

REPORT TO: POLICY AND RESOURCES COMMITTEE - 10 DECEMBER 2007

REPORT ON: CORPORATE PLANNING DEPARTMENT SERVICE PLAN

REPORT BY: ASSISTANT CHIEF EXECUTIVE (COMMUNITY PLANNING)

REPORT NO: 637-2007

1. PURPOSE OF REPORT

This report recommends the adoption of the Corporate Planning Department Service Plan for 2007-2011.

2. RECOMMENDATIONS

The Committee is recommended to approve the Corporate Planning Department Service Plan for 2007-2011.

3. FINANCIAL IMPLICATIONS

None

4. MAIN TEXT

The Corporate Planning Department Service Plan complies with the guidance issued to all departments on producing a service plan. Service plans are the backbone of the Council's Performance Management System in that they identify the specific performance measures and projects that determine whether or not the Council is successful in its aims set out in the Council Plan.

The plan identifies the main ways in which the department will be delivering key projects agreed by the Council in the Council Plan 2007-2011. It also sets out the specific measures and projects for the following sections:

- Corporate Planning
- Policy Plan - Community Planning
- Integrated Children's Services
- Dundee Discovery Card
- Members Services

All departments were asked to cover the following issues in their service plan to comply with the Council's corporate policies on these matters:

- Equalities
- Sustainable Development
- Risk Management
- Human Resource Plan

5. POLICY IMPLICATIONS

This report has been screened for any policy implications in respect of sustainability, strategic environmental assessment, anti poverty, equality impact assessment and risk management.

There are no major issues to draw to members attention in the covering report and the details of the screening are contained in the attached service plan.

6. **CONSULTATIONS**

The Chief Executive, Depute Chief Executive (Support Services), Depute Chief Executive (Finance) and Head of Finance have been consulted on the contents of this report.

7. **BACKGROUND PAPERS**

The Council Plan 2007-2011

Chris Ward
Assistant Chief Executive
(Community Planning)

..... 04/12/2007



Corporate Planning Department Service Plan

2007-2011

**and
annual action plan 2007 -2008**

Preface

Preface by Convener of Policy & Resources Committee

Councillor **Kevin Keenan**

It is vital for Dundee that the Council keeps taking initiatives to improve our public services. To keep the reputation of our city as one that is transforming itself into an attractive modern and dynamic city, the Council has to be at the forefront of best practice. The Corporate Planning Department ensures our approach to Community Planning is genuinely inclusive of all the agencies and communities in Dundee. Initiatives to join up services like the entitlement card and integrated children's services are mapping out the future of how vital services will be delivered.

The Corporate Planning Department will help the council remain focussed on joining up services and delivering improved performance.

This plan delivers the following priorities of the Council:

- an Integrated Children's Services strategy which focuses on the positive educational, joined up service and employment outcomes for all children and young people in Dundee.
- a new regeneration outcome agreement to help tackle deprivation and Build Stronger Communities
- an updated Health Improvement strategy that will continue to improve the physical and mental health of the population
- plan local measures to address climate change
- more modern customer services that offer people easier and quicker access to public services.

Contents

Preface.....	4
Strategic Direction.....	6
Department Structure.....	8
Corporate Planning Service Section.....	9
Policy Plan Service Section	14
Integrated Children's Services' Section.....	22
Dundee Discovery Card Service Section	26
Members' Services Section	30
Equalities	32
Sustainable Development.....	43
Risk Management	46
Human Resource Plan.....	49
Financial Plan.....	50

Strategic Direction

Corporate Planning Department Strategic Section

The Corporate Planning Department's aim is to provide advice and guidance to the leadership of the council to manage change. The focus of our activity is leadership of Community Planning and the Council Plan while ensuring the council meets the modernisation and improvement agenda set out in the Council Plan 2007-2011.

The role of the Corporate Planning Department is to ensure that effective processes and support systems are in place for the planning, co-ordination and monitoring of the main corporate strategies and new council wide initiatives. While responsibility for the delivery and ongoing management of projects and initiatives should rest with the relevant department of the Council, the Corporate Planning Department will have a facilitation, co-ordination and intervention role to ensure that effective project management takes place.

The following are significant challenges facing the department in the next four years.

A move away from ring fenced funding will place a greater emphasis on community planning in determining priorities and actions within competing demands for resources. For example, the integrated children's services strategy, regeneration outcome agreement, community safety initiatives and modernising government services have all been underpinned by ring fenced grants. There will be a need to prioritise outcomes within the reduced level of funding.

There is a continuing desire to work closer together through joining up services within the council and across partner government agencies.

Dundee has achieved a high level of performance and needs to continue to deliver continuous improvement but with a greater emphasis on outcomes for the community and efficiency to deliver required savings.

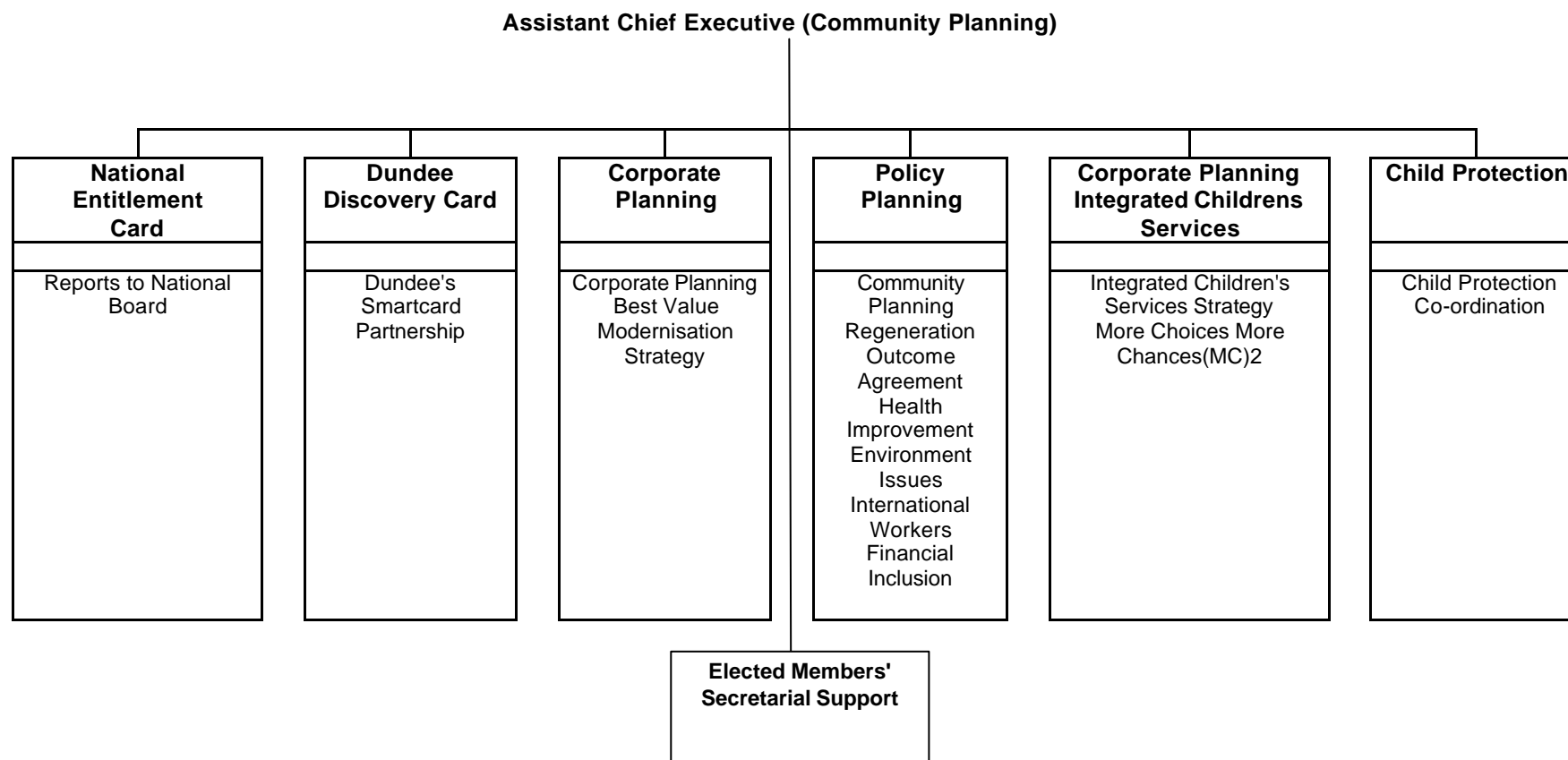
Elected Members now operate in multi member wards which offer an opportunity to seek new ways to plan local service improvements and ways of involving the community in policy planning.

This department will be addressing the Council's key priorities by:

- leading on the integrated children's services strategy and related strategies to join up services that support all Dundee's children and young people and, as a priority, our most vulnerable young people
- developing a new regeneration strategy to tackle deprivation in our communities
- continuing to modernise the council's approach to customer services - in particular the entitlement card - and support the new corporate information and ICT infrastructure strategies
- developing a new health improvement strategy and supporting efforts to reduce alcohol misuse
- continuing to develop the Dundee Partnership and producing the next Community Plan for Dundee
- continuing to develop the council's performance management frameworks to achieve continuous improvement and efficiency
- ensuring elected members receive first class secretarial support and strategic advice

The Department is divided into sections addressing community planning, performance management and modernisation, the integrated children's services strategy, managing the entitlement card in Dundee and delivering a support service to members. There are two further sections which are housed within the department and these are the office of the National Entitlement Card which reports to a national board and the Child Protection Officer. There are no section plans for the latter two

Department Structure



Corporate Planning Service Section

Strategic Issues

The council has to deliver continuous improvement on top of a consistent rate of greater than 50% of indicators improving per year and better performance compared with other urban authorities. A Best Value Audit by the Accounts Commission (expected in 2009 - 2010) will examine in detail the council's performance management frameworks. New approaches focussing on outcomes and efficiency need to be introduced so that the council's approach adapts to the new national performance management framework.

The Council's modernisation programme was underpinned by significant external grant and will be sustained within the council's mainstream resources. It is delivering improved customer satisfaction and efficiencies. It also contributes to the reputation of the City as a modern dynamic knowledge based economy. With almost 60% of households in the city now having internet access at home the council needs to keep changing for the future.

Objective

Deliver a corporate performance management framework that achieves continuous improvement and modern citizen focussed services.

Corporate Planning Section Performance Indicators

Service Objective: Deliver a corporate performance management framework that achieves continuous improvement and modern citizen focussed services.								
Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Levels of customer satisfaction when contacting the council by web, phone and in person	2007 w=85% ph= 87% pe = 89%	Maintain	Under development	Bill Findlay	Customer Service	Customer Satisfaction	2005 w=87% ph=86% pe=92%	2006 w=93% ph=89% pe=89%
Overall public profile of the council over ten criteria in the annual consumer survey	2007 62%	increase	n/a	Bill Findlay	Customer Service	Customer Satisfaction	2005 58%	2006 66%
Proportion of performance indicators in the council's monitoring database that show improvement	new system	increase	n/a	Bill Findlay	Efficiency	Key Results		
Proportion of projects in the council's monitoring database that are not behind schedule or unlikely	92.4%	Maintain	n/a	Bill Findlay	Efficiency	Process		

to be achieved.								
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Corporate Planning Section Projects

Service Objective: Deliver a corporate performance management framework that achieves continuous improvement and modern citizen focussed services.							
Project Description	Lead Officer	Start Date	End Date	Project Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Monitor delivery of the Council Plan 2007 - 2011	Paul Carroll	Dec 2007	Mar 2011	Within existing resources	none	none	Efficiency
Ensure all Departments have and monitor a service plan that delivers improved performance and links to the Council Plan	Paul Carroll	2007	Dec 2010	Within existing resources	none	none	Efficiency
Ensure there is a programme of reviews.	Paul Carroll	2007	April 2010	Within existing resources	none	none	Efficiency
Deploy the updated strategic monitoring database to include monitoring performance indicators as well as projects in plans.	Bill Findlay	2006	April 2008	In-house IT development	none	none	Efficiency

Service Objective: Deliver a corporate performance management framework that achieves continuous improvement and modern citizen focussed services.							
Project Description	Lead Officer	Start Date	End Date	Project Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Develop the scope of the annual consumer survey to meet the needs of the council plan in relation to sustainability, involving communities and equalities.	Bill Findlay	Oct 2007	Oct 2008	£7,000	none	£2,700 comes from Dundee Partnership.	Sustainability, Involving Communities, Customer Services, Equalities
Develop the one stop shop approach for the new Dundee House.	Paul Carroll	Jan 2007	Feb 2010	within existing resources	£50k ICT Capital plus	none	Customer Services
Review and update the corporate customer services strategy (Customer First)	Paul Carroll	April 2008	October 2008	Within existing resources	ICT Capital budget allocation £70k 08/09	none	Customer Services
Encourage more routine customer feedback from each service process.	Paul Carroll	April 2008	October 2009	Within existing resources	none	none	Customer Services
Deploy a new corporate complaints system.	Bill Findlay	2007	Dec 2007	£1,000	none	none	Customer Services
Use the Balance Scorecard to review the council's performance and strategy in relation to customer service and organisational development	Paul Carroll	April 2008	October 2008	Within existing resources	none	none	Customer Services
Consider the future method of self assessment for continuous improvement.	Paul Carroll	April 2008	April 2009	£2,500	none	none	Efficiency

Service Objective: Deliver a corporate performance management framework that achieves continuous improvement and modern citizen focussed services.							
Project Description	Lead Officer	Start Date	End Date	Project Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Consider the options for using the intranet for knowledge sharing.	Paul Carroll	Jan 2007	April 2008	Within existing resources		none	Information

Policy Plan Service Section

Strategic Issues

The following are the most important strategic challenges facing this specific service.

- a. Ensuring that the Dundee Partnership works collaboratively to achieve greater progress towards a smaller number of agreed strategic outcomes.
- b. Targeting any future ROA/SOA to maximise outcomes for regeneration areas and secure greater mainstream commitment.
- c. Tackling severe levels of health and financial inequalities in the city.
- c. Reduction in targeted budgets and associated posts.

Objectives

a.	• Produce the Dundee Community Plan 2010-2015
b.	• Further develop Community Planning and improve performance of Dundee Partnership
c.	• Broaden outcome based approach across Partnership activity through revised Regeneration Outcome Agreement or Single Outcome Agreement.
d.	• Increase health improvement activity to reduce health inequalities in Dundee
e.	• Improve levels of financial inclusion in communities
f.	• Develop Partnership initiatives to meet needs of international workers
g.	• Respond to environmental and climate change issues

Performance Indicators

Service Objective: All policy plan section statistical measures								
Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Proportion of Community Planning projects in the council's monitoring database that are not behind schedule or unlikely to be achieved.	92.3%	Maintain	n/a	Bill Findlay	Efficiency	Process		
Reduce the % of people in regeneration areas who use expensive forms of credit and retail/store card	45% in regeneration (from FI survey 1/06)	reduce		Financial Inclusion Co-ordinator	Building Stronger Communities	Key result		
Number of affordable credit providers Numbers of loans Value of loans provided and value of affordable credit	2 209 £45,024	increase		Financial Inclusion Co-ordinator	Building Stronger Communities	Key Result		
Number of advice and information agencies achieving Scottish National Standards	0	7		Financial Inclusion Co-ordinator	Building Stronger Communities			

Policy Plan Section Projects

Service Objective: Further develop community planning and improve performance of Dundee Partnership							
Project Description	Lead Officer	Start Date	End Date	Project Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Produce the Dundee Community Plan 2010-2015	Peter Allan	Oct 2009	April 2010	within existing resources	none	£10,000 (Community Planning Partners)	All
Implement the Dundee Partnership Development Plan	Peter Allan	Oct 2007	March 2008	within existing resources	none	£10,000 (Community Planning Partners)	All
Deliver awareness raising and training programme for Dundee Partnership	Rod Crawford	Oct 2007	March 2009	within existing resources	none	£6,000 (Community Planning Partners)	All
Produce revised Dundee Partnership Community Engagement Strategy	Peter Allan	Oct 2007	April 2008	within existing resources	none	none	All
Introduce new model of Monitoring and Evaluation for Dundee Partnership	Peter Allan	Oct 2007	April 2008	within existing resources	none	none	All

Policy Plan Section Projects

Service Objective: Broaden outcome based approach across Partnership through ROA or SOA							
Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Produce and implement revised Regeneration Outcome Agreement or Single Outcome Agreement	Peter Allan	Oct 2007	Sept 2008	within existing resources	none	TBC	Building Stronger Communities

Policy Plan Section Projects

Service Objective: Increase health improvement activity and reduce health inequality in Dundee							
Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Review, produce and implement Corporate Health Improvement Strategy	Carole Robertson	Oct 2007	June 2008	within existing resources	none	£10,300 - Jan 2008. (Health Improvement Fund)	Health and Care
Develop a plan to tackle drug and alcohol misuse to improve quality of life in Dundee	Carole Robertson	Oct 2007	August 2008	within existing resources	none	none	Health and Care
Assess potential to expand incentive based health improvement activities linked to Discovery Card	Carole Robertson	Oct 2007	March 2008	within existing resources	none	TBC	Health and Care

Policy Plan Section Projects

Service Objective: Improve levels of financial inclusion in communities							
Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Develop and expand financial capability programmes	Lynn Cunningham	Oct 2007	Sept 2008	within existing resources	none	£31,195 (FI Fund)	Building Stronger Communities
Develop and expand range of affordable credit options	Lynn Cunningham	Oct 2007	Sept 2008	within existing resources	none	£51,552 (FI Fund)	Building Stronger Communities
Introduce Scottish National Standards to financial inclusion advice agencies in Dundee.	Lynn Cunningham	Oct 2007	Sept 2008	within existing resources	none	£15,000 (FI Fund)	Building Stronger Communities

Policy Plan Section Projects

Service Objective: Develop Partnership initiatives to meet needs of international workers							
Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Produce and implement international workers action plan	Rod Crawford	Oct 2007	April 2009	within existing resources	none	none	Building Stronger Communities
Develop consultation mechanism with international workers	Rod Crawford	Oct 2007	April 2008	within existing resources	none	none	Involving Communities

Policy Plan Section Projects

Service Objective: Respond to environmental and climate change issues							
Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
develop a climate change strategy and action plan	Bryan Harris	Oct 2007	Dec 2007	within existing resources	none	none	Sustainable Environment
Develop policy and secretariat service to Scottish Councils Committee on Radioactive Substances	Rod Crawford	Oct 2007	Dec 2008		none	£30,000 to Aug 2008 (Nuclear Decommissioning Authority)	Building Stronger Communities

Integrated Children's Service's Section

Strategic Issues

The key strategic issue facing Integrated Children's Services is how we further develop and progress our 'integrated approach' which is based on the development and implementation of strategies across agency boundaries in order to improve services and outcomes for children and young people.

The challenge is to achieve this through the rationalisation and corporate co-ordination of existing and new resources whilst focussing on the delivery of effective child-centred activities which deliver positive outcomes for children, young people and their families.

There are references to the work of Integrated Children's Services throughout the Council Plan 2007-2011. There is a specific reference within the strategic priorities of "increasing the numbers of young people in education, employment or training of which ICS is the lead service.

Further references linking Integrated Children's Services within the Council Plan can be found in the Lifelong Learning, Work and Enterprise, Health and Care, Community Safety and Information Strategy themes

Objectives

Develop an infrastructure and deliver projects which provide more joined up approaches to services for children and young people ensuring that every child and young person in Dundee is safe, nurtured, achieving, included, respected and responsible, healthy and active.

Integrated Children's Services Performance Indicators

Service Objective: Develop an infrastructure and deliver projects which provide more joined up approaches to services for children and young people ensuring that every child and young person in Dundee is safe, nurtured, achieving, included, respected and responsible, healthy and active								
Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Reduce the proportion of young people (16-19 year olds) not in education training or employment	2005 11.3%	reduce	Scotland 9.6%	Bert Sandeman	Lifelong Learning	Key Results	2003 13.7	2004 11.9%
Number of Joint Action Teams in operation	2006 10	20	n/a	Bert Sandeman	Lifelong Learning	Processes		2006 10
Proportion of children and young people (0-18) covered by the client tracking system.	n/a	100%	n/a	Bert Sandeman	Information	Resources	n/a	n/a
Staff awareness of DCC Information Sharing Protocol across Departments and Client Groups	n/a	100%	n/a	Bert Sandeman	Information	Processes	n/a	n/a

Integrated Children's Services Projects

Service Objective: Develop an infrastructure and deliver projects which provide more joined up approaches to services for children and young people ensuring that every child and young person in Dundee is safe, nurtured, achieving, included, respected and responsible, healthy and active.							
Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding	Strategic Theme
Deliver and review the Client Tracking System	Bert Sandeman	June 2002	January 2008	Nil	Nil	2007/08 £32,000 CCSF	Information
Implement the More Choices More Chances programme	Bert Sandeman	November 2006	March 2008	£800,000	Nil	Scottish Government	Lifelong Learning
Communicate the Information Sharing Protocol	Bert Sandeman	June 2006	Nov 2007	Nil	Nil	n/a	Information
Review and develop Joint Action Teams	Bert Sandeman	Feb 2007	Oct 2008	Nil	Nil	£70,000 CCSF	Health and Care
Co-ordinate and report on the Collocation Pilot so that Collocation of children's services becomes part of mainstream services to children and young people across the city	Bert Sandeman	Feb 2007	June 2008	Nil	Nil	£75,000 CCSF	Life Long Learning and Modern Customer Service
Produce a Service Development plan for integrated children's services	Bert Sandeman	April 2007	Feb 2008	Nil	Nil	CCSF £9,000	Lifelong Learning Modern Customer

							Services
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Dundee Discovery Card Service Section

Strategic Issues

Dundee City Council is leading a project aimed at making it easier for people to access services and facilities throughout the city and beyond.

To achieve this Dundee Discovery Card was introduced in October 2002. This is a state of the art, secure card, enabling multi-application functionality for customers and service providers. The intention is to continue to introduce the card for a variety of uses throughout the city. As the number of cards and use of the card grows so will the complexity of managing the scheme and this is a major challenge for the Department.

The Council is also working within the remit of the Scottish Executive's Customer First programme to ensure that smartcard standards are adopted not only by Dundee City Council and its partner organisations but also across member authorities thus providing an extensive range of applications across both the public and private sectors.

Objectives

The primary objectives are to streamline existing Council card schemes into one card and to simplify and extend access to facilities and information.

1. Issue a single smartcard for accessing the range of local and national public services for which a card is required.
2. Continue to develop applications both nationally and locally for integration with the card structure.

Performance Indicators

Service Objective: 1. Issue a single smartcard for accessing the range of local and national public services for which a card is required.								
Performance Measure	Baseline	Target Direction or	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Percentage of Dundee citizens that have a National Entitlement Card (based on population of 141,170 – 2005 GRO)	25%	Upwards	National Comparison -	Elena Brown	Customer Services	Key Results	2007	28% Local Dundee Discovery Card
Percentage of Dundee School Pupils that have a National Entitlement Card	95%	95%	National Comparison	Elena Brown	Customer Services	Key Results	2007	95% Local Dundee Discovery Card
Customer Satisfaction Survey	-	75% satisfaction	-	Elena Brown	Customer Services	Customer Satisfaction	-	-

Service Objective: 2. Continue to develop applications both nationally and locally for integration with the card structure.								
Performance Measure	Baseline	Target Direction or	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Number of local applications on the Dundee Card replicated nationally	4	8	2 average for each LA	Elena Brown	Customer Service	Key Results		

Projects

Service Objective: 1. Issue a single smartcard for accessing the range of local and national public services for which a card is required.							
Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Integrate the current card issuance and production in Dundee within the National Customer First Programme.	Elena Brown	current	December 2010	£96,000	none	Remainder of Modernising Government Fund	Customer Service
Develop on-line applications for card and card services.	Elena Brown	current	March 2008	none	None	None	Customer Service
Develop a single application form for all core National Entitlement Card services.	Elena Brown	current	November 2007	none	none	None	Customer Service
Implement Digital Signatures on the card where appropriate for improved service delivery.	Elena Brown	February 2006	January 2008	£70,000	None	European - £10,000	Customer Service
Revise the initial card take-on within schools.	Elena Brown	October 2007	June 2008	none	none	None	Customer Service

Service Objective: 2. Continue to develop applications both nationally and locally for integration with the card structure.							
Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Develop travel applications for the Card in partnership with commercial travel company	Elena Brown	March 2007	December 2008	Staff time only	None	None	Customer Service
Maintain the partnership with University of Abertay for the provision of an NEC matriculation card.	Elena Brown	current	Ongoing	Revenue earning	None	None	Lifelong Learning
Develop payments with the card.	Elena Brown	October 2007	December 2009	none	none	none	Customer Service
Establish health incentive schemes in partnership with NHS Tayside – Give it Up for Baby, Healthy Lifestyles.	Elena Brown	current	June 2009	none	none	TBC	Health and Care
Investigate further commercial applications on the card.	Elena Brown	October 2007	Ongoing	Revenue earning.	none	none	Efficiency

6 - Members' Services Section

Strategic Issues

Corporate Planning provides a Members' Support Service to all elected members of the Council apart from the Lord Provost functions. This involves the provision of a full range of secretarial services, arranging suitable office accommodation and modern information technology.

The main strategic challenge facing the service is supporting any new requirements from operating in multi member wards. The internet and email is providing new ways for members to communicate with constituent and members' services needs to be able to support them in doing that.

Objectives

Maintain the high standard and comprehensiveness of provision to elected members.

Members' Services Performance Indicators

Service Objective: Maintain the high standard and comprehensiveness of provision to elected members.								
Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Percentage of members delighted or very satisfied in annual satisfaction survey of all elected members	96%	maintain above 95%	none	Bill Findlay	Customer Services	Customer	2005 99%	2006 91%

Members' Services Projects

Service Objective: Maintain the high standard and comprehensiveness of provision to elected members.							
Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Consider the options for introducing a members caseload system to help manage constituent enquires	Bill Findlay	Dec 2007	Mar 2008	none	none	none	Customer Services
Review elected members training and development plan.	Bill Findlay	Dec 2007	Mar 2008	none	none	none	People

Equalities

Corporate Planning Service Planning - EQIA Screening

Explanation of Terms:	Possible Decisions
DEP: People with dependents DIS: People with disabilities GEN: Gender LGBT: People who are lesbian, gay, bisexual or transgender OFF: People with an offending past REL: People with differing religious beliefs	SP: Place as an equality action in service plan* FIA: Complete a full Impact Assessment ER: Complete an equality screening at next review * This may include formal service plans, team plans or individual job plans

Policy/Function	Equality Group								Evidence	Equality Indicator	Decision	Lead Officer	Target Date
	AGE	DEP	DIS	GEN	LGBT	OFF	REL	RACE					
Monitor delivery of the Council Plan 2007 - 2011	L	L	L	L	L	L	L	L	Reports available multi format	4	ER	Paul Carroll	Mar 2001
Ensure all Departments have and monitor a service plan that delivers improved performance and links to the Council	L	L	L	L	L	L	L	L	Link to equalities in the plan	3	ER	Paul Carroll	Mar 2010

Policy/Function	Equality Group								Evidence	Equality Indicator	Decision	Lead Officer	Target Date
	AGE	DEP	DIS	GEN	LGBT	OFF	REL	RACE					
Plan													
Ensure there is a programme of reviews.	L	L	L	L	L	L	L	L	EQIA specified for all reports	3	ER	Paul Carroll	Mar 2009
Deploy the updated strategic monitoring database to include monitoring performance indicators as well as projects in plans.	L	L	L	L	L	L	L	L	Equality Schemes can use database for monitoring	7	ER	Bill Findlay	Mar 2008
Develop the scope of the annual consumer survey to meet the needs of the council plan in relation to sustainability, involving communities and equalities.	L	L	M	L	M	L	M	M	Low risk are already covered or not in the scope of the survey. Medium risk are hard to identify in standard market research techniques - sample is under 3% of survey.	5	SP	Bill Findlay	Mar 2008
Develop the one stop shop approach for the new Dundee House.	L	L	L	L	L	L	L	L	Design process includes compliance with DDA assessment.	6	ER	Paul Carroll	Mar 2008
*Review and update the corporate customer	L	L	L	L	L	L	L	L	Strategy draft report will include its own EQIA	5	ER	Paul	Oct 2008

Policy/Function	Equality Group								Evidence	Equality Indicator	Decision	Lead Officer	Target Date
	AGE	DEP	DIS	GEN	LGBT	OFF	REL	RACE					
services strategy (Customer First)												Carroll	
*Encourage more routine customer feedback from each service process.	L	L	L	L	L	L	L	L	Don't normally ask these details over the phone on completing quick survey and plan to capture basic data on age, gender etc only - if demanded by Equality groups an FIA may need to be carried out.	5	SP	Paul Carroll	Oct 2008
Deploy a new corporate complaints system.	L	L	L	L	L	L	L	L	Multi media and language support available	5	ER	Bill Findlay	Apr 2008
*Use the Balance Scorecard to review the council's performance and strategy in relation to customer service and organisational development	L	L	L	L	L	L	L	L	Would be considered within this process	5	ER	Paul Carroll	Oct 2008
Consider the future method of self assessment for continuous	L	L	L	L	L	L	L	L	Equalities included in any assessment	5	ER	Paul Carroll	Oct 2008

Policy/Function	Equality Group								Evidence	Equality Indicator	Decision	Lead Officer	Target Date
	AGE	DEP	DIS	GEN	LGBT	OFF	REL	RACE					
improvement.													
Consider the options for using the intranet for knowledge sharing.	L	L	L	L	L	L	L	L	EQIA carried out as part of reporting on consideration.	4	ER	Paul Carroll	Apr 2008
Policy Planning													
Produce the Dundee Community Plan 2010-2015	L	L	L	L	L	L	L	L	EQIA will be produced as part of the development of the new plan.	3	ER	Peter Allan	Sept 2009
Implement the Dundee Partnership Development Plan	L	L	L	L	L	L	L	L	Equalities issues will be considered as a specific development issue.	3	SP	Peter Allan	Sept 2008
Deliver awareness raising and training programme for Dundee Partnership	L	L	L	L	L	L	L	L	Equalities issues considered in drawing up commissioning and training programme	3	ER	Rod Crawford	Mar 2009
Produce revised Dundee Partnership Community Engagement Strategy	L	L	L	L	L	L	L	L	Equalities will be specifically addressed in the strategy	5	ER	Peter Allan	Jun 2008

Policy/Function	Equality Group								Evidence	Equality Indicator	Decision	Lead Officer	Target Date
	AGE	DEP	DIS	GEN	LGBT	OFF	REL	RACE					
Introduce new model of Monitoring and Evaluation for Dundee Partnership	L	L	L	L	L	L	L	L	Equalities issues that require action will emerge from monitor.	4	SP	Peter Allan	April 2008
Produce and implement revised Regeneration Outcome Agreement or Single Outcome Agreement	L	L	L	L	L	L	L	L	EQIA to be addressed in new outcome agreement.	1	ER	Peter Allan	Jun 2008
Review, produce and implement Corporate Health Improvement Strategy	L	L	L	L	L	L	L	L	Consideration of EQIA issues during preparation of new plan.	3	ER	Carole Roberts on	Jun 2008
Develop a plan to tackle drug and alcohol misuse to improve quality of life in Dundee	L	L	L	L	L	L	L	L	Consideration of EQIA issues during preparation of new plan.	3	ER	Carole Roberts on	Aug 2008
Develop and expand financial capability programmes	L	L	L	L	L	L	L	L	Specific consideration given to equalities groups during development	6	ER	Lynn Cunningham	Sept 2008

Policy/Function	Equality Group								Evidence	Equality Indicator	Decision	Lead Officer	Target Date
	AGE	DEP	DIS	GEN	LGBT	OFF	REL	RACE					
Develop and expand range of affordable credit options	L	L	L	L	L	L	L	L	Equalities is inherently linked to affordable credit.	6	ER	Lynn Cunningham	Sept 2008
Introduce Scottish National Standards for financial inclusion advice agencies	L	L	L	L	L	L	L	L	National Standards incorporate equalities issues.	6	ER	Lynn Cunningham	Sept 2008
Produce and implement international workers action plan	L	L	L	L	L	L	L	L	Equalities considered within the process.	3	SP	Rod Crawford	Apr 2009
Development consultation mechanism with international works	L	L	L	L	L	L	L	L	Local community plan consultation	5	ER	Rod Crawford	Apr 2008
Develop climate change action plan	L	L	L	L	L	L	L	L	EQIA will be carried out on the action plan.	5	ER	Bryan Harris	Dec 2007
Develop policy and secretariat service to the Scottish Council for Radioactive Substances.	L	L	L	L	L	L	L	L	Equalities issues raised when appropriate.	4	ER	Rod Crawford	Dec 2008

Policy/Function	Equality Group								Evidence	Equality Indicator	Decision	Lead Officer	Target Date
	AGE	DEP	DIS	GEN	LGBT	OFF	REL	RACE					
Integrated Children's Services													
Deliver and review the Client Tracking System	L	L	L	L	L	L	L	L	The very ethos of the client tracking system is to ensure no child or young person particularly those most disadvantaged in our community do not fall through the service net.	6	ER	Bert Sandeman	Jan 2008
Implement the More Choices More Chances programme	L	L	L	L	L	L	L	L	The MCMC programme is fundamentally about tackling disadvantage by assisting those most marginalised in the community into work, education or training.	2	ER	Bert Sandeman	April 2008
Communicate the Information Sharing Protocol	L	L	L	L	L	L	L	L	The information sharing protocol is the guiding tool by which DCC ensures that information is shared for a specific purpose within the boundaries of legislation and local procedures and practice.	6	ER	Bert Sandeman	Jan 2008
Review and develop	L	L	L	L	L	L	L	L	A primary purpose of the JAT development is to tackle disadvantage and address	1	ER	Bert Sandeman	Sept

Policy/Function	Equality Group								Evidence	Equality Indicator	Decision	Lead Officer	Target Date
	AGE	DEP	DIS	GEN	LGBT	OFF	REL	RACE					
Joint Action Teams									inequalities of service to vulnerable clients			man	2008
Co-ordinate and report on the Collocation Pilot	L	L	L	L	L	L	L	L	The co-location pilot will significantly contribute to the development of joined up services which a key element of to prevent duplication and ensuring those most disadvantaged do not fall through the service net.	6	ER	Bert Sande man	July 2008
Produce a Service Development plan for integrated children's services	L	L	L	L	L	L	L	L	Each element of the service plan will recognise the need to ensure equality across all our integrated services.	1	ER	Bert Sande man	March 2008
Dundee Discovery Card													
Integrate the current card issuance and production in Dundee within the National	L	L	L	L	L	L	L	L	The programme is Customer focussed and involves consultation at a National Level.	6	ER	Elena Brown	Dec 2010

Policy/Function	Equality Group								Evidence	Equality Indicator	Decision	Lead Officer	Target Date
	AGE	DEP	DIS	GEN	LGBT	OFF	REL	RACE					
Customer First Programme.													
Develop on-line applications for card and card services.	L	L	L	L	L	L	L	L	On-line applications are road-tested for minimal adverse impact.	6	ER	Elena Brown	Mar 2008
Develop a single application form for all core National Entitlement Card services.	L	L	L	L	L	L	L	L	Consultation and involvement with representative groups is key to this process.	6	ER	Elena Brown	Dec 2007
Implement Digital Signatures on the card where appropriate for improved service delivery.	L	L	L	L	L	L	L	L	Road-testing in a controlled environment will be carried out initially. Final roll-out will be fully tested for minimum adverse impact.	6	ER	Elena Brown	Jan 2008
Revise the initial card take-on within schools.	L	L	L	L	L	L	L	L	This only effects Young Persons. Initial assessment has been carried out on the cards.	6	ER	Elena Brown	Jun 2008
Develop travel applications for the Card in partnership with	L	L	L	L	L	L	L	L	This will enhance the travel application and widen the use with the card. Initial	1	ER	Elena Brown	Dec 2008

Policy/Function	Equality Group								Evidence	Equality Indicator	Decision	Lead Officer	Target Date
	AGE	DEP	DIS	GEN	LGBT	OFF	REL	RACE					
commercial travel company									Assessment is more inclusive.				
Maintain the partnership with University of Abertay for the provision of an NEC matriculation card.	L	L	L	L	L	L	L	L	Initial Card implementation assessment already carried out. This deployment is covered by this.	6		Elena Brown	Dec 2011
Develop payments with the card.	L	L	L	L	L	L	L	L	The project is designed to allow better inclusivity.	6	ER	Elena Brown	Dec 2009
Support health incentive schemes in partnership with NHS Tayside – Give it Up for Baby, Healthy Lifestyles.	L	L	L	L	L	L	L	L	Initial project is aimed at specific groups. All equality assessments are carried out for new policies	2	ER	Elena Brown	Jun 2009
Investigate further commercial applications on the card.	L	L	L	L	L	L	L	L	All new applications will be impact assessed.	6	ER	Elena Brown	Dec 2010

Policy/Function	Equality Group								Evidence	Equality Indicator	Decision	Lead Officer	Target Date
	AGE	DEP	DIS	GEN	LGBT	OFF	REL	RACE					
Members' Services													
Consider the options for introducing a members caseload system to help manage constituent enquires	L	L	L	L	L	L	L	L	System could allow for monitoring of equalities issues in members' caseloads.	6	ER	Bill Findlay	Review March 2009
Review elected members training and development plan.	L	L	L	L	L	L	L	L	Plan will include training on equalities issues a delivery will take account of members' needs.	7	ER	Bill Findlay	Review March 2009

8 - Sustainable Development

Sustainability Action Plan - Evidence of Service contribution towards Sustainability Policy

Sustainability Policy Principle	Y/N	Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
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1. Compliance with Environmental Legislation (is the Department undertaking any projects that contribute to):

a. Protecting the environment by complying with the statutory requirements for Strategic Environmental Assessment (SEA).	n								
b. Improving sustainability performance through the Council's Best Value Audit Improvement Plan	Y	Producing a climate change action plan	Bryan Harris	Oct	Dec 07	none	none	none	Sustainable Environment

2. Energy & Water (is the Department undertaking any projects that contribute to):

a. Reducing CO ₂ emissions from its activities	n								
b. Promoting energy efficiency and energy from renewable sources	Y	Issue guidance on reducing energy consumption in the office	Peter Allan	Oct 07	Dec 07				Sustainable Environment
c. Using water efficiently within its premises	n								

3. Purchasing & Procurement (is the Department undertaking any projects that contribute to):

a. Promoting the use of recycled and recyclable products and disposing of in an environmentally responsible way	n								
b. Implementing the Council's Fair Trade policy and promoting the use of fair trade products	Y	Monitor the policy on Fair Trade from catering and venue suppliers.	Peter Allan	Oct 07	June 08				Sustainable Environment
c. Encouraging Council contractors and suppliers to improve their environmental performance	n								

4. Travel & Transport (is the Department undertaking any projects that contribute to):

a. Implementing the Council's Travel Plan	n								
b. Encouraging greater use of public transport, walking and cycling as an alternative means of travel	n								
Increasing the usage of cleaner fuels in Council vehicles	n								

5. Built Environment (is the Department undertaking any projects that contribute to):

a. Protecting the quality of the city's built heritage	n								
Enhancing the city centre and local environments through regeneration	n								
c. Sustainable design, construction and maintenance of buildings and infrastructure	n								

6. Open Spaces & Woodlands (is the Department undertaking any projects that contribute to):

a. Protecting and enhancing the quality of the city's greenspace and woodlands	n								
b. Promoting leisure and access opportunities to greenspace and woodlands	n								

7. Natural Heritage (is the Department undertaking any projects that contribute to):

a. Protecting and enhancing biodiversity	n								
b. Promoting awareness of Dundee's natural heritage	n								

8. Waste Management (is the Department undertaking any projects that contribute to):

a. Minimising the generation of waste	y	Reduce committee papers entering the office to one set per cycle	Paul Carroll	Nov 07	April 08				Sustainable Environment
b. Encouraging re-use and recycling	n								
c. Maximising economic opportunities arising from waste generation	n								

9. Minimising & Remediating Pollution (is the Department undertaking any projects that contribute to):

a. Minimising impact to air and water quality	n								
b. Reducing Noise intrusion	n								
c. Monitoring the remediation of contaminated land	n								
d. Reducing land dereliction	n								

10. Communication & Environmental Reporting *(is the Department undertaking any projects that contribute to):*

a. Implementing the Sustainability Policy principles in its activities	n								
b. Monitoring and reviewing the Council's environmental performance and reporting on progress	y	*Increase the scope of the consumer survey to include public perceptions of the council's sustainable development policies.	Bill Findlay	April 08	Oct 08	Within annual consumer survey budget	none	none	Sustainable Environment
c. Consulting and informing the public on the Council's environmental policies and practices	n								
d. Encouraging and promoting sustainability issues to other organisations.	n								

Risk Management

This section takes each objective from the service plan and records the highest risks to the council in pursuit of this objective. The scoring is out of a maximum of 30 where there are for **probability** a score of 6 (almost certain) * a **severity** score of 5 (Catastrophic).

Risk Register					
Service Objective As stated in previous sections	Nature of risk	Overall Assessment of Probability and Severity (P * S)	Risk Controls	Business Continuity Implications	Lead Officer
Deliver a corporate performance management framework that achieves continuous improvement and modern citizen focused services	Reputation suffers. Censure via external Best Value Audit	9	Corporate Planning Department. Inclusive approach	N	Paul Carroll
Further develop community planning and improve performance of Dundee Partnership	Failure to meet Scottish Government Standard regarding Community Planning	9	Engagement of multi-agency partners in development process.	N	Peter Allan
Broaden outcome based approach across Partnership activity through revised Regeneration Outcome Agreement or Single Outcome Agreement	Loss of ring fenced funding. Slow down of projects that lead to improvement. Abandonment of successful projects	12	Process of managing and allocating monies under a single outcome agreement (Still to be determined)	N	Chris Ward
Increase health improvement activity to reduce health inequalities in Dundee	Moral risk. Failing to have a thought out strategy leading to growing health inequalities	8	NHS Tayside secondment. Health Improvement Strategy	N	Peter Allan

Service Objective	Nature of risk	Overall Assessment of Probability and Severity (P * S)	Risk Controls	Business Continuity Implications	Lead Officer
Improve levels of financial inclusion in communities	Number of people in high debt and low income increases causing increasing social breakdown.	9	Provision of information advice and guidance on credit matters	N	Lynne Cunningham
Develop Partnership initiatives to meet needs of international workers	Conflict between local and immigrant workers initiatives regarding standards which create disharmony	12	Multi-agency Dundee partnership group with action plan on migrant and international worker issues.	N	Rod Crawford
Develop infrastructure and deliver projects which provide more joined up approaches to services for children and young people ensuring that every child and young person in Dundee is safe, nurtured, achieving, included, respected and responsible, healthy and active	Vulnerable children (in particular) being subjected to serious risk factors and left without sufficient support	12	Integrated Children's Services Strategy	N	Bert Sandeman
Issue national entitlement smartcard for whole population and continue to develop applications for the national entitlement smartcard	Inability to financially support increasingly complex system. Lack of sufficient resources to develop	16	Dedicated Section with expertise and resources	N	Elena Brown
Respond to environmental and climate change issues	a) Failure to plan for the effects of global warming	15	Climate Change working group	Y	Chris Ward
	b) Civic expectation, leadership and protection	9		Y	Chris Ward

Maintain the high standard and comprehensiveness of provision to elected members	Breakdown in trust between members and their Support Services	4	Annual members satisfaction survey and consultation	N	Bill Findlay
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Human Resource Plan

Training

Training Need	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	FTE to be trained	Strategic Theme (Secondary)
Corporate Planning issues and challenges	Chris Ward	April 2008	Dec 2008	none	none	none	12	Human Resources
Conduct annual staff development review interviews and produce training plan	Paul Carroll	April 2008	Dec 2008	none	none	none	21	Human Resources

Financial Plan

Strategic Financial Outlook

The cost pressures facing the department over the plan period are:

- Change to ring-fenced funding
- Forecast requirement to continue to make 1-2% savings in a small department

The financial risks facing the department over the plan period are:

- Uncertainty around the level of funding for currently ring fenced initiatives
- Uncertainty around the future funding of the Discovery Card Team operations

Options the department will be considering over the plan period include

- How to manage workload within existing staffing levels.

The main areas the department will be examining to identify savings and efficiencies are:

- Dundee Discovery Card savings from shared services with the National Entitlement Card and reduced costs for cards, printing and software.
- Integrated Customer Services applications processing to avoid duplication of effort on the part of the citizen and staff, thereby reducing core data collection and processing costs as well as providing integral benefits to the citizen.
- Innovative use of ICT to ensure progressive development of services that will maximise the benefits to citizens of Dundee.

Indicative Financial Resources Available

- 1 Revenue Budget - the following amounts are included in the Council's current 3Year Revenue Budget :

	<u>Year 07/08</u>	<u>Year 08/09</u>	<u>Year 09/10</u>
	<u>£000</u>	<u>£000</u>	<u>£000</u>
Corporate Planning	<u>£832</u>	<u>£826</u>	<u>£842</u>
Dundee Discovery Card	<u>£69</u>	<u>£68</u>	<u>£69</u>
Total	<u>£901</u>	<u>£894</u>	<u>£904</u>

- 2 Capital Budget - the following amounts are included in the Council's current 3-Year Capital Plan:

	<u>Year 07/08</u>	<u>Year 08/09</u>	<u>Year 09/10</u>
	<u>£000</u>	<u>£000</u>	<u>£000</u>
ICT Strategy	<u>100</u>	<u>70</u>	<u>50</u>
Total	<u>100</u>	<u>70</u>	<u>50</u>

- 3 Other Financial Resources - the following amounts are also available to the Department :

	<u>Year 07/08</u>	<u>Year 2</u>	<u>Year 3</u>
	<u>£000</u>	<u>£000</u>	<u>£000</u>
Regeneration Outcome Agreement			
Integrated Children's Services plan			
Modernising Government Fund (DDC)*	<u>83</u>	<u>83</u>	<u>83</u>
Modernising Government Fund**	<u>111</u>		
Total	<u>194</u>	<u>83</u>	<u>83</u>

- *Modernising Government Fund started the year with £250,000 remaining for the discovery card project and this has been allocated over the next three years to underpin the roll out of the national entitlement card in Dundee.
- **The remaining fund should be spent on setting up the local citizen account by Mar 2009. The capacity in the IT Department and Planning & Transport Department to maintain this has been mainstreamed within their budgets respectively.

(Attach details of funding streams: these may include additional funding confirmed since the above documents were approved and ring-fenced funding that is not included in either the Revenue or Capital Budgets eg Anti-Social Behaviour Funding, Strategic Waste Fund, Working for Families Fund etc)