

Finance and Resources

Department Service Plan 2009-12

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Executive Director: Mike Suarez

Divisional Directors:

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Contents Page

Foreword by the Cabinet Member and Executive Director	3
Department Overview	4
How was this plan Developed?	5
Key Achievements in 2008/09	6
The Council's Outcomes Framework	8
Delivering the Council's Priorities in 2009-12	13
Delivering the Council's Promises in 2009-12	14
<ul style="list-style-type: none">• Delivering quality and value for money• Listen to and engage our citizens	
Delivering Equalities	15
Community Safety	16
The Council's Values and Leadership Style	17
Resources	
<ul style="list-style-type: none">• People• Revenue and capital budget for 2009/10 – 2011/12• Assets	18 20 21
Risk Management	22
Service Plan Overarching Equality Impact Assessment	23
Appendix – Risk Log	30

Foreword by the Cabinet Member and Executive Director

This service plan provides an opportunity to focus on our performance and targets, and for colleagues' to see the impact of the work that they do. Our council structure has been put in place to meet the many new challenges that local government faces, and as the needs of our residents and partners change we must adapt to ensure we offer the best possible service to them – after all that is why we are here.

So we are delighted to be building on the excellent work already being done and making full use of the good working relationships that we have established across the council. There are real synergies in our working

- Corporate Finance and Legal and Democratic Services play an active role in advising and supporting members
- Revenues and Benefits and Customer Services are the largest front-facing services in the council
- ICT Services and Corporate Procurement play a vital role in achieving council-wide savings and improving our systems and processes for delivering services

Finance and Resources staff support and deliver all elements of our business. As a rule, the 'transformation' work that we do to support the council's rapid improvement are larger projects such as value for money and Benefits transformation. Delivery of these projects is managed by the council's theme boards.

However, transformational projects can only be delivered if the department and the council do not lose sight of the importance of 'Business As Usual'.

Improvement can only be made if core business functions well. Our activities are key to maintaining good financial practice, supporting the council as a whole and allowing the transformational project work to progress smoothly. Business as usual is monitored by staff and managers through departmental performance over the year, and is overseen by our Departmental Leadership Team and reported to members.

We have made fantastic improvements over the last year, moving up a star for use of resources and becoming a three star council, with promising prospects, making us the most improved council in London. We will need to work hard to sustain this performance. We can only do this through our staff, and this plan is our map to help you deliver our objectives for 2009/10. We are asking you to pick up this challenge and we are confident that we can make a real and positive contribution to the continuing impressive progress that we are seeing our council make. Our residents will only benefit from this.

Mike Suarez
Executive Director of Finance & Resources

Councillor Jim Dickson
Cabinet Member for Finance

Department Overview

The council offers over 400 services to around 270,000 residents. Finance and Resources delivers some key frontline services such as customer services, council tax and benefits as well as supporting service delivery through operational support and good legal and financial management across the council.

There are eight divisions within the Finance and Resources department. The division heads make up the Departmental Leadership Team, which leads and manages the department's business, and promotes and develops good working relationship with other senior managers around the council; particularly the Divisional Directors of Resources in the council's other departments.

The eight divisions are:

- Corporate Finance
- Corporate Procurement Team
- Customer Services
- Information and Communication Technology (ICT) Services
- Internal Audit & Corporate Anti-Fraud
- Legal and Democratic Services
- Performance and Business Development
- Revenues and Benefits

The department employs around 700 staff, based in Olive Morris House, Ivor House, the Town Hall and Gracefield Gardens Customer Centre in Streatham.

How was this Plan Developed?

In October 2008 the detailed guidance was launched. The document was discussed shortly afterwards at the Finance and Resources Departmental Leadership Meeting to agree the methodology for carrying out 2009-2010 service planning.

Departmental Leadership Team (DLT) agreed that the Department Business Plan Co-ordinator would set up a SharePoint site and prepare Divisional templates as far as possible for the Divisional Directors and their management teams to then progress, in the way they preferred, various methods were used, such as away days and team meetings.

Each division reflected on the previous years plan and performance within their respective teams during November and December 2008 with the guidance of the Department Business Plan Co-ordinator.

Members were engaged with the process through SLB away days and the Cabinet Member for Finance had an opportunity to comment once the first draft of the plan was completed

As Finance and Resources have multiple businesses, there are a range of internal and external customers who have been engaged at a Divisional level, throughout the year through surveys, benchmarking, meetings, mystery shopping, focus groups and the budget consultation.

The aim has been to have a highly strategic document, without too much details that will form the foundation of the business for the year ahead; a useful document that will be an invaluable in terms of monthly operations, performance managers and team work.

In mid-January the DLT came back together to review the Divisional plans and iron out any issues and gaps in time for the 19 January 2009 deadline.

Further staff engagement will follow, as with last year's successful service plan launch over two days at the Brixton Ritzy.

Key Achievements in 2008/09

Lambeth Council continues to strive for excellence every year and in 2008/09 our Department played a key role in improving our services so that we could meet our council priorities and strategic outcomes.

Key achievements in 2008/09 include:

Corporate Finance

- Sustained lobbying on the resolution of the long-standing accounting Adjustment A resulted in a net amount of £23.25m being returned to balances in 2008/09.
- Phase 1 of the Excellent Cash management project was successfully implemented in 2008/09 and was then transferred to the Revenues and Benefits division
- Revised financial regulations were successfully implemented.

Commissioning and Partnerships Division

- Realised £2m corporate savings
- Responsible procurement and contract management practice that considers environmental, community safety and equalities issues
- Partner in Audit Commission's National Fraud initiative

Customer Services Division

- Ensuring more office recycling, including plastics and cans, are recycled rather than going to landfill.
- Improving complaint handling through the Complaints Management Group and the Complaints Summit.
- Set up anti social behaviour service
- Speech recognition to improve service efficiency

Information Communication Technology Division

- Achieved ISO27001 information security standard compliance
- Provided work opportunities and mentoring in the division through internships with Lambeth College and work placements for looked after children
- Our work developing a tool to improve the management of section 106 planning obligations has been cited as best practice and has been taken up by other local authorities
- Realised savings of £320K through restructuring and the PC refresh programme

Internal Audit & Corporate Anti-Fraud Division

- Our division's police officer has been involved in 13 cases, which have resulted in five arrests; achieving £63K in cash and £200K in recoverable council properties
- Delivered the Department of Children, Schools and Families' accredited training programme *Schools' Financial Management Standard in Schools (FMSiS)*
- Completed 366 benefit fraud investigations that resulted in 62 prosecutions
- We recovered 25 council properties with an estimated value of £1.8m

Legal and Democratic Services Division

- Electoral registration is up to 91%, the highest level it has ever been
- Launched the *Successful School Debating* competition
- Launched the first election for a Youth Mayor, Deputy Mayor and UK Youth Parliament Representative
- Launched E-petitions, a petition service which collects signatures online. This allows petitions and supporting information to be made available to a potentially much wider audience than a traditional paper based petition
- 98% of all prosecutions carried out were successful

Performance and Business Development Division

- 2009/2010 budget consultation exercise, engaging with over 1000 residents to get their views about the council's budget priorities and choices for the coming financial year
- Improved the insurance claims handling system by bringing elements in house to reduce cost and improve the speed of processing claims.
- We developed and led the corporate value for money programme to educate and improve efficiencies across the council
- Produced the Corporate Annual Report 2007/2008

Revenues and Benefits Division

- Council tax collection reached 94%, the highest it has ever been
- A partner in the Department of Work and Pension's pilot programme *In and Out of Work*
- A partner in the Pension Service's pilot programme *Every Pound Counts*
- Further improvement in the speed and accuracy of benefits payments

- Launched the Financial Shared Services division to improve the way the council realises savings

The Council's Outcomes Framework with Department Objectives and Indicators

Vision	Lambeth is a diverse, dynamic and enterprising borough at the heart of London					
Corporate Priority	A safer Lambeth with strong communities	More opportunities for children and young people	Better housing and flourishing local economies	Respect for the environment	Developing personalised care services	Serving our customers well
Strategic Outcomes	<p>Local communities are safe and the fear of crime is reducing</p> <p>Local people enjoy a good quality of life in a safe, clean and green environment</p> <p>Inequalities and social exclusion in the community are reducing</p> <p>Local communities are more cohesive, empowered and active</p>	<p>Health promotion for children and young people is working and reducing risky behaviour</p> <p>Children and young people are safeguarded and protected from harm</p> <p>Children and young people enjoy learning and achieve their full potential</p> <p>Children and young people are involved in positive activities</p> <p>Young people aged 16 and over are in education, employment or training when they leave school</p>	<p>Adults are able to develop skills and achieve their ambitions</p> <p>Better housing is in place and great neighbourhoods exist</p> <p>There is a strong enterprise economy and business growth in Lambeth has increased</p> <p>Economic wellbeing of all Lambeth's citizens, including older people is improved</p>	<p>Lambeth's Environment is clean and we are adapting to climate change</p> <p>Environmental sustainability is emphasised in all policies, services and new developments</p>	<p>Adults and older people feel able to make a positive contribution to their communities</p> <p>Adults and older people have improved health and emotional wellbeing</p> <p>Adults and older people are safe from discrimination or harassment and can enjoy personal dignity and respect</p> <p>Adults and older people have an improved quality of life, choice and control</p>	<p>The council has skilled and well-led staff who understand their community</p> <p>Our services represent value for money</p> <p>Services are supported by effective and efficient processes</p> <p>Customer satisfaction is improving</p>

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Department Objectives	Enhance services to our customers and access to them	Enhance services to our customers and access to them	Enhance services to our customers and access to them	Enhance services to our customers and access to them	Enhance services to our customers and access to them	Enhance services to our customers and access to them
	Maintain and improve managerial control	Maintain and improve managerial control	Maintain and improve managerial control	Maintain and improve managerial control	Maintain and improve managerial control	Maintain and improve managerial control
	Improve skills/abilities of staff	Improve skills/abilities of staff	Improve skills/abilities of staff	Improve skills/abilities of staff	Improve skills/abilities of staff	Improve skills/abilities of staff
	Optimise resources/improve value for money	Optimise resources/improve value for money	Optimise resources/improve value for money	Optimise resources/improve value for money	Optimise resources/improve value for money	Optimise resources/improve value for money
	Advise SLB / members	Advise SLB / members	Advise SLB / members	Advise SLB / members	Advise SLB / members	Advise SLB / members
	Support and improve reputation management	Support and improve reputation management	Support and improve reputation management	Support and improve reputation management	Support and improve reputation management	Support and improve reputation management

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Performance Indicators	<ul style="list-style-type: none"> Analysis of KPIs in relation to local SMEs and local SMEs (CPT 02) Increase voter registration rates to in excess of 90%. Increase member satisfaction with development through survey To implement all changes to the constitution, including the adoption of a new executive model, pursuant to the Local Government and Public Involvement in Health Act 2007. Benefit sanctions 		Recover tenancies (KB_DM5)	<ul style="list-style-type: none"> Proportion of recycled products purchased from Office Depot (CPT 09) 	<ul style="list-style-type: none"> Participation in ACS strategy, developing a framework with ACS and collaborating with other partners such as the PCT and NHS – commencement date 2009/10 (CPT 12) 	<ul style="list-style-type: none"> Continued development of the four gateways within the procurement lifecycle process – measuring completion of gateways 1 - 4 reports (CPT 14) Council-wide procurement savings through tendering and/or improved contract coverage (CPT 16) Proactive anti fraud reviews, benefits and tenancy investigations (KB_DM5/MK2) Percentage of audits with a favourable assurance (MK2) Report implementation of audit recommendations to FSB (MK7/1MK) Increase customer satisfaction whilst maintaining our very low cost base. Deliver Technology lead transformation that enhances the organisations ability to operate. Reduce the Carbon footprint of the ICT infrastructure through the delivery of our invest to save proposal Simplify the applications that our customers use in order for them to deliver more effective services to our customers Enhance the resilience of our service to enhance the organisations provision of service to its customers. LSC: LSC service level NI 14 - Avoidable contact (LSC) LSC: Improve customer satisfaction - Mystery Shopping LSC: Customer Satisfaction surveys LSC: Average wait time less than 20 minutes LSC: Performance grade of service (Calls answered in 15 seconds) LSC: Performance grade of service (abandoned calls) LSC: Number of service requests received CCU: achieve 90% performance for stage one complaints CCU: Achieve 90% performance for stage two complaints CCU: % of members' enquiries answered within

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						registration. <ul style="list-style-type: none"> • Satisfaction with Corporate Centre Services (joint survey OCE & F&R) • NI 179 – Value for money • Number of significant partners with risk registers

Delivering the Council's Priorities in 2009-12

Over the next three years our Department will be helping to deliver better outcomes for residents in each of the Council's six priority areas. For each priority we have identified our objectives as a Department and the indicators we will put in place to measure progress.

The following sections set out our department objectives under each priority and list the main projects and activities we will be undertaking to deliver these

1. A safer Lambeth with strong communities

- Active contribution to reducing anti-social behaviour;
- Local Strategic Partnership risk management workshops to ensure strategic risks are understood across our partnerships by everyone;
- Deliver *Income Maximisation Strategy* to assist residents to optimise their finances;
- Minimise crime against the council through the seconded full time police officer by prosecuting fraudsters and recovering assets.

2. More opportunities for children and young people

- Audit financial governance and processes in Lambeth schools to improve their overall performance.

3. Better homes and flourishing local economies

- Council housing stock risk ranked;
- Improve payment terms to support local businesses.

4. Respect for the environment

- Reduce energy consumption for desktop and server ICT infrastructure, through the modernisation of equipment and software and introduction of overnight auto-shutdown technology;
- Heating economy measures pursued to reduce energy consumption in core buildings;
- Increase number of electronic transactions;
- Deliver *Lambeth Sustainable Procurement Strategy*.

5. Developing personalised care services

6. Serving our customers well

- Set up anti-social behaviour service;
- Introduce an online service to enable leaseholders to manage their insurance requirements;
- Deliver the *VfM strategy*;
- Deliver the *Customer insight programme*;
- further develop ways customers can apply for benefits, introducing electronic claim forms that can be completed via internet services;
- combine services to enable residents to complete multiple transactions in one contact through the "Tell us once" programme;
- respond to recommendations in audit letter;
- develop and implement pilot corporate performance management system software solution that works and delivers golden thread around managing individuals, teams, functions, divisions, departments, etc performance;
- improve services to greatly reduce numbers of complaints and Ombudsman cases;
- improve the way the council learns from complaints;
- drive down levels of avoidable contact by reducing repeat calls and visits on topics that residents have already told us about;
- Introduction and phased implementation of employee self-service for internal functions such as room bookings, passwords resets;
- Effective letting of the new contracts.

Delivering the council's promises in 2009/10

The current administration has agreed 'council promises'. These promises cut across all the work we undertake and should inform the way in which we approach the delivery of our services. This section highlights specific departmental performance measures and service improvement activities we will be undertaking to deliver these promises.

Delivering quality and value for money

- Better commissioning and procurement of services;
- We benchmarking the work that we do, where ever we can, this is to ensure we know how well we perform compared other organisations well on cost and performance;
- Working better with partners to reach our residents more effectively, gaining economies of scale;
- Using technology effectively to find innovative ways to provide our services at a lower cost;
- New Ways of Working: to enable us to make ambitious savings we have set targets for making our back office and support function more efficient and using technology more effectively;
- Driving the VfM agenda in the Council: created a VfM toolkit and employee development through VfM surgeries;
- Driving the Shared Savings agenda in the Council.

Listen to and engage our citizens

- Comprehensive engagement with key stakeholders across all divisions;
- Analyse satisfaction with complaints and learning lessons from feedback where appropriate;
- Work to reduce avoidable contact by resolving customer queries by achieving to deal with the issue on the initial contact
- Work with departments to reduce complaint escalation;
- Communicate the work, achievements and priorities of the Finance and Resources department both internally and externally;
- The newly launched customer forum is an excellent opportunity to directly consult with residents on how the Revenues and Benefits service is performing and how it can be improved;
- Promotion of democracy and terms for the public of useful ways of engaging with the Council in agreement with government guidance;
- Support the Council in meeting the requirements of the Freedom of Information Act through the provision of advice on individual requests and performance monitoring. Identifying information that can be published as a matter of course, as part of the FOI publication scheme, where there is sufficient public interest in that information.

Delivering equalities

The approach being taken by the Finance and Resources equalities team in regards to the equality aspect of financial and service planning, factors in the decision made by DLT not to complete divisional Equality Impact Assessments (EIAs) as part of this process.

Our Approach

1. Our Equalities Officer is reviewing the service plans for each division, using a revised template, and identifying both overt equality-related activities as well as activity where there is a potential for an equality dimension. Following this exercise the Equalities Officer will liaise with divisional service planners on any issues arising and seek divisional sign off from Divisional Directors.
2. This information will form the basis of the departmental EIA.
3. Staff equality issues will be identified at a departmental level from the Staff Survey and recent Investor's in People (IiP) assessment with contribution sought from Barbara Clark (IiP) and Marguerita Thompson (People Management).
4. Any service plan activity requiring an EIA will be added to the 2009-10 departmental equality impact assessment register.
5. All those identified as responsible for producing an EIA within the department will be invited to participate in a departmental-specific EIA training planned within the next few months.

Community Safety

Section 17 of the Crime and Disorder Act (1998) places a duty on local government to ensure that in the exercise of its duties it does all that it reasonably can to prevent crime and disorder in its area. All Departments are therefore required to show how, through their service improvement activity, they are helping to tackle the number one priority for residents in Lambeth – that of reducing crime and disorder.

Our Department is contributing to improving community safety in Lambeth by undertaking the following in 2009/10:

- Debt Charter
- In and Out of Work pilot
- Working with Police, Community Safety and Housing to provide legal advice, training and support relating to anti-social behaviour
- Partner in Premises Closure Protocol
- Manage the Environment and Community Safety Scrutiny Sub Committee that enables citizens to challenge and influence council and key partners on community safety issues
- Helping teachers support young people identified as potential victims of crime
- Auditing the council management control systems to ensure the assets and interests are safe guarded
- Develop counter-fraud strategies and recovering losses through prosecutions
- Finding out about citizen experiences and attitudes to crime and community safety using the budget consultation to influence budget decisions
- Providing contractor guidance on how to deal with issues such as money laundering, reporting illegal substances etc
- Delivering training to provide guidance on community safety
- Reviewed the risks associated with information stored in the Council's key IT systems, developing a significant number of control measures to help make the information we hold more secure. All of this work has been done within the framework of the International Standard (ISO27001).

The council's values and leadership style

All that we do in the council is underpinned by our values as an organisation and the style of leadership that we provide.

Council values

All departments support these values and ensure that the way in which we deliver our services conforms to these required standards:

- **Fairness**
- **Respect**
- **Excellence**
- **Service**
- **Honesty**

Leadership style

Our Executive Director, Divisional Directors, Heads of Service and team leaders all vigorously support our leadership style. Through delivery of our services we will ensure that we:

- Take responsibility
- Name the issue
- Step back and reflect
- Challenge and innovate
- Get connected
- Be ambitious for Lambeth.

In 2008/09 we helped to embed these values and leadership styles by:

- Promoting new ways of working
- Looking at opportunities to share services with other local authorities
- Improving anti-fraud initiatives
- Created a partnership toolkit to facilitate best practice in the set up and maintenance of partnerships
- Creation and facilitation of the Complaints Management Group
- Deliver operational management agreements with partners
- ICT participation in the *Children Looked After Work Placement* scheme and Lambeth College internship programme

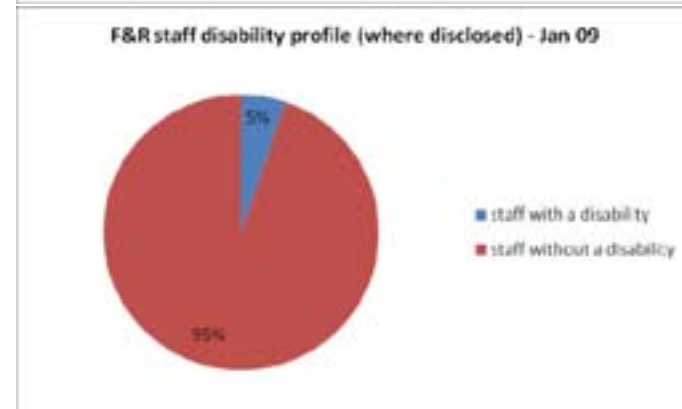
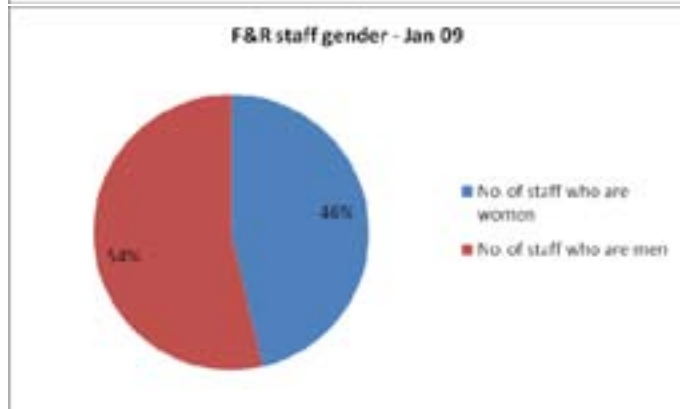
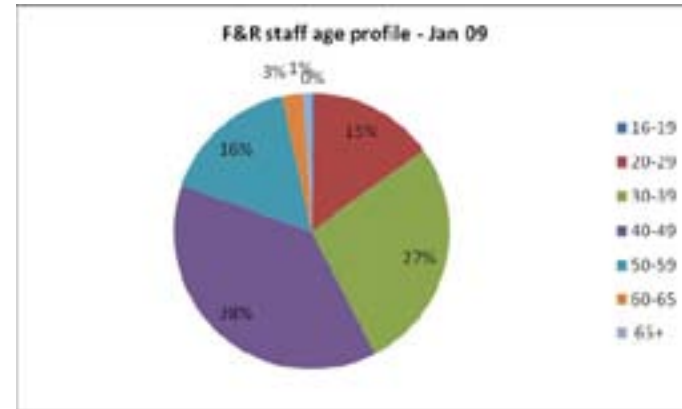
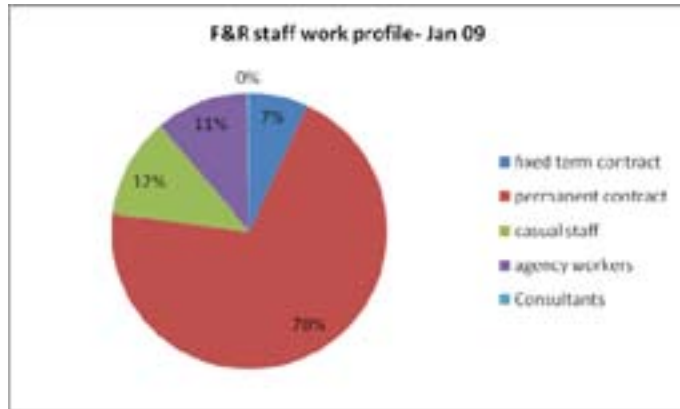
During 2009-12 we will be undertaking the following activities to ensure these values and leadership styles are integral to the way we work:

- Involvement with government peer assessment
- Promoting the Investor's in People ethos
- Implement relevant sections of the Local Government and Public Involvement in Health Act 2007
- Holding clearance workshops for managers to ensure audit recommendations are completed quickly
- Develop and implement a people management model and framework for the department
- Cross-cutting procurement groups e.g. NHS
- Increase multi-skilling of all customer facing staff
- Rationalisation of the office property portfolio
- Advance Financial Shared Services programme

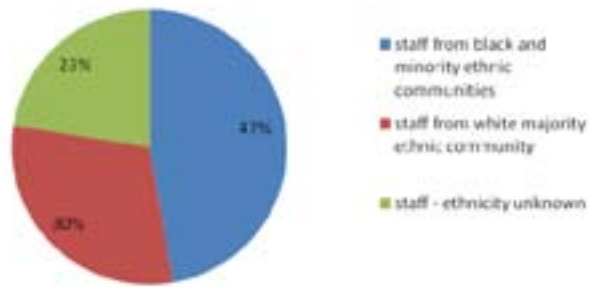
Resources



People



F&R staff ethnicity profile (where disclosed) - Jan 09



Revenue budget

In providing this information, you should set out the growth and/or savings you will be making in each of your Divisions over the next three years

Division	2008/09	2009/10	2010/11	2011/12	Growth or savings
	£'000	£'000	£'000	£'000	
Division	2008/09	2009/10	2010/11	2011/12	
	£'000	£'000	£'000	£'000	
Performance and Business Development	3,635	3,181	3,013	2,953	
ICT	3,888	3,829	3,829	3,829	
Customer Services (net after growth/savings removed)	10,228	9,874	9,787	9,695	
Legal and Democratic	3,782	3,499	3,495	3,495	
Revenues and Benefits	5,694	4,403	2,553	2,303	
Financial Shared Services	2,436	2,446	2,446	2,446	
Corporate Procurement	(1,126)	(1,418)	(1,447)	(1,474)	
Internal Audit	1,370	1,319	1,319	1,319	
Corporate Finance	3,834	3,869	3,884	3,804	
Finance and Resources	33,741	31,002	28,879	28,370	

Capital Budget

Division	2008/09	2009/10	2010/11	2011/12	Growth or savings
	£'000	£'000	£'000	£'000	
Accommodation Strategy (Customer Services – FM)	1,590	1,430	510		

Assets

Each division within the department hold their own asset register that contains details of mobile phones, laptops, desktops, individual storage devices and all other equipment allocated to staff on an individual basis.

Separate registers are maintained for vehicles and MFDs, which are on lease and are therefore off balance sheet items.

The Corporate Finance division is responsible for the planning, control and accounting for the capital programme to ensure the council's assets and infrastructure are fit-for-purpose so that their use can be optimised for community benefit.

Customer Services is responsible for buildings including mechanical and electrical plant; as well as furniture in some core buildings.

ICT is responsible for the server and network infrastructure supported by Lambeth ICT Services.

Risk Management

Threats and opportunities are identified for each service area within the division and are recorded on the Council's risk recording tool, JCAD Risk. There is a robust reporting structure where risks are escalated. The department risk champion report quarterly to DLT to scrutinise the risk register and ensure that any emerging risks are captured. The finance and Resources strategic risks are reviewed and any changes are escalated to the strategic leadership board.

Each Finance and Resources division regularly reviews the threats and opportunities contained within their risk register, with this being carried out at least a quarterly basis. The head of each service also discusses risks with the Divisional Director as part of their one to one meetings. Risks of particular strategic importance are escalated to departmental level after discussion for agreement by the DLT.

The department is aware of new and emerging threats that could potentially affect service delivery and ensures that the departmental risk register is updated to take account of these emerging issues. The Credit Crunch Taskforce's Strategic Implementation Plan follows Cabinet's approval of the council's initial response to the issues surrounding the Credit Crunch in February 2009.

In order to respond to economic changes and issues a paper was published on the intranet and read to all staff at newscast. As part of this risk awareness campaign a series of posters designed to raise awareness of the importance of managing risk are launched. The first set of posters features the importance of managing IT risks. To promote safe driving and reduce the insurance claims a fleet driver pack was produced and distributed to all fleet drivers.

To identify and manage risks from fraud, a workshop was established and put into action. Risk management is embedded within the auditing processes. The audit scrutinise the current control measures in place and provide recommendations of areas of improvements and propose risks that managers should consider.

Finance and Resources - Service Plan Overarching Equality Impact Assessment			
EIA Lead Officer	Amy Donovan and Linda Ughere	ED Sponsor	Mike Suarez

Part 1- Identifying areas of focus

<p>Brief description of department and service plan key objectives & relevant evidence base</p>	<p>Finance and Resources deliver some key frontline services including customer services and revenues and benefits as well as supporting service delivery through operational support and good legal and financial management across the council.</p> <p><u>Key Objectives:</u></p> <p>7. A safer Lambeth with strong communities</p> <ul style="list-style-type: none"> • Co-author <i>Premises Closure Order Protocol</i> • LSP risk management workshops • Deliver <i>Income Maximisation Strategy</i> to assist residents to optimise their finances <p>8. More opportunities for children and young people</p> <ul style="list-style-type: none"> • Reduce the risk of harm to young people from taking drugs and drug related prostitution on the streets through anti-social behaviour initiatives • Audit and validate financial management approach in 40 Lambeth schools using DMSiS approach • Work experience programmes • Work with partners to improve provision of free school meals <p>9. Better homes and flourishing local economies</p> <ul style="list-style-type: none"> • Supporting the private finance initiative to achieve the Decent Homes Standard for Myatts Fields • Increase possession of unlawfully unoccupied properties by 40. • Council housing stock risk ranked • Improve payment terms to support local businesses <p>10. Respect for the environment</p> <ul style="list-style-type: none"> • Provide accurate and timely legal advice to Environment Department • Deployment of auto-shutdown technology • Heating economy measures pursued to reduce energy consumption in core buildings • Increase number of electronic transactions • Implement <i>Lambeth Sustainable Procurement Strategy</i>
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	<p>11. Developing personalised care services</p> <ul style="list-style-type: none"> • Provide accurate and timely legal advice to the Partnership Project to improve maintenance contracts and meet the Decent Homes Standard <p>12. Serving our customers well</p> <ul style="list-style-type: none"> • Develop <i>Councillor Call for Action</i> and local petitions services • The invest to save programme will deliver further service benefits through infrastructure, applications and process improvement • Improving the way the council learns from complaints • Set up anti-social behaviour service • Introduce an online service to enable leaseholders to manage their insurance requirements
<p>Summary profile of service users and under users</p>	<p>The ten top translations requests, as monitored by the 'bigword', include (from high to low): Portuguese, Bengali, French, Polish, Somali, Spanish, Tigrinya, Arabic, Cantonese and Turkish. This data provides us with insight into the communities who are accessing the translations services which can also indicate emerging communities within the borough.</p> <p>Quarterly user information for Benefits, Council tax and Customer Services – The data presently collected is around age, gender, disability and ethnicity. This is done to monitor trend in service use and to highlight inequalities.</p> <p>Geographic spread of users in different council offices will help to provide key data for developing future customer access points.</p> <p>We fully appreciate that there is opportunity to develop both collection of equalities data and analysis to enhance our understanding of service users and under users. This work will be driven through the 'Customer Insight Programme' which will include a mapping exercise of all equalities-related data collected across the department to allow for relating factors to be identified. One example is being able to investigate the geographical concentration of benefit claimants and whether there is a relationship to deprivation index measures. This will enable us to make use of data in a more sophisticated and meaningful way and also, address key gaps in equalities monitoring as part of service planning 2010/11.</p> <p>As part of the Customer Insight Programme an audit of equality monitoring within the department will also be undertaken; this will have a particular focus on the area of sexual orientation and religion or belief.</p>

<p>Key service delivery inequality issues identified & relevant evidence base</p>	<p>Understanding residents</p> <ul style="list-style-type: none"> • It has been recognised that our understanding of residents need to be developed. This work is being driven through the '<u>Customer Insight Programme</u>', which will include a mapping exercise of all equalities-related data collected across the department and allow for relating factors to be identified. • Anecdotal evidence suggests that there is an increase in the number of residents <u>cancelling council tax direct debit payments</u>. Further investigation will be conducted and necessary action taken. • LGBT Matters identified that LGBT residents wanted increased opportunities to engage with the council. The 2010/11 <u>budget consultation</u> will include a focus group with Lesbian, Gay, Bisexual and Trans residents (LGBT). <p>Connecting residents</p> <ul style="list-style-type: none"> • <u>Debt profiling</u> will look at the common debts between housing benefit and council tax benefit and explore options to support our most economically disadvantaged residents. • <u>The Income Maximisation Strategy</u> aim is to provide expert services with regards to welfare benefit and tax credit take up and debts and money advice. Specific activity will focus on increasing the uptake of child tax credits, free school lunches and domiciliary council tax reduced rates, which a number of residents are entitled to but not claiming. • Develop an <u>online housing/benefit claim form</u>, reducing administration and speeding up processing. • Ongoing <u>partnership working with Lambeth Credit Union</u> to provide financial advice and debt management to residents. • There is a need to review the <u>Translation and Interpretation policy</u> with Corporate Equalities and develop a performance framework to measure the service's performance. • Assess the accessibility of Lambeth's telephone call routing process by conducting a review using the EDF guide to 'Barrier Free Call Routing'. • Increasing the number of core council buildings as DDA compliant.
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	<p>Involving residents</p> <ul style="list-style-type: none"> • Activity to increase <u>voter registration</u> and participation rates among young people (across the equality strands) in the youth mayoral elections and the BME population. • Explore the potential to engage with Lambeth voluntary organisations/community groups that represent disabled residents with the view to recruiting residents with disabilities as mystery shoppers to assess our accessibility. <p>Enabling F&R and the wider organisation to deliver improved outcomes</p> <p>Several significant pieces of work are planned for delivery in 2009/10 which will develop the department's capacity to produce improved outcomes for its residents and customers. These include:</p> <ul style="list-style-type: none"> • The delivery of Year 1 (high priority) Equality impact assessments. • The delivery of half-day Equality Impact Assessment Training to staff responsible for producing an EIA in 2009/10. • The delivery of learning needs assessment and equalities training to customer service staff. • A procurement road show to emphasise Departmental Commissioning Boards responsibilities in relation to EIA's within the procurement process and increase the number of contracts over £100k with a completed EIA. • Delivery of an e-learning disability equality module to front counter and service centre staff. Followed by an equalities learning needs assessment which will contribute to the development of an equalities training for customer centre staff (including facilities). • Equalities monitoring audit to identify data collection gaps (this will form part of the Customer Insight Programme) and support the gaps analysis as part of the Equalities Framework for Local Government. • Develop process maps of key equality processes including EIA's, EIA's and procurement and incident monitoring.
<p>Key people management inequality issues identified &</p>	<p>Below, are key people management inequality issue identified through the staff survey and People Management Report (maintained by HR):</p> <ul style="list-style-type: none"> • The staff survey found that, staff with a disability are also more likely to disagree that the Council is

**relevant
evidence base**

committed to the FRESH values (22% vs 15% overall)

- While 5.7% of F&R staff have a disability, 0% of the department's top 5% of earners have a disability, against an organisational target of 8.28%
- Those with a physical disability are more likely to disagree that their work environment is free from discrimination, bullying and harassment - 40% disagree vs. 26% overall (Staff Survey 08/09)
- Staff with an illness or physical disability are less likely than average to be positive about almost all aspects of the appraisal process (Staff Survey 08/09).
- While 60.39% of F&R staff are BME, only 19.44% of the department's top 5% of earners are BME, against an organisational target of 28.1%
- While 53.25% of F&R staff are women, only 27.03% of the department's top 5% of earners are women, against an organisational target of 40%
- 26% of staff do not believe that their environment is free from discrimination, bullying and harassment

Our departmental approach to addressing staff inequality:

The business partner (People management), Special Projects Officer (liP), performance and the equalities team will coordinate the prioritisation of staff equality priorities and the development of proposed actions, for DLT agreement.

Consideration will be paid to the performance management of staff equality activity through the development of performance indicators. Agreed key staff equality indicators will contribute to the local equality indicators for the department. This will ensure that we have both service delivery and employment equality indicators.

An action already identified includes:

- A training review to establish variance baseline for differential access to training and development based on race, gender, disability, grade and part/full time status.

Part 2 – Addressing inequality and social exclusion

Equality Strand	Equalities General Duties and Key Legislation	Key actions to be taken by the department
Race	<ul style="list-style-type: none"> • Eliminate unlawful racial discrimination • Promote equality of opportunity • Promote good relations between people of different racial groups 	<ul style="list-style-type: none"> • Racial incident monitoring awareness raising campaign. • Campaigns to increase voter registration and electoral participation by BME communities. • Campaigns to increase voter registration and electoral participation of BME young people. • Review the policy for the Translation and Interpretation Services with Corporate Equalities.
Gender	<ul style="list-style-type: none"> • Eliminate unlawful discrimination and harassment on the grounds of sex • Promote equality of opportunity between men and women 	<ul style="list-style-type: none"> • Analysis to highlight the need for an increase in recorded training opportunities for BME women. • Decrease the variance between male/friend recorded training investment.
Disability	<ul style="list-style-type: none"> • Promote equality of opportunity for disabled people • Eliminate discrimination against disabled people • Eliminate harassment of disabled people that is related to their disabilities • Promote positive attitudes towards disabled people • Encourage disabled people to take part in public life 	<ul style="list-style-type: none"> • Ongoing work to increase DDA compliance in core Council buildings. • Customer service staff to receive elearning disability training. • Increase in the number of core buildings that are DDA compliant. • Engage with Lambeth voluntary organizations/community groups that represent disabled residents with the view to recruit disabled residents as mystery shoppers. • Conduct a review to assess the accessibility of Lambeth's call-routing process.
Age	<ul style="list-style-type: none"> • Employment Equality (Age) Regulations 2003 	<ul style="list-style-type: none"> • Identify key services where equalities monitoring needs to include 'age'.

	<ul style="list-style-type: none"> Equality Act 2006 	<ul style="list-style-type: none"> Campaigns to increase electoral participation and involvement of BME young people Teenagers who are supported by the CYPS Children Looked After team provided with work opportunities and mentoring within the ICT team
Sexual orientation	<ul style="list-style-type: none"> Employment regulations 2003 Equality Act 2006 	<ul style="list-style-type: none"> Identify key services where equalities monitoring needs to include 'sexual orientation'. Budget consultation to include focus group with LGBT residents. Tenders submit evidence regarding their equalities practice (and implementation within specification).
Religion and belief	<ul style="list-style-type: none"> Employment regulations 2003 Equality Act 2006 	<ul style="list-style-type: none"> Identify key services where equalities monitoring needs to include 'religion or belief'.
Across all equality strands		<ul style="list-style-type: none"> Delivery of Year 1/High Equality Impact Assessment (EIA) Plan. Equality monitoring audit. Deliver half-day Equality Impact Assessment Training to staff responsible for producing an EIA in 2009-10 Equality Framework for Local Government gap analysis exercise as we move towards 'Excellence'. Training review: Establish variance baseline for differential access to training and development based on race, gender, disability, grade, part time and full time status.
Socioeconomic disadvantage	<ul style="list-style-type: none"> New Opportunities White Paper Lambeth Sustainable Community Strategy 	<ul style="list-style-type: none"> Activity to increase the levels of older residents claiming reduced domiciliary council tax rate through awareness raising activity. Data to be analysed to confirm anecdotal evidence that council tax direct debits cancellations are increasing. Activity to increase the levels of residents claiming child tax credits and free school meals through awareness raising activity. Develop online housing/benefit claim forms, reducing administration and speeding up processing.
Human Rights Act key Principles – Fairness, respect, equality and dignity		

Risk StatusReport

Risk Ref	Business Unit	Risk Title	Current Risk Rating				Controlled		Control Measures				
			06/08	09/08	12/08	03/09	Rating	Target Date	Not Started	In Progress	Implemented	Total	% Implemented
FN0042	Finance and Resources	Risk that the budgets are set at unrealistic levels and/or not adhered to during the year	9	9	9	9	4		0	1	3	4	75%
FN0049	Finance and Resources	There is a risk that the Corporate (Audit) Ctee and management do not have sufficient assurance over the effectiveness of the risk	9	9	9	9	6		0	0	8	8	100%
FN0050	Finance and Resources	To achieve 3 stars for 2007/08 assessment (in 08/09) and 4 stars for 2008/09 (in 2009/10) for use of Resources (UOR) assessment	6	6	6	6	9		0	1	5	6	83%
FN0052	Finance and Resources	The risk of no 'real' growth for specific (revenue support grant - fixed from 2008 to 2011) or increased in line with Lambeth's needs	6	6	6	6	6	31/03/2009	0	2	2	4	50%
FN0058	Finance and Resources	Progress made by LBL toward providing better value for money (VFM) will give rise to a number of opportunities including:	12	12	12	12	16		0	0	7	7	100%
FN0068	Finance and Resources	Financial threat of reduced income through land charges, particularly threatened by the current reduction in the property market	9	9	9	9	2		0	0	1	1	100%
FN0070	Finance and Resources	Strengthen scrutiny to ensure a positive impact on performance management/policy development.	9	9	9	9	12	30/09/2008	0	2	2	4	50%
FN0072	Finance and Resources	Containing and recovering loss through working in partnership with the police, utilising NFI results and routine audit work	6	6	6	6	8	30/06/2009	0	2	3	5	60%
FN0073	Finance and Resources	To increase voter registration on the electoral register.	9	9	9	9	12	27/02/2009	0	3	0	3	0%
FN0075	Finance and Resources	Opportunity for service delivery through embedding the new restructure of F&R	9	9	9	9	9	31/10/2008	0	1	2	3	67%
FN0076	Finance and Resources	Improve the department productivity through office solutions project (new ways of working) and the communications strategy	6	6	6	6	8	31/03/2011	0	2	2	4	50%
FN0077	Finance and Resources	IT opportunities	8	8	8	8	12	31/03/2009	0	3	1	4	25%
FN0078	Finance and Resources	To share information with partners across the LSP, and in so doing enhance service delivery to citizens and improve our customer knowledge	4	4	4	4	16	31/03/2009	2	0	1	3	33%
FN0079	Finance and Resources	The council can secure an additional £1M in benefit subsidy, if the value of local authority overpayments are less than 0.48% of the	6	12	9	9	12		0	0	1	1	100%
FN0081	Finance and Resources	Implementation of a controlled process for removal of local data from Desktop Computers and to adopt an encryption standard for Laptops	4	4	4	4	16	31/03/2009	0	2	0	2	0%
FN0083	Finance and Resources	Failure to comply with the Government Connect Code of Connection (CoCo) which is the central government mandated mechanism for electronic	n/a	n/a	12	12	9		0	1	0	1	0%

Risk Ref	Business Unit	Risk Title	Current Risk Rating				Controlled		Control Measures					
			06/08	09/08	12/08	03/09	Rating	Target Date	Not Started	In Progress	Implemented	Total	% Implemented	
			16	112	118	127	127	157		2	20	38	60	63%