

8th January 2008

Dear Councillor,

I hereby give you Notice that a Meeting of the **CENTRAL RESOURCES COMMITTEE** will be held in the **COUNCIL CHAMBER, CIVIC CENTRE, CROOK** on **WEDNESDAY 16th JANUARY 2008 at 6.00 P.M.**

AGENDA

Page No.

1. Apologies for absence.

2. Declarations Of Interest

Members are invited to declare any personal and/or prejudicial interests in matters appearing on the agenda and the nature of their interest.

Members should use either of the following declarations:

Personal Interest – **to be used where a Member will be remaining and participating in the debate and any vote:**

I have a personal interest in agenda item (...) regarding the report on (...) because I am (...)

Personal and Prejudicial Interest – **to be used where a Member will be withdrawing from the room for that item:**

I have a personal and prejudicial interest in agenda item (...) regarding the report on (...) because I am (...)

Officers are also invited to declare any interest in any matters appearing on the agenda.

NOTE: Members are requested to complete the enclosed declarations form and, after declaring interests verbally, to hand the form in to the Committee Administrator.

3. To consider the Minutes of the last Meeting of the Committee held on 14th November 2007 as a true record.

Copies
attached

- | | | |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 4. | To consider the results of the self assessment carried out for 2007 using the CIPFA Financial Management Model. | 1 - 6 |
| 5. | To consider the capital expenditure of the Authority for the first nine months of 2007/08 against budget. | 7 - 18 |
| 6. | To consider the revenue expenditure of the Authority for the period 1 April 2007 to 31 st December 2007, against budget. | 19 - 23 |
| 7. | To consider the freehold transfer of Tees Walk Community Centre, Coundon to the Coundon and Leeholme Community Partnership. | 24 - 26 |
| 8. | To consider a financial review of partnerships. | 27 - 28 |
| 9. | To consider an update on managing the Council's Strategic Risks. | 29 - 31 |
| 10. | To consider the progress in delivering the ICT strategy. | 32 - 34 |
| 11. | To consider the progress in managing the risks of the Resource Management Department during 2007/08. | 35 - 37 |
| 12. | To consider former tenants arrears being written off.* | 38 - 41 |
| 13. | To consider such other items of business which, by reason of special circumstances so specified, the Chairman of the meeting is of the opinion should be considered as a matter of urgency. | |

* It is likely that item 12 will be taken in the closed part of the meeting in accordance with paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006.

Yours faithfully



Chief Executive

Members of this Committee: Councillors Buckham, Mrs Burn, Harrison, Hayton, Grogan, Kay, Kingston, Mairs, Mowbray, Murphy*, Miss Ord, Mrs Pinkney, Mrs Seabury*, Shuttleworth, Stonehouse, Taylor and Zair

*Ex-officio, non-voting capacity

Chair: Councillor Hayton

Deputy Chair: Councillor Mrs Pinkney

TO: All other Members of the Council for information
Management Team

DECLARATIONS OF INTEREST FORM

NAME AND DATE OF COMMITTEE	AGENDA ITEM NUMBER	NATURE OF INTEREST AND REASONS	PRINT NAME	SIGNATURE

CENTRAL RESOURCES COMMITTEE

16 JANUARY 2008

Report of Strategic Director for Resource Management **FINANCIAL MANAGEMENT MODEL**

purpose of report

1. To inform Members of the results of the self assessment carried out for 2007 using the Chartered Institute of Public Finance and Accountancy (CIPFA) Financial Management Model, compare the results to the 2006 assessment, review progress in meeting last years action plan, and agree an action plan for this year.

background

2. A summary of the purpose, structure and components of the CIPFA Financial Management Model was presented to the members on the 27 September 2006. Using the model to judge our financial management performance annually and implementing subsequent improvements meets one of the criteria in the annual Use of Resources assessment carried out by the Audit Commission.
3. The model consists of a number of statements regarding financial management in the Authority structured around 3 styles of financial management :
 - Securing stewardship
 - Supporting performance
 - Enabling transformationand 5 management dimensions:
 - Leadership
 - People
 - Processes
 - Stakeholders
 - Results
4. The model for good practice is presented as a series of statements for public service bodies that perform well in financial management. The model invites organisations to test themselves on the effectiveness of their own financial management in supporting their business objectives and to consider whether the style and contribution of financial management supports or conflicts with their organisation's strategic direction.

results

5. A series of questions linked to statements in the model are scored to give an overall picture of financial management in the Authority. The judgement is expressed as a score from 0 to 4 based on the extent to which the Authority can satisfy each criterion. The categories are shown below:

0 – 1	Hardly
1.5 – 2	Somewhat
2.5 – 3	Mostly
3.5 – 4	Strongly

6. In order to obtain a comprehensive and objective assessment, the majority of the scores were obtained from an internal focus group consisting of 9 managers of the Authority, who manage or support the management of budgets. A minority of the statements, which were of a financially technical nature, were scored by senior finance officers.
7. The individual scores were aggregated to give an overall profile of the positioning and contribution of financial management in the organisation. The summary of the self-assessment is shown in Annex A together with the score for 2006. Our average scores fall within the range of 2.5 to 3, i.e. within the category of mostly complying with good financial management practice. The average scores have increased from 2.53 to 2.83 for Management Dimensions and from 2.70 to 2.99 for Management Styles
8. Whilst the survey is not an exact science it has revealed common themes and areas where action can be undertaken in the short term to improve our performance in financial management. These are presented in Annex B. Actions taken regarding the 2006 Action Plan derived from the last assessment are shown in Annex C.

conclusion

9. These results indicate that we have an effective system of financial management within the Authority whilst identifying specific areas where improvements can be made.

RECOMMENDED that Members agree the implementation of the Action Plan.

Officer responsible for the report

Gary Ridley
Strategic Director for Resource Management
Ext 227

Author of the report

Alan Cooper
Accountancy Manager
Ext 361

CENTRAL RESOURCES COMMITTEE

16 JANUARY 2008

Report of Strategic Director for Resource Management CAPITAL BUDGET MONITORING

purpose of the report

1. To consider the capital expenditure of the Authority for the first nine months of 2007/08 against budget.

background

2. Details of the capital programme are shown in Annex D. Each scheme shows spend to 31 December 2007, projected outturn and commentary on progress based upon information provided by budget holders. Sub totals are shown by corporate objective. The financing of the capital programme is shown at the bottom of Annex D.
3. Figures are split between income and expenditure for schemes that are fully or partially externally funded. This enhances transparency and is in line with external audit recommendations. The projected outturn for each scheme will be used to assist in determining the level of resources available to support the capital programme for 2008/09.

capital budget

4. The Council set a net capital programme budget for 2007/08 of £5,877,000. Following the achievement of a 2 star rating for the housing service, permission from Government to borrow a further £5m was received in April. Repayment of this money is fully funded by Government through the housing subsidy mechanism.
5. The additional £5m has been passed to Dale and Valley Homes as the first tranche of the total extra £27m to be received to bring all dwellings up to the decent homes standard. However, accountability for the use of the money remains with the Council and it forms part of the Authority's capital programme.
6. At the Special Council Meeting of 4 September Members approved further capital expenditure of £3,400,000 to help meet the Council's objectives.
7. Due to slippage in expenditure arising from the previous year's programme, Members also approved additions to the budget of £491,000. In total, this results in a revised budgeted programme of £14,768,000. This is affordable taking into account the capital resources of the Council.

8. The annex shows projected net spend for the year as £12,339,000. This represents an under spend of £2,429,000. This is largely due to predicted under spends on the planned Dale and Valley Homes capital programme for the year. This will be carried forward into 2008/09.
9. Expenditure against the agreed capital budgets will continue to be monitored closely by budget holders.

financial implications

10. Expenditure at the end of the 3rd quarter is approximately 19% of the programme. The cash flow implications are additional investment income due to a delay in expenditure compared to the receipt of capital resources. This will be reflected in revenue budgets.
11. The Council remains within its locally set prudential indicators in relation to capital expenditure and its affordability.

links to corporate objectives

12. The capital programme was set with regard to the Council's medium term financial strategy and capital strategy and Annex D is shown against the Council's corporate objectives. Commentary is included which demonstrates the links between scheme and corporate objective.

conclusion

13. There are a large number of schemes which require a significant input in terms of resources and management in the final quarter of the financial year, to achieve the predicted output for the year. A number of Community schemes which cover a variety of projects will take up a significant resource in order to compile schemes of work, carry out an appropriate procurement process and subsequently manage contracts let. Consequently a proportion of the capital budgets available may need to be used to engage the necessary external professional assistance.
14. With the addition of new schemes starting from April 2008 there remains a significant risk to successful delivery of all projects by March 2009.

RECOMMENDED that the capital budget monitoring report for April – December 2007 be approved.

Officer responsible for the report

Gary Ridley
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Author of the report

Alan Cooper
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CENTRAL RESOURCES COMMITTEE

16 JANUARY 2008

Report of Strategic Director for Resource Management REVENUE BUDGET MONITORING

purpose of the report

1. To compare the revenue expenditure of the Authority for the period 1 April 2007 to 31 December 2007, against budget.

background

2. This report covers the revenue expenditure of the Authority financed by the General Fund and the Housing Revenue Account (HRA).
3. The summary revenue position for financial year 2007/08 as at the end of 31 December 2007 for the General Fund is shown in Annex E. The figures for the HRA are shown in Annex F. The annexes compare the approved budget as amended by authorised budget transfers for each service, against forecasted outturn for 2007/08. Outturn figures are based upon revised budget estimates prepared for 2007-08 as part of the 2008-09 budget process. Major over and under spends within each service are noted and an indication given of reasons for these differences.

general fund

4. The forecasted outturn for the General Fund indicates an under spend of £784,000 for 2007/08 against budget at this stage. This represents an under-spend of 6% on the overall budget. Action Plans have been presented to recent Regeneration and Community Services Committee meetings to deal with over spends.
5. The forecasts for the current year have been refined to present the most accurate position of resources available to support the 2008/09 budget. The notes for each Service that form part of the Annexes highlight only the major budget differences and exclude minor ones.
6. The projected spend on the General Fund for the year will not impact upon the Council's policy of maintaining a minimum reserve balance of £850,000.

housing revenue account

7. The forecasted outturn for the HRA is £639,000 better than budget. This is largely due to prior year adjustments in Housing subsidy grant which has just recently been confirmed and relates to changes in housing stock numbers. There

is also an increase in expected rental income due to an additional rental week which was not budgeted for. Similarly, the projected spend on the HRA for the year will not impact upon achieving a desired minimum balance of £1.50m.

conclusion

8. The projected under spend in 2007/08 has increased the reserves available to support the 2008/09 budget. All budgets will continue to be monitored closely.

RECOMMENDED that Members note the report.

Officer responsible for the report

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CENTRAL RESOURCES COMMITTEE

16 JANUARY 2007

Report of the Asset Management Group TEES WALK COMMUNITY CENTRE

purpose of the report

1. To consider the freehold transfer of Tees Walk Community Centre, Coundon to the Coundon and Leeholme Community Partnership (CLCP).

background

2. The Council currently own Tees Walk Community Centre. This is a two storey building located within the centre of Coundon. Formerly a common room incorporating a warden's flat on the first floor, the building is now occupied solely by the CLCP on a short term lease. Prior to the occupation of the building by CLCP, there was little interest in the building from any other party.
3. The CLCP was formed in 1999 to improve the social and economic fabric of the area and tackle the significant levels of deprivation prevalent within the area. The primary objects of the CLCP are to sustain regeneration activity through economic and social renewal and educate residents through the provision of training and education to aid employment chances. The CLCP is led by a management board upon which there is council member representation and has been registered as a Company Limited by Guarantee since August 2004.
4. Members approved a decision to enter into a long term leasing arrangement with CLCP for the use of Tees Walk Community Centre in June 2007. This report seeks to amend that decision.

proposed building use

5. The CLCP commissioned a business plan on the future of the partnership and the uses of the building. The plan outlines how the CLCP could increase its impact through the creation of an enterprise centre located within the current premises. This would offer practical hands on support to residents considering enterprise start up. Other services as well as those currently provided would include:
 - Community kitchen to offer a café facility in the area as well as providing courses in healthy cooking, health and hygiene etc.
 - Property Maintenance and Community landscape gardening enterprise service providing painting and decorating, tidying gardens etc.

6. The revision to its current use would involve substantial refurbishment of the building. The cost of these works is estimated at around £266,000. This can be financed from both external funding and contributions received from the Council.

reason for change

7. The report in June outlined a number of options for the building including either donating or selling the building to CLCP. At the time there was concern that freehold transfer could result in the building being used in the future for purposes that would not be beneficial to the community. Consequently, a long term leasing arrangement was approved as a more secure means of protecting community interest.
8. The CLCP have now approached the Council stating that freehold transfer would be their preferred option as:
- it would enhance their ability to attract external funding;
 - they would be able to use ownership of the building as security for loan financing;
 - it would provide them with greater freedom and create a greater sense of community ownership.
9. Freehold transfer also follows the spirit of the Quirk report. This report recommended the transfer of local authority assets to community groups. CLCP have confirmed that they have the revenue resources in place to fund the increased costs of the centre. Planning permission has already been granted to the refurbishment proposal

financial implications

10. The only income received by the Council for the building is £2,500 rental per annum from CLCP for its occupation. Current running costs for utilities and rates are funded by the CLCP and revenue repairs borne by the Council are minimal.
11. However, whilst the building is in a reasonable condition it will require ongoing work to maintain it to a good standard and ensure it is compliant with the Disability Discrimination Act (DDA). These costs over the next 5 years are likely to be in excess of £33,000 for maintenance alone excluding the costs of DDA compliance which may be up to a further £5,000.
12. The building has been valued at £98,000 by the Valuation Office. This is based upon the proposed future use by the CLCP. A capital receipt would result if the Council chose to sell the building at market value. This receipt could either be used to support the Council's capital programme or be invested in order to earn revenue interest. The financial implications from disposal are:

Backlog maintenance per annum	£5,500
Less Rental Income	- <u>£2,500</u>

Net Saving per annum £3,000

13. The investment interest earned from disposal at the valuation of £98,000 would be about £5,000 per annum generating a net saving of £8,000 per annum if this option were selected. However, the CLCP do not have the resources to purchase the building at market value. Therefore it is recommended that the building be transferred at nil cost.

legal implications

14. Secretary of State consent is needed if the Council wishes to dispose of land or property (which includes a lease of any duration) at less than the best price. However, E3.2 (b) (i) of the General Housing Consents 2005 allows the Council to dispose (sale or lease) of the property at less than the best price, without the need to obtain Secretary of State consent, if it is used for a purpose, other than use as housing accommodation, which does not involve trading for profit and is beneficial to persons the majority of whom the Council expects to be inhabitants of the estate or neighbourhood in which the property is situated.
15. In consideration of the above, it is judged that transfer of the freehold to the CLCP would not require Secretary of State consent.

conclusion

16. The CLCP provide a number of services that are consistent with the Council's objectives e.g. supporting the local economy, contributing to health and well being. The services are also provided in a manner that supports the Council's commitment to the provision of local services that are community led. The freehold transfer of the building would provide funding opportunities to the CLCP and supports the Government's and Council's objective to support community activities through asset transfer.

RECOMMENDED that the freehold transfer of Tees Walk Community Centre to Coundon and Leeholme Community Partnership be approved.

Officer responsible for the report

Gary Ridley
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Author of the report

Stuart Reid
AD – Finance and I.T.
Ext 258

CENTRAL RESOURCES COMMITTEE

16 JANUARY 2008

Report of the Strategic Director for Resource Management **FINANCIAL REVIEW OF PARTNERSHIPS**

purpose of the report

1. To inform Members of the financial performance of partnerships through which the Resource Management Department provide a number of services.

background

2. The Department is involved in a number of partnerships. These are detailed within the annual Departmental Service Plan.
3. A key line of enquiry within the Audit Commission's annual Use of Resources assessment states that "*the financial performance of significant partnerships is regularly reviewed, linked to outputs, and the results shared with partners and acted upon*".

review

4. Annex G outlines the financial performance of these partnerships with which the Resource Management Department are involved. The results will be shared with partners.

conclusion

5. These partnerships will be reviewed continuously to ensure that the Council receives sufficient benefit for the officer time and funding which it contributes.

RECOMMENDED that Members endorse the report.

Officer responsible for the report

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CENTRAL RESOURCES COMMITTEE

16 JANUARY 2008

Report of the Strategic Director for Resource Management **STRATEGIC RISK REGISTER UPDATE**

purpose of the report

1. To consider an update on managing the Council's Strategic Risks.

background

2. A revised strategic risk register was agreed at Central Resources Committee in July 2007. The Council's risk management strategy requires risks to be regularly reviewed to ensure that action is being taken to manage them. This report and Annex H shows the progress being made to address the key challenges facing the Council. Overall, progress is being made against the majority of risks identified. That said, on-going attention is needed in order to manage such risks and embed a risk management culture within the Council. The Use of Resources Assessment expects a structured approach to risk management to be taken by the Council with regular update reports to Members.

hr implications

3. All of the key strategic risks facing the Authority require staff actions to manage them effectively. This is an on-going requirement now and will be into the future. At present staff resources are in place to manage our key risks. However, it is important that this is kept under review.

legal/financial/i.t. implications

4. There are no implications arising from this report directly. However, the management of the Council's strategic risks have such implications which are included in the necessary staffing and budget structures.

RECOMMENDED that Members note the report.

Officer responsible for the report

Gary Ridley
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Author of the report

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CENTRAL RESOURCES COMMITTEE

16 JANUARY 2008

Report of the Strategic Director for Resource Management **ICT STRATEGY UPDATE**

purpose of the report

1. To inform Members of progress in delivering the Information, Communication and Technology (ICT) strategy.

background

2. Members approved the Council's ICT strategy in September 2006. The strategy set out the contribution made by ICT in assisting the Council to achieve corporate aims and support corporate principles such as effective performance management. This includes transforming the way services are delivered for the benefit of citizens, business and front-line staff. It also facilitates the achievement of efficiency savings that can be re-invested in front-line services.
3. Implementation of the strategy has involved the acquisition of new hardware/software. This has been achieved from a combination of funding from the Council's capital programme and the E-Government reserve.

action plan

4. The strategy incorporated an action plan covering the period 2006-2010. Attached as Annex I are details of the progress made to date on those projects scheduled to be completed in 2006/07 and the current financial year.

conclusion

5. Steady progress has been made in delivering the projects listed within the action plan. Projects scheduled for 2008/09 will be reviewed in the context of local government re-organisation to identify whether implementation should proceed.

RECOMMENDED that Members endorse the report.

Officer responsible for the report

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CENTRAL RESOURCES COMMITTEE

16 JANUARY 2008

Report of the Strategic Director for Resource Management **RISK REGISTER UPDATE**

purpose of the report

1. To inform Members of the progress in managing the risks of the Resource Management Department during 2007/08.

background

2. Members will recall that the Service Plan for the Department includes an analysis of the main risks facing the department. This report seeks to give assurance to Members of the management of those risks.
3. A key line of enquiry within the Use of Resources assessment relates to the extent to which risks are managed and Members are kept informed of said management. The table below shows the risks as agreed within the annual Departmental Service Plan and progress in managing them.

risk analysis – 2007/08

Risk Heading	Responsible Officer	Risks	Risk Management Actions
Asset Management and Capital Investment	Asst. Dir. Of Finance and I.T	Failure to effectively manage/maintain assets leading to reduced efficiency and increased costs	Updated Asset Management Plan July 2007. Progress in implementation monitored through Asset Management Group
Budgetary Control and Financial Management	Asst. Dir. Of Finance and I.T	Lack of effective budgetary control leading to poor allocation and control of resources	Established budget process followed. Quarterly reports on budget submitted to members.
Treasury Management	Asst. Dir. Of Finance and I.T	Risk of losing investment leading to monetary loss and loss of reputation	CIPFA treasury management practices adopted and regular bank reconciliation carried out. Regular advice sought from external specialists.

Risk Heading	Responsible Officer	Risks	Risk Management Actions
Staff Security (revenues and benefits)	Revenues and Benefits Manager	Possibility of staff assault/accident whilst working alone	Lone worker policy reviewed and staff reminded of procedures to follow
Benefit Payment	Revenues and Benefits Manager	Failure to process benefit on time	Performance data monitored weekly and prompt response to prevent backlogs
Collection Rates	Revenues and Benefits Manager	Failure to collect NNDR and Council Tax leading to financial loss	Effective recovery procedures necessary/ staff training /collection rates monitored monthly. Effective methods of collection encouraged e.g. direct debit
Physical Damage to Computer Room Equipment	Head of I.T.	Flood, fire, sabotage etc. resulting in loss of service	<ul style="list-style-type: none"> • Access to computer room controlled • Fire suppression equipment checked regularly • Disaster Recovery Plan in place with Sedgefield Borough Council
I.T Security	Head of I.T.	Corruption of data and/or programs via malicious or accidental means	<ul style="list-style-type: none"> • Security Policy • Internet and e-mail policies produced and publicised • Regular awareness raising sessions with staff carried out.
Systems Implementation Failure	Head of I.T.	Systems not installed on time/ budget and/or not producing required functionality	Appropriate project management methodologies followed e.g. Prince 2

4. Risks affecting the services provided by the Department are being effectively managed and result in improved services/improved continuity of services to both internal and external service users. This assists the Authority in meeting its business objectives.

conclusion

5. Risks will continue to be monitored and this report be submitted as evidence for the Use of Resources assessment.

RECOMMENDED that Members endorse the report.

Officer responsible for the report	Author of the report
Gary Ridley Strategic Director for Resource Management Ext 227	Stuart Reid AD – Finance & I.T. Ext 258

FINANCIAL MANAGEMENT MODEL – SELF ASSESSMENT SCORES**Management Dimensions**

	<u>2006</u> <u>Score</u>	<u>2007</u> <u>Score</u>
Leadership	2.69	2.88
People	2.93	3.21
Processes	2.65	3.19
Stakeholders	2.44	2.56
Results	<u>2.00</u>	<u>2.33</u>
Average	2.53	2.83

Management Styles

Securing Stewardship	2.83	3.15
Supporting Performance	2.46	2.77
Enabling Transformation	<u>2.80</u>	<u>3.06</u>
Average	2.70	2.99

<u>Scoring Matrix</u>	<u>Compliance with</u> <u>Good Practice</u>
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0 – 1	Hardly
1.5 – 2	Somewhat
2.5 – 3	Mostly
3.5 – 4	Strongly

Assess ment	Management Dimension	Action required	Resp. Officer	Planned End Date
L3	The Organisation has developed financial management policies to underpin sustainable finances, and reviews performance against them	Include in guide for budget holders accountancy policies affecting budget and annual accounts preparation. Ensure up to date policy on reserves and balances.	A Cooper	31.03.08
L5	Financial management supports strategic decision making and performance management	Hold discussions with budget holders regarding what information can be provided on unit costs. Tighten link between resource and service planning.	A Cooper	31.03.08
P3	Managers know when and how to access financial advice	Circulate a list of accountancy staff roles together with their duties and responsibilities	A Cooper	31.03.08
P6	Financial literacy is diffused throughout the organisation	Ensure review of financial competencies are embedded in new individual performance review and development scheme	S Reid	31.03.08
PR6	Managers are accountable for managing their budgets	Liase with directors to improve communications regarding growth and savings bids process and actions therein required	S Reid	31.03.08

Assess ment	Management Dimension	Action taken	Resp. Officer
P4	There are active efforts to equip the organisation with the financial management competencies it needs to realise its goals	PDP process revised to incorporate financial management competencies	Man. Team/ Personnel
P1	The need for financial competencies is identified and met	Periodic regular training sessions organised covering the FMS system and financial skills for budget holders	A Cooper
P6	Financial literacy is diffused throughout the organisation	Guides for budget holders and financial regulations have been updated where appropriate and reissued	S Reid/ A Cooper
PR1	There are proper arrangements for internal control	Policies updated. Briefing sessions for all staff arranged on fraud corruption and ethics carried out	S Reid
PR10	Financial accounting and reporting meet regulatory and professional standards	Introduced monitoring system to ensure that all statutory returns are completed on time	A Cooper
PR10	Financial accounting and reporting meet regulatory and professional standards	Working papers presented to auditors in support of the Annual Accounts have been improved and rated as "Good" by the Audit Commission	A Cooper
PR6	Managers are accountable for managing their budgets	See P4 above	Man.Team/ Personnel
PR1	There are proper arrangements for internal control	Performance in current year improved as measured by audit recommendations implemented.	S Reid/ J Redfearn
S2	Customers/service users are given clear information about financial services and are treated consistently	Introduced for internal audit. To be extended to other financial services	S Reid
S2	Customers/service users are given clear information about financial services and are treated consistently	Contacts provided in budget holders guide	A Cooper
R2	Results in the evidence shows that financial management contributes to the organisation's performance	Tasks allocated in approved VFM strategy carried out. Stable financial position achieved	S Reid

Assessment	Management Dimension	Action taken	Resp. Officer
L4	The corporate business plan is integrated with financial planning and influences resource allocation	MTFS approved by Members Committee in October with Council Plan	S Reid
L8	The organisation is ambitious in its strategic goals and realistic in its delivery plans	Ambition set out in Council Plan and affordability assessed through MTFS	S Reid
PR12	A medium term financial planning process sustains business and financial performance	MTFS approved by Members in October with Council Plan	S Reid
PR13/ L5	Value for money is the responsibility of all managers and finance staff Financial management supports strategic decision making and performance management	Dedicated accountants attend departmental meetings and support strategic decisions e.g. re-provision of leisure facilities	S Reid

Cost Centre	Scheme Name	Budget Holder / Dept.		Approved Budget £000	Actual Apr - Dec £000	Projected 2007/08 (£) £000	Overspend / (underspend) £000	Outputs / commentary	Outcome
ENVIRONMENT									
C014	Eldon Lane Renewal Area	D Milburn - Community		100	22	100	0	Improvements to private dwellings and external environment within Dene Valley area.	Improved environment
C041	Purchase of Refuse Vehicles	D Milburn - Community		135	126	126	(9)	Purchase of new vehicle.	Potential for reduction in carbon footprint
C042	Civic Centre Alterations	T Carlton - Resource Management		60	13	40	(20)	Replacement of lighting with energy efficient alternatives. To be completed by the end of April 2008.	Reduction in carbon footprint and efficiencies
C055	Purchase of Grounds Maintenance Plant	D Milburn - Community		175	170	175	0	New grounds maintenance fleet purchased resulting in improved standards of maintenance. A saving on the original estimate has arisen	Potential for reduction in carbon footprint
C056	Purchase of Street Cleansing Fleet	D Milburn - Community		115	0	115	0	New street cleansing plant to be purchased - improved performance on street cleansing	Potential for reduction in carbon footprint
C059	Contaminated Land	T Bloomfield - Environment & Regeneration		100	(2)	100	0	Site prioritisation now 70% complete. Spend anticipated on high priority sites during Q4.	Improvements to natural environment
C077	Car Park Improvements Programme	S Robertson - Environment & Regeneration		100	14	100	0	Allocation approved at Special Council meeting 04.09.07. Scheme under development and spend expected although the extent cannot currently be quantified and full spend assumed	Improved environment
C093	West Auckland Improvement Scheme	C Dillon - Environment & Regeneration	Expenditure	323	15	23	(300)	Delivery of project and funding secured by DCC. WVDC resource used as match funding and contribution to the scheme. Almost £30,000 committed already. £23,000 current estimated expenditure by year end. Request will be made to carry forward the estimated £30,000 balance to ensure DCC meet grant offer commitments	Improvements to built environment and increased value for money
C093	West Auckland Improvement Scheme		Income	(270)	0	0	270		
			Sub Total	53	15	23	(30)		
C118	Twin Bin Refuse and Recycling Service	D Milburn - Community	Expenditure	560	271	567	7	Still in discussion with Members regarding implementation of the scheme. Discussions are also taking place with waste operators regarding disposal of the extra waste that will be generated when the scheme is implemented.	Improved recycling rate / environment
C118	Twin Bin Refuse and Recycling Service		Income	0	(7)	(7)	(7)	Waste performance and efficiency grant	
	Twin Bin Refuse and Recycling Service		Sub Total	560	264	560	0		
C122	Asset Management	S Reid - Resource Management		30	(5)	30	0	Double glazing to be fitted at three common rooms	Reduction in carbon footprint

Cost Centre	Scheme Name	Budget Holder / Dept.		Approved Budget £000	Actual Apr - Dec £000	Projected 2007/08 (£) £000	Overspend / (underspend) £000	Outputs / commentary	Outcome
C125	Wear Valley Building Enhancement Scheme	S Dawson - Environment & Regeneration	Expenditure	286	38	286	0	Significant number of grant offers made committing this expenditure and awaiting claims to be made by the individual developers and project sponsors. Full spend anticipated to maximise the NRF income although some schemes may straddle the financial year end requiring some of the WVDC contribution to be carried forward.	Improvements to built environment
C125	Wear Valley Building Enhancement Scheme		Income	(200)	(188)	(200)	0		
			Sub Total	86	(150)	86	0		
C144	Liveability Energy Efficiency Scheme	I Bloomfield - Environment & Regeneration	Expenditure	30	12	30	0	Interest and delivery of scheme progressing well. Substantial commitments made and additional expenditure anticipated during Q4.	Reduction in carbon footprint and efficiencies
C144	Liveability Energy Efficiency Scheme		Income	(30)	(20)	(30)	0		
			Sub Total	0	(8)	0	0		
C149	Alternative Energy Systems in Public Buildings	S Dawson - Environment & Regeneration		60	0	30	(30)	Development work on-going. Resources being used to implement energy conservation improvements in the Civic Centre.	Reduction in carbon footprint and efficiencies
C150	Renewable Energy at Innovation House	S Dawson - Environment & Regeneration	Expenditure	45	0	45	0	Options appraisal and feasibility work now complete and action plan being proposed to implement. Full spend currently anticipated.	Reduction in carbon footprint and efficiencies
C150	Renewable Energy at Innovation House		Income	(23)	0	(23)	0		
			Sub Total	22	0	22	0		
C151	Alternative Energy Grants	S Dawson - Environment & Regeneration		30	3	30	0	Development work on-going. Significant resources committed to implementation schemes. Full spend anticipated.	Reduction in carbon footprint
C152	Elite Hall Improvement Programme	S Wiper - Community		500	(35)	375	(125)	Allocation approved at Special Council meeting 04.09.07. Contracts placed and works expected to start Jan 08.Any under spends to be requested to be carried forward to 2008/09	Improved environment
C164	Leeholme Travellers	B Featherstone - Community		20	24	24	4	Allocation approved at Community Services Committee meeting 19.09.07. Installation of boulders to Leeholme to prevent illegal trespass and encampment on Council owned land.	Improved environment
C165	Hope Street Improvements	B Hope - Environment & Regeneration		500	0	150	(350)	Allocation approved at Special Council meeting 04.09.07. Detailed designs now been produced for Hope Street and commitment made for £300,000 of work starting early February for 16 weeks straddling 2007/8 into 2008/9. Additional work to North Terrace is proposed in 2008/9. Carryover of the estimated £350,000 will be requested to enable payment of the Hope Street contract and this additional work to be carried out.	Improvements to built environment

Cost Centre	Scheme Name	Budget Holder / Dept.		Approved Budget £000	Actual Apr - Dec £000	Projected 2007/08 (£) £000	Overspend / (underspend) £000	Outputs / commentary	Outcome
C169	Enhancement of Small Villages	B Hope - Environment & Regeneration		600	0	450	(150)	Allocation approved at Special Council meeting 04.09.07. Combination of retail/environmental/off highway schemes, designed to improve the physical appearance of small villages. A variety of schemes have been approved by Members but are unlikely to be fully spent in the current year.	Improvements to built environment
C171	Theatre Corner Improvements Bishop Auckland	B Hope - Environment & Regeneration		100	(15)	65	(35)	Allocation approved at Special Council meeting 04.09.07. Work scheduled to start in January and run until April. Additional works in relation to the statue will be incurred in 2008/9 and a request to carry forward the estimated balance of £35,000 will be made.	Improvements to built environment
C174	Improvement to Parks	D Milburn - Community		50	0	50	0	Allocation approved at Community Services Committee meeting 19.09.07. To address low satisfaction expressed by residents by improved signage, facilities and safety	Improved environment
C175	Replacement Recycling Vehicles	D Milburn - Community		80	0	80	0	Allocation approved at Community Services Committee meeting 19.09.07. Currently recycling vehicles are nearing the end of their useful economic life.	Improved recycling rate / environment
C176	Bus Turning Circle	D Milburn - Community		35	0	35	0	Allocation approved at Community Services Committee meeting 19.09.07. Construction of a bus turning circle to support the St Andrews Estate development and introduce regular, local transport services to vulnerable residents around Gent Road.	Improvements to built environment
C177	Woodhouse Close Estate Improvements	D Milburn - Community		110	0	110	0	Allocation approved at Community Services Committee meeting 19.09.07. Continuation of last year's Proudfoot Drive scheme including landscaping and diversionary activities.	Improvements to built environment
C178	Environmental Improvements - Willington	D Milburn - Community		25	0	25	0	Allocation approved at Community Services Committee meeting 19.09.07. Environmental improvements delivered in partnership with Groundwork West Durham.	Improved environment
C179	Environmental Improvements - Aclet Gate, Woodhouse	D Milburn - Community		15	0	15	0	Allocation approved at Community Services Committee meeting 19.09.07. Environmental improvements delivered in partnership with Groundwork West Durham.	Improved environment
C180	Environmental Improvements - West Auckland	D Milburn - Community		15	0	15	0	Allocation approved at Community Services Committee meeting 19.09.07. Environmental improvements delivered in partnership with Groundwork West Durham.	Improved environment

Cost Centre	Scheme Name	Budget Holder / Dept.		Approved Budget £000	Actual Apr - Dec £000	Projected 2007/08 (£) £000	Overspend / (underspend) £000	Outputs / commentary	Outcome
C181	Environmental Improvements - Sunnybrow	D Milburn - Community		30	0	30	0	Allocation approved at Community Services Committee meeting 19.09.07. Environmental improvements delivered in partnership with Groundwork West Durham.	Improved environment
C182	Environmental Improvements - St Helens	D Milburn - Community		35	0	35	0	Allocation approved at Community Services Committee meeting 19.09.07. Environmental improvements delivered in partnership with Groundwork West Durham.	Improved environment
C529	Asbestos Survey	D Milburn - Community		25	31	31	6	Identification of asbestos materials within council assets	Improvements to built environment
C542 - C553	Major Repairs Allowance + Decent Homes Programme	A Senior - ALMO		7,650	1,984	6,766	(884)	Tendering exercise for major works in progress. Majority of spend estimated in latter part of year. Estimated that 88% of programme will be spent this year. Slippage will be carried over into following year's programme.	Improvements to built environment
	ENVIRONMENT TOTAL			11,416	2,451	9,793	(1,623)		

Cost Centre	Scheme Name	Budget Holder / Dept.		Approved Budget £000	Actual Apr - Dec £000	Projected 2007/08 (£) £000	Overspend / (underspend) £000	Outputs / commentary	Outcome
HEALTH & WELL-BEING									
Cost Centre	Scheme Name	Budget Holder		Approved Budget £000	Actual Apr - Sept £000	Projected 2007/08 (£) £000	Overspend / (underspend) £000	Outputs / commentary	Outcome
C001	Renovation Grants	D Milburn - Community		100	24	200	100	Overspend to be financed from cost centre C003	Grants made available to most vulnerable of our society to improve lifestyle
C003	Disabled Facility Grants	D Milburn - Community		634	81	434	(200)	The expected underspend is being transferred to major grants, cost centre C001 - £100,000 and Disabled Facilities Grants - Public, cost centre C527 - £100,000.	Grants made available to most vulnerable of our society to improve lifestyle
C146	Leisure Centre Improvements	D Milburn - Community		50	4	50	0	Report to Community Services Committee of 13th June 2007 highlighting areas for improvements to leisure facilities. These include removal of water slide and replacement of flooring.	Increased attractiveness of asset leading to improved customer satisfaction and potential for increased usage
C167	Youth Sport & Recreation Provision	A Frankcom - Community		300	0	300	0	Allocation approved at Special Council meeting 04.09.07. Improvements to sport and recreation provision.	Improvements to sport and recreation provision
C168	Community Transport	Bob Hope - Environment & Regeneration		200	0	200	0	Allocation approved at Special Council meeting 04.09.07. Creation of new schemes and possible expansion of existing schemes. Scheme under development and full spend currently anticipated.	Improve transport facilities for local communities
C183	Shared leisure facilities Bishop Auckland	D Milburn - Community		50	0	50	0	Allocation approved at Community Services Committee meeting 19.09.07. Continuation of the Council's involvement in St John's School for jointly operated facilities.	Improvements to sport and recreation provision
C184	Improvements to Glenholme Leisure Complex	D Milburn - Community		40	0	40	0	Allocation approved at Community Services Committee meeting 19.09.07. Improvements to Glenholme Leisure Complex, including changing facilities and associated works.	Improvements to sport and recreation provision
C185	St Johns Chapel Gym Equipment	D Milburn - Community		5	5	5	0		
C527	Disabled Facilities Grants - Public	D Milburn - Community	Expenditure	189	82	289	100	Overspend to be financed from cost centre C003	Improved standard of living of grant recipients
C527	Disabled Facilities Grants - Public		Income	(15)	0	(15)	0		
			Sub Total	174	82	274	100		
	HEALTH & WELL-BEING TOTAL			1,553	196	1,553	0		

Cost Centre	Scheme Name	Budget Holder / Dept.		Approved Budget	Actual Apr - Dec	Projected 2007/08 (£)	Overspend / (underspend)	Outputs / commentary	Outcome
				£000	£000	£000	£000		
POPULATION									
Cost Centre	Scheme Name	Budget Holder		Approved Budget	Actual Apr - Sept	Projected 2007/08 (£)	Overspend / (underspend)	Outputs / commentary	Outcome
				£000	£000	£000	£000		
C170	Community Capital Fund	Bob Hope - Environment & Regeneration		500	0	375	(125)	Allocation approved at Special Council meeting 04.09.07. A variety of schemes have been approved by members but are unlikely to be fully spent in the current year.	Improved building provisions for localities
C173	Extension & adaptations to 34 Gent Road	D Milburn - Community		30	1	30	0	Allocation approved at Community Services Committee meeting 19.09.07. Proposed additional funding for disabled grant to enable a family to remain together.	Improved standard of living of grant recipients
C523	Estate Demolitions	D Milburn - Community		75	36	75	0	Demolition of unwanted properties in partnership with Dale and Valley Homes. Anticipated demolition of 30 properties	
	POPULATION TOTAL			605	37	480	(125)		

Cost Centre	Scheme Name	Budget Holder / Dept.		Approved Budget £000	Actual Apr - Dec £000	Projected 2007/08 (£) £000	Overspend / (underspend) £000	Outputs / commentary	Outcome
ECONOMY									
Cost Centre	Scheme Name	Budget Holder		Approved Budget £000	Actual Apr - Sept £000	Projected 2007/08 (£) £000	Overspend / (underspend) £000	Outputs / commentary	Outcome
C065	Wolsingham Business Park	S Dawson - Environment & Regeneration	Expenditure	1,100	0	0	(1,100)	Outline planning permission granted this year for a mixed use housing / employment scheme and although there remains a commitment to deliver a business park in Wolsingham there are continuing uncertainties over the delivery of this scheme and no spend is likely in Q4.	Increased business opportunities
C065	Wolsingham Business Park		Income	(1,050)	0	0	1,050		
			Sub Total	50	0	0	(50)		
C066	Bracks Farm	S Dawson - Environment & Regeneration		145	0	145	0	Grant commitment made to developer for this development, although there remain issues in relation to land acquisition and the deliverability of this scheme in 2007/8 the scheme has not yet been formally withdrawn although spend is unlikely.	Increased business opportunities
C082	Innovation House Extension	S Dawson - Environment & Regeneration	Expenditure	0	0	143	143	Building work now substantially completed and tenants now working from premises. Some minor improvement and fixtures and finishings still required to maximise the external funding and create smaller incubation units using the available LEGI funding.	Increased business opportunities
C082	Innovation House Extension		Income	0	(90)	(143)	(143)		
			Sub Total	0	(90)	0	0		
C089	South West Crook Industrial Extension	S Dawson - Environment & Regeneration	Expenditure	249	0	350	101	Discussions on-going with developers over the delivery of this scheme. Feasibility work for development options still close to being achieved. Land purchase still anticipated to be achieved in this year although this is seeking to maximise the external funding (NRF) to this scheme and carry forward the £249,000 WVDC contribution to 2008/9 to fund the site servicing.	Increased business opportunities
C089	South West Crook Industrial Extension		Income	0	(35)	(350)	(350)		
			Sub Total	249	(35)	0	(249)		
C109	Eastgate - Stage 2	S Dawson - Environment & Regeneration	Expenditure	917	377	719	(198)	All contracts issued and work ongoing from 2006/7 into 2007/8. Project on target to submit planning application in Q4 with substantial expenditure leading towards that.	Increased business opportunities
C109	Eastgate - Stage 2		Income	(821)	(168)	(623)	198		
			Sub Total	96	209	96	0		
C127	Economic Development Fund	Bob Hope - Environment & Regeneration		30	0	30	0	There are no commitments on this resource currently, although there are proposals under discussion to ensure the spend is achieved	Increased business opportunities and increased value for money

Cost Centre	Scheme Name	Budget Holder / Dept.		Approved Budget £000	Actual Apr - Dec £000	Projected 2007/08 (£) £000	Overspend / (underspend) £000	Outputs / commentary	Outcome
C128	BA Town Centre Renaissance	A Weston - Environment & Regeneration	Expenditure	300	13	71	(229)	All phases of this scheme under development. Phase 0 - Project Management has been approved and the spend profile reflects the likely outcome this project in 2007/8 maximising external funding. Phase 1 - Fore Bondgate cannot be delivered in 2007/8 although work is on-going to secure external funding to deliver this scheme commencing early 2008/9 and using £259,000 of WV resources to implement £534,000 of work. The development of phases 2 and 3 will follow. £282,000 of funding will be requested to carry forward for Phase 1 and other phases.	Improvements in business opportunities in town centre as a result of increased attractiveness
C128	BA Town Centre Renaissance		Income	0	0	(53)	(53)		
			Sub Total	300	13	18	(282)		
C166	Retail Premises/Living Above Shops	Bob Hope - Environment & Regeneration		200	0	100	(100)	Allocation approved at Special Council meeting 04.09.07. Scheme implementation is ongoing with applications being processed for over £100,000 of work. Grant offers and commitments will be made shortly and some spend is estimated to be carried out this year with a request to carry forward the estimated balance of £100,000 to honour commitments in 2008/9.	Increased business opportunities and increased value for money
	ECONOMY TOTAL			1,070	97	389	(681)		

Cost Centre	Scheme Name	Budget Holder / Dept.		Approved Budget £000	Actual Apr - Dec £000	Projected 2007/08 (£) £000	Overspend / (underspend) £000	Outputs / commentary	Outcome
ORGANISATIONAL EXCELLENCE									
Cost Centre	Scheme Name	Budget Holder		Approved Budget £000	Actual Apr - Sept £000	Projected 2007/08 (£) £000	Overspend / (underspend) £000	Outputs / commentary	Outcome
C126	Positional Accuracy Tool	C Dillon - Environment & Regeneration		18	6	18	0	Successful pilot scheme. Commitment made to implement the full proposal on-going and expenditure expected to be incurred during Q2 / Q3.	To maintain standards of service delivery to customers
C130	PC Replacement Programme	A Maxwell - Resource Management		100	15	100	0	Spend still to take place. Budget based upon 3 year replacement programme for all PC's	To maintain productivity of staff and standards of service delivery to customers
C148	Battery Back Up System for Civic Centre	T Carlton - Resource Management		6	6	6	0	Work completed	To maintain standards of service delivery to customers
ORGANISATIONAL EXCELLENCE TOTAL				124	27	124	0		

GRAND TOTAL	14,768	2,808	12,339	(2,429)
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Cost Centre	Scheme Name	Budget Holder / Dept.		Approved Budget	Actual Apr - Dec	Projected 2007/08 (£)	Overspend / (underspend)	Outputs / commentary	Outcome
				£000	£000	£000	£000		

CAPITAL PROGRAMME FINANCING

	Approved Budget	Projected 2007/08 (£)	Difference (£)
	£000	£000	£000
SUPPORTED BORROWING (DECENT HOMES)	5,000	5,000	0
SUPPORTED BORROWING (OTHER)	800	800	0
MAJOR REPAIRS ALLOWANCE	2,650	1,766	(884)
CAPITAL RECEIPTS	6,318	4,773	(1,545)
TOTAL	14,768	12,339	(2,429)

General Fund Budget Monitoring Statement for Period
April 2007 – December 2007

Service	Budget £000	Projected Outturn £000	Over/ (Under) spend £000	%age Over/ (Under) spend	Note
Highways	792	727	(65)	-	1
Planning and Economic Development	1,542	1,501	(41)	(3%)	
Recreation and Tourism	3,214	2,970	(244)	-	2
Environmental Health	471	555	84	-	3
Refuse Collection and Disposal	1,648	1,627	(21)	1%	
Housing Services (General Fund)	578	565	(13)	-	4
Corporate and Other Services	3,673	3189	(484)	(13%)	5
TOTAL	11,918	11,134	(784)	(6%)	

Funding:			
Government Grant	7,441	7,441	-
Council Tax	4,205	4,205	-
Revenue Funding of Capital expenditure	(560)	(560)	-
Earmarked Reserves	334	377	43
Reserves	498	(329)	(827)
TOTAL	11,918	11,134	(784)

Total under spend £784,000

Highways – Note 1

- (i) Concessionary Travel – Lower than expected inflationary increase in the cost of the concessionary travel scheme - **£40,000 under spend**

Recreation and Tourism - Note 2

- (i) Woodhouse Close Leisure Complex – Underspend on salary budgets because of delay in filling of vacant posts - **£59,000 under spend**

Environmental Health – Note 3

- (i) Street Cleansing – Under spend on salary budgets because of delay in filling vacant posts - **£73,000 under spend**

Housing Services (General Fund) – Note 4

- (i) Street Wardens – Under spend on salary budgets because of delay in filling vacant posts - **£90,000 under spend**

Corporate and other services – Note 5

- (i) Housing Benefit Administration – Under spend on salary budgets because of delay in filling vacant posts - **£110,000 under spend**
- (ii) Housing Benefit (Rent Rebates, Rent Allowances and Council Tax Benefit) – Higher expected receipt of government grants than predicted - **£45,000 under spend**
- (iii) Investment Income – Improved cash flow coupled with increases in interest rates - **£97,000 under spend**

Housing Revenue Account Budget Monitoring Statement for
Period April 2007 – December 2007

	Budget 2007/08	Projected Outturn 2007/08	Overspend/ (Underspend)
	£000	£000	£000
Supervision & Management	3,520	3,617	97
Repairs & Maintenance	3,009	2,943	(66)
Debt Charges	1,765	1,889	124
Housing Subsidy	3,210	2,643	(567)
Total Expenditure	11,504	11,092	(412)
Rental Income	(11,270)	(11,429)	(159)
Other Income	(205)	(205)	-
Interest on Balances	(30)	(98)	(68)
Total Income	(11,505)	(11,732)	(227)
Deficit / (Surplus)	(1)	(640)	(639)

Resource Management Department - Partnership Reviews

Annex G

Partnership Name: County Durham E-Government Partnership
Partnership Objective: To develop and promote improved access to and delivery of services using technology

Inputs	Outputs	Outcomes	Action Points
£60,000 per annum	Purchase and implementation of Customer Relationship Management (CRM) System	Improved delivery of services to citizens and achievement of priority service outcomes	Expand number of services through which CRM is used

Partnership Name: Teesdale and Wear Valley Shared Services
Partnership Objective: To provide efficient and effective housing / council tax benefit services to residents of Wear Valley and Teesdale

Inputs	Outputs	Outcomes	Action Points
Management fee paid by Teesdale District Council + Wear valley officer time	Provision of joint service with single management	Improved value for money in service delivery and improved ability to deal with major changes in legislation	Continue to review progress and performance against approved service plan

Partnership Name: County Durham Partnership against Poverty
Partnership Objective: To increase housing / council tax benefit take-up

Inputs	Outputs	Outcomes	Action Points
Officer time to attend quarterly meetings	Co-ordination of campaigns across different organisations to minimise duplication	Increased HB/CTB of £84,000 awarded to date in 2007/08	Continue to attend meetings to identify best practice

Partnership Name: I.T.Management
Partnership Objective: To share expertise across a number of authorities

Inputs	Outputs	Outcomes	Action Points
£25,000 per annum	Management of I.T. service at Wear Valley	Improved partnership working with other authorities on I.T. projects e.g. disaster recovery	Continue to identify opportunities to pool resources with Sedgefield Borough Council

Corporate Strategic Risk Area	Type of risk	Mitigation/ Management of Risk	Lead Officer	Link to corporate objectives/CPA
1. Local Government Review	Corporate	<ul style="list-style-type: none"> • Response to consultation document mad • Initial meetings held re: data requirements • Regular Chief Executive meetings held to progress key issues 	Chief Executive	All
2. Achievement of corporate goals	Corporate	<ul style="list-style-type: none"> • CPA re-categorisation work on-going • Council plan agreed at P & SD Committee in October 2007 • MTFS agreed at P & SD Committee October 2007 • Capital plan agreed at Central Resources 	Chief Executive/Directors	All/Direction of Travel
3. Equality and Diversity	Corporate	<ul style="list-style-type: none"> • 3 years impact assessment timetable produced, included in departmental service plans • some impact assessments carried out • equality officer now in post • equality scheme/group established 	Equality and Diversity Officer	Organisational Capacity/Direction of Travel
4. Partnerships	Corporate	<ul style="list-style-type: none"> • Revised partnership database/protocol in place • Risk assessments on most important partnerships being carried out. 	Policy and Performance Manager	All/Direction of Travel
5. Lack of outcome focussed targets/plans	Customer and Citizen	<ul style="list-style-type: none"> • Council plan agreed at P & SD Committee in October 2007 • SMART actions included in council plan 	Directors	All
6. Value for Money	Corporate	<ul style="list-style-type: none"> • VFM key lines of enquiry completed and submitted as part of Use of Resources Assessment • Procurement strategy updated • Business Improvement Techniques programme established 	Value for Money Officer	All/Use of Resources
7. Performance Management	Management	<ul style="list-style-type: none"> • Revised framework produced • On-going implementation commenced in September 2007 	Organisational Improvement Manager	Organisational Capacity/Direction of Travel
8. Delivery of	Management	<ul style="list-style-type: none"> • On-going monitoring reports to COMT and 	Human	Organisational

Corporate Strategic Risk Area	Type of risk	Mitigation/ Management of Risk	Lead Officer	Link to corporate objectives/CPA
Human Resource Strategy including Job Evaluation	ment	Committee	Resources Manager	Capacity/ Direction of Travel
9. High staff Sickness/ Absence/Stress	Management	<ul style="list-style-type: none"> • Six monthly sickness figure is xx days per employee, which is and improvement on 2006/07 • On-going training being given to managers 	Human Resources Manager/ Directors	Organisational Development
10. Complaints Procedures not effective/poor access to services	Customer and citizen	<ul style="list-style-type: none"> • Revised procedure in place • To be rolled out in coming months 	Director of Resource Management	All/Organisational Development
11. ALMO	Management	<ul style="list-style-type: none"> • Housing sub committee to be established to monitor performance • Decent Homes programme agreed • Post of ALMO liaison officer established 	Chief Executive	Economy/ crime /environment

ICT STRATEGY ACTION PLAN

Ref	Project	Project Manager	Status
	2006-2007		
1	Implement DIP and Workflow system in Benefits, Revenues and for FOI requests	Paul Woods	Delayed due to significant supplier problems. Implementation date for benefits scheduled for 21 st January and end of March for revenues. Not implemented successfully for FOI requests.
2	Implementation of Business Continuity Plan	Anita Maxwell	Workshop held to agree "priority 1" systems. Documentation produced and some additional hardware set-up with these systems. Problems with setting up the link to Sedgefield Borough Council have meant that the equipment has not been installed at the disaster recovery site. Supplier currently working to resolve these difficulties with site active from end of January.
3	Implementation of 24/7 telephone payment system	Mike Nichols	Completed.
4	Continue with the implementation of the CRM system (part of Durham e-Government partnership)	Gary Ridley	Ongoing involvement with the projects, with more services planned to be added to CRM such as corporate complaints
5	Implementation of web enabled consultation/survey software (SNAP)	Gillian Cotterill	Completed
6	Implementation of Corvu performance management software	Cheryl Duggan	System installed and is being supported. However, system remains to be rolled out for corporate use.
7	Continued development of ICT Security Policies including staff development and training	Kevin Bennett	Draft suite of IT specific policies is well developed. Have held an initial meeting of the corporate officer group to plan implementation.
8	Continued development of the Web Site to provide transactional services(PSO's)	Anita Maxwell	Services are being added to the web site as requested by departments. However, public take up of these facilities remains fairly low.
9	Upgrade IBS Revenues, Benefits and Housing from AS/400	Mark Welsh	Completed
10	Review of joint ICT Management arrangements with Sedgefield Borough Council	Gary Ridley	"Contract" renewed until LGR.
11	Upgrade Payroll/Personnel System	Angela Foster	Some systems evaluated including the option of Sedgefield Borough Council or Durham County Council providing a service. On hold due to LGR.
12	Replacement IT equipment at Leisure Centres	Mandy Alderson	Completed
13	Implement IBS link to meet decent homes standard	Joanne Dunn/Brian Abbott	Dale and Valley Homes decided not to proceed with this project.

Ref	Project	Project Manager	Status
14	Implement positional accuracy tool for GGP	Sarah Harris	Completed
15	Review MVM environmental health system	Tom Carver	Completed
16	Windows 2003 server upgrade	Paul Woods	Completed
17	Move to Windows XP and Office 2003 on desktop (including training for support staff)	Brian Thompson	Completed
18	Integration of back office systems with LLPG	Barbara Macgraw	Work in progress to link Environmental Health system
19	Data Protection Act 1998, Staff Training and Education.	Kevin Bennett	Ongoing
20	Roll out content management system for Web Site to users	Graeme Carroll	Representatives from each department identified
21	Connecting Councillors Programme	Anita Maxwell	Blackberries provided for Members who want them. Further developments may arise following recent Overview and Scrutiny review into Internal Communications
22	Replacement PC programme	Brian Thompson	Completed
23	Replacement Server programme	Brian Thompson	Completed
24	Review Concessionary Travel System	Stuart Reid	Completed – although a national system is now being introduced.

Ref	Project	Project Manager	Status
	2007-2008		
25	Move dial-in access to the DMZ	Brian Thompson	Considered unnecessary after other security arrangements were put in place
26	Lotus Notes Upgrade to Domino v 7.0 (including training)	Paul Woods	Main server has been upgraded – backup and web servers still to be done (scheduled for Jan 2008).
27	Review email system hardware – link SMS text messages to email system	Paul Woods	Hardware replaced – No further changes will be made due to LGR
28	Review Contractor+ system	Anita Maxwell	Discussions ongoing with Dale and Valley Homes
29	Review Lifespan system	Anita Maxwell	As above
30	Review Link to ISP/WAN/Remote access arrangements	Paul Woods	Complete
31	Review Flexitime System	Anita Maxwell	System updated on AS/400. No budget to move to Windows based version
32	Replacement PC Programme	Brian Thompson	Ongoing
33	Extend Anite DIP system to Environment & Regeneration department	Paul Woods	Unlikely to happen due to problems with IBS interface and LGR
34	Server Consolidation	Paul Woods	Ongoing
35	Review SX3 systems - planning/building control/land charges/LLPG	Mike Nichols	Due to go live with new hardware and latest versions of the Oracle database and application in January 2008.