy with licensees, residents' groups, trade organisations, and parish councils.	Autumn 2007	Consultation responses will be taken into account before the new Policy is adopted for 2008-2011.
Land Charges Customer Satisfaction Survey	Postal survey to local Solicitors establish levels of satisfaction	December 2007	We will analyse current opinions and put systems in place to improve our service, if required.
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.
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.

## 8. Key elements of risk management

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	Action required
City Secretary and Solicitor	4250	A2	Legal	Effective Planning Project Risks  Division's own projects	Howard Bone  Project Manager for: Land Charges Computerisation; Gambling Act implementation.	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.
City Secretary and Solicitor	4255	B3	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
City Secretary and Solicitor	4256	C1	Physical	Loss of Key Records through Fire (Deeds/Land Charges)	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. Progress scanning project (due for completion July 2007).

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	Action required
City Secretary and Solicitor	4257	C3	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 2007/08. Keep management processes under review
City Secretary and Solicitor	4260	B2	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. Establish new contacts with estate agents. Progress computerisation project. Consider reduced "refresher" search fee. Regularly review fees against performance.