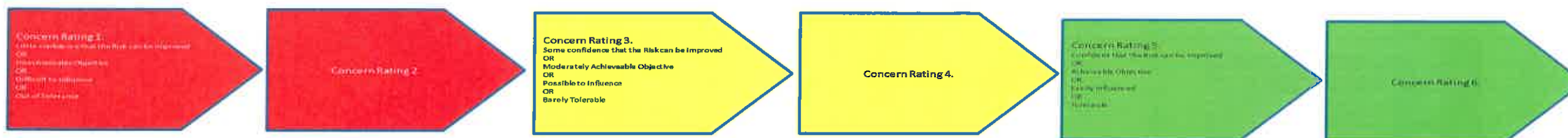


Updated BMBC Strategic Concerns Register - as at October 2014



Risk 'Concern' Rating:
The 'assessment' of the risk is based on:
- The confidence the Authority has that the Risk can be improved;
- The ability of the Authority to be able to achieve the objectives that are linked or implicit within the Risk ;
- The ability of the Authority to be able to influence or affect the Risk;
- The speed in which the organisation can change its direction and therefore control the velocity of the Risk; and,
- The willingness of the Authority to accept or tolerate the Risk

Future Council Priorities	Risk No	Risk Title	Risk Consequences	Risk Manager	Existing Control Measures	May-13	Oct-13	Mar-14	Sep-14	Risk Mitigation Action	Owner	% comp	Review Date	Recovery Plan
Thriving and Vibrant Economy	3021	Failure to build the Economy of Barnsley	<p>There are some important and ambitious opportunities for Barnsley to exploit. These include its sense of place and community, its position in two City Regions, and its good connectivity within the region and beyond. Other opportunities include the potential of the digital and knowledge based economy, looking to low carbon futures, the scope to improve the area's visitor economy through better operation of its cultural assets (to attract visitors and spend) and the increasing diversification of the economy as a whole, via the development of small and medium enterprises (SME's).</p> <p>In order to address the challenges and to maximise these and other opportunities, it will be essential to work in partnership to deliver a suite of priorities and key interventions, complete major regeneration projects, target business development and growth, and link new and existing jobs more effectively to local people.</p>	ED, Development, Environment & Culture	<p>Council Constitution Local Code of Corporate Governance Growing Barnsley's Economy (2012-2033) - Economic Strategy Community Strategy for Barnsley (2011 -2015) Corporate Plan Four planned council strategies which include jobs and businesses, housing, transport and employment and skills, that aim to make the borough a thriving and unique place to live, work, visit and trade; providing imaginative public space, arts, culture and urban living. Together they set out an integrated plan for the economic regeneration of Barnsley. The plan states that for Barnsley to close the economic performance gap it need more new businesses, more job opportunities, more productive businesses and better skills and training for Barnsley people. Five key steps are identified for achieving the councils' business aims, focusing on increasing the quantity of businesses and jobs: Invest in Infrastructure; Attract Inward Investment; Improve the town centre; Grow existing businesses; and, Encourage higher activity start-ups. Skills Plan completed;</p> <p>We Will Statements: 'Create the conditions for economic growth and greater prosperity' - GREEN 'Create more jobs and businesses through an appropriate provision of business enterprise and employment programmes' - GREEN 'Reduce worklessness amongst those currently unemployed and increase skill levels of current and future workforce' - AMBER 'Develop a vibrant Town Centre' - GREEN 'Prioritise the economic renewal of the Goldthorpe and wider Deane areas' - AMBER 'Significantly strengthen our visitor economy by further developing our key cultural assets and events' - GREEN</p>	3	3	3	3	(1) Jobs and Business Growth Plan - approved by Cabinet April 2014	ED, Development, Environment & Culture	50% Amber	31/03/2015	
										Development of visitor economy approach, including the development of the Visit Barnsley website in partnership with BEP	ED, Development, Environment & Culture	50% Amber	31/03/2015	
										Skills Plan complete however work ongoing with DEC to amalgamate with Worklessness Plan to form a single plan. Rescheduled to go to SMT / Cabinet in December 2014	ED, Children, Young People & Families	60% Green	31/03/2015	
	3024	Lack of educational attainment	<p>Failure to meet DfE targets for educational attainment; Damage to reputation through poor performance in published league tables compared to the national average, and in poor inspection outcomes; Reputational damage from press; Potential adverse Annual Performance Assessment; Intervention by DfE; Potential pressure from DfE for closure of schools or transfer to Trust or Academy status; Negative impact on pupils and parents;</p>	ED, Children, Young People & Families	<p>Performance Management Framework; CYPF Policies and Strategies; Close monitoring of Government grade boundaries to ensure the Authority remains aware of changing or improving performance targets; As at April 2013 Primary School results are above average, and increasing; As at April 2013 Secondary School results are improving, and expected to continue improving throughout 2013; Barnsley Challenge Plan has been refreshed, and presented to the Challenge Board and SMT. The Plan has also been approved by Cabinet Primary and secondary school attendance and persistent absence has improved in 2013/14. Secondary school attendance. Work with the Barnsley Governors Association to ensure strong governance within schools. Focused recruitment has secured the appointment of suitably qualified head teachers to all maintained schools in the borough, ready to start in September 2014. School Improvement Team works to monitor, challenge and intervene in schools to improve standards and outcomes The Children, Young People and Families Integrated Inclusion Service, which supports families of children with Special Educational Needs & Disabilities; Children and Younger People's Plan 2013/16 was approved and adopted by TEG and Council Cabinet as the overall vision for improving outcomes for Children, Young People & Families. As at Feb 14, progress is almost at national average. 2014 KS1 and KS2 results at or above national average. KS4 Initial results show 2% increase in 5A*- C in English and Maths;</p> <p>We Will Statements: 'Improve the quality of learning and leadership in schools to support better educational attainment levels' - AMBER 'We will ensure high quality partners are engaged in our new relationship with schools' - GREEN</p>	3	4	4	4	(9) Children and Younger People's Plan: The plan has been presented at Children's DMT, and was approved and adopted by TEG and Council Cabinet as the overall vision for improving outcomes for Children, Young People & Families. Validated National data due Dec/Jan	ED, Children, Young People & Families	25% Green	31/03/2015	

Future Council Priorities	Risk No	Risk Title	Risk Consequences	Risk Manager	Existing Control Measures	May-13	Oct-13	Mar-14	Sep-14	Risk Mitigation Action	Owner	% comp	Review Date	Recovery Plan
Strong, Resilient Communities	3026	Failure to achieve a reduction in Health Inequalities within the Borough.	Health inequalities persist. Life expectancy in Barnsley remains well below the national average and varies between different parts of the borough. Although life expectancy has increased, the gap between Barnsley and the rest of the country has continued to widen. Such health inequalities challenge not just the health and social care services but every one interested in the future prosperity and well-being of the borough. It is unacceptable that people's health and quality of life varies so much with the sort of work they do or where they live. The cost of health inequalities is borne not just by health and social care services and, of course, parents, carers and children, but by employers and the local economy. Good health is essential to the borough's economic regeneration. Healthy people are less likely to be socially excluded and more likely to be in work. Healthy children are more likely to do well at school. All the available evidence shows that health is closely associated with people's standard of living, occupation, level of education and where they live - there are significant differences in terms of average life expectancy depending on where in the Borough one resides;	Acting Director, Public Health	Acting Director of Public Health in post to provide leadership; Liaison with Clinical Commissioning Group (CCG) and GPs to ensure that the right services are being commissioned; Joint Strategic Needs Assessment (JSNA) undertaken to ensure an appropriate understanding of the requirements of the population of Barnsley; Health and Wellbeing Strategy identifies six key objectives - and within these, it is acknowledged that it is impossible to 'try and do everything' - the objectives and key deliverables identify the significant areas of concern; Oversight of Health and Wellbeing Strategy provided by partnering organisations and agencies that are best placed to deal with the issues (Health - hospital, alcohol - police etc); Six-monthly reports to Health and Wellbeing Board; Structure and procedures in place - need to assess impacts / benefits to identify effectiveness; H&WB Board established JSNA undertaken and programme boards now in place; Public Health now integrated into BMBC - Public Health Development Programme established; We will statements: 'Make the improvement of people's health and wellbeing everybody's business, with an emphasis on prevention and the contribution that all services can make' - AMBER 'Prioritise the reduction of health inequalities between different parts of the Borough, and the Borough and the rest of the country' - AMBER	2	2	2	2	Undertake recruitment process to identify and recruit Director of Public Health: Final two day interview process to commence October 2014 Commissioning of external consultant to assist in developing a whole council approach to Health Inequalities and the overall Council Strategy - overtaken by FC activity including the development of PH Strategy and Implementation Plan to enable DPH to hold Service Directors to account regarding health outcomes that are now vested with service areas - reports to PH Governance Group and Scrutiny; Development of Public Health 'distributed model' including the monitoring and reviewing of impacts and outcomes on Future Council	Chief Executive Acting Director, Public Health Acting Director, Public Health	75% Green 20% Green 15% Red	31/03/2015 31/03/2015 31/03/2015	
	3047	Failure to protect the health of the population from preventable health threats.	Failure to protect health and population against preventable disease by ensuring appropriate levels of vaccination, immunisation and screening.	Acting Director, Public Health	Liaison with NHS regarding large scale response; Health Protection Agency Framework in place; Maintenance of World Health Organisation targets; Currently Barnsley has above average coverage regarding public health related screening; Use of NHS England website and resources; Health Protection Assurance paper to Cabinet 12/02/2014; Health Protection Board established; Transition into BMBC complete;	3	3	3	3	Monitoring of Health Protection Board to ensure any system issues associated with working with CCG and partners are identified and addressed	Acting Director, Public Health	25% Amber	31/03/2015	
	3023	Failure to engage with stakeholders	Non ability to explain Authority's position and / or public relations. Failure to communicate effectively with community/stakeholders. Lack of proper engagement with stakeholders, at the right level, and at the right time. Loss of confidence in ability to deliver services or respond to problems. Lack of community support which prevents and / or hinders improvement or effective implementation of change. High expectation of service delivery and resource availability despite budget reductions. Poor engagement with regard to Future Council Activity could result in legal challenge; Need to ensure that the 'right' opportunities for volunteers are available - broader roles and more accessible options;	Director, HR, Performance & Comms	Revised Governance Arrangements regarding Area Councils and the changing role of Elected Members; Using lessons learnt and general approach from Deame LIS project as the basis for the implementation of Area Council Arrangements; Use of key partners and LSP to coordinate wider communication activity; Engagement of Clinical Commissioning Groups to assist in ensuring stakeholders receive the services that they require and need; Employer Supported Volunteering (ESV) Scheme in place - work is required to identify take of ESV scheme and also to identify impact of the scheme; Cabinet Report dated 09/10/2013: Deame Approach - Findings of Community Research (Cab.9.10.2013 10.3); Funding that supports Volunteering Strategy is received via Citizen Advice Bureau (CAB) - their own funding with Transforming Local Infrastructure (TLI) came to and end in November 2013 leaving a gap in funding that Area Councils may be expected to pick up; Volunteering Strategy now in place, including SLA with VAB to deliver core part of Strategy; ESV in place; H&WB Board approved creation of 'Engagement Hub' which is intended to align engagement opportunities across all statutory bodies; We Will Statements: 'Ensure people of all ages have a much greater involvement in designing services and actively participating in improving their lives and Barnsley' - AMBER 'Support the many benefits of volunteering and foster our many and diverse opportunities for residents to gain new skills and experiences through volunteering' - AMBER	4	3	3	2	Assessment of capacity within Authority to be undertaken to identify issues regarding resources to delivery CSO outcomes	Director, Finance, Property & IS	0% Green	31/03/2015	
Strong, Resilient Communities	3030	Failure to be prepared for an emergency response or business continuity threat	The emerging risk environment is increasingly making continuity or 'resilience' a significant focus for all organisations. Reduced employee numbers, service rationalisation, third party service delivery models and on-going budget cuts may challenge the Authority's ability to fulfil its 'Category One' responder duties. Failing to be able to provide support to lone workers as a result of IT and telephony systems being unavailable for significant lengths of time, leaving over 200 HART support workers and Supported Living workers unable to contact the out of hours office. Without appropriate support mechanisms in place, these lone workers are at serious risk of being unable to escalate serious and significant safety and safeguarding concerns to management. Issues relating to the accessibility of IT and telephony for employees working more traditional, regular patterns mean that there is a significant amount of productive time lost as a result of sporadic outages of the IT and telephony within the Authority's main administration bases in WPO and GP. Issues relating to the accessibility of telephony for the public will mean that Central call will be unable to take calls relating to: • Highways; • Schools; • School Trips / Emergencies; • Dangerous Structures; • Adults Emergency Duty Team; • NPS Repairs and Maintenance; • Bernal Homes Repairs and Maintenance; and, • Major Incident line. This risk will also need to acknowledge the residual risk that remains regarding the Authority's own BCP, as expressed in correspondence with External Audit in 2011: • BCPs for Information Systems should be regularly tested; • The Council should perform an annual full test restore for critical systems; and, • The Council should undertake a review of its disaster recovery requirements in conjunction with BULL. Recent emergencies relating to industrial actions and flooding proves there is still an inappropriate reliance on H&S&ERU to manage and lead on the management of emergency events;	Director, HR, Performance & Comms	Service Continuity plans; Corporate Resilience plans; Ongoing liaison with SMT regarding aspirations and expectations during emergency events; Analysis of AGS and sampling of returns; Introduction of an SMT Rota and subsequent roll out to BLT; Analysis of 'leavers' programmed to identify who is left to step up in the event of an emergency event; Public Health now incorporated into Corporate Resilience Plan; Corporate emergency plans appear robust and are well delivered - concern raised regarding the management of those incidents that are not 'significant' but cause disruption nevertheless;	4	3	3	2	Review of Corporate Resilience Plan to ensure it remains fit for purpose following FC activity	Director, HR, Performance & Comms	0% Amber	31/03/2015	
										Seek assurances from Business Units regarding their own BCP arrangements, to ensure they are robust, and 'fit' with Corporate Resilience Plan	Director, HR, Performance & Comms	10% Red	31/03/2015	

Future Council No	Risk Title	Risk Consequences	Risk	Existing Control Measures	Review Date	% comp	Owner	Action	Review Date	Recovery Plan		
3022	Inability to direct corporate strategy	The Authority may be challenged by internal friction between Elected Members and appointed leadership, especially with regard to challenging decisions with significant political consequences or local repercussions.	Director, Legal & Governance	Council Constitution; Local Code of Corporate Governance; Community Strategy for Barnsley (2011-2015);	31/03/2015	Green	Director, Legal & Governance	Area Council Officer Coordinating Group to unpick issues relating to Area Governance (14/15)	31/03/2015	Refer matter to Monitoring Officer for adjudication.		
3027	Failure to manage organisational change - Risk of Destabilisation of programme as delivering services and outcomes through mixed economy model. For example, delivering services and outcomes through mixed economy model. Infrastructure transformation initiatives, process re-engineering and organisational change programme and projects may be challenged by cost over-runs and failure to meet expectations.	Significant budget cuts are driving the 'Future Council' programme. This change programme is dramatically transforming the organisation's business model. For example, delivering services and outcomes through mixed economy model. Infrastructure transformation initiatives, process re-engineering and organisational change programme and projects may be challenged by cost over-runs and failure to meet expectations.	Director, HR, Performance & Comms	HR Policies; Council Constitution; Partnership Planning Process; Service Delivery Planning Process; Corporate Complaints Policy; Risk Management Policy; New Models of Business - departments and services considering and implementing new Trading Models; Changes to Employee Terms and Conditions; Employee Relations Forum with Trade Unions; Talks about Sessions with CX and Middle Manager Conference; Restructure of Communications Division now with ACE HR, P&P and Comms; Investor in People accreditation; Future Council Steering Group being led by HR; Future Council Programme Board being led by CX; Program and Project Management issues now being identified and mitigated at Directorate level; We VIII Statements; Sustainable Future Council - Customers	31/03/2015	Green	Director, HR, Performance & Comms	(19) Equality Priorities / Groups (including oversight by Corporate Equality group); SMT HR, Performance & Comms to look at the strategic needs of the Corporate Equality group in order to support and drive progress - looking for greater overall consistency between Directories; 'Excellence' now achieved	31/03/2015	30% Amber		
3028	Workforce planning issues	The Authority is currently undergoing numerous organisational change. This will create significant workforce issues around having the right skills, people and employee capacity. The Authority will require employees to have different skill sets that underpin a transformed business model. Operationally, risks inherent in organisational down-sizing initiatives will include: - Increasing workforce productivity; - Getting the balance right between cost and benefit; - Need to reduce impact of reducing the workforce and the economic impact on the community; and; - Maintaining morale in the remaining workforce.	Director, HR, Performance & Comms	HR Policies; Council Constitution; HR Reorganisation completed; As at October 2013 37% of employees benefit from a current PDR; Development of Advice Forms to assist management processes; PULS Survey to measure progress in key areas since the last full employee survey in 2011; Management and monitoring of 'Future Council' activity; Risk Management Policy; HR, Performance & Comms	31/03/2015	Red	Director, HR, Performance & Comms	(12) Organisational Development: Monitoring OD Strategy via Corporate Plan HR, Performance & Comms to ensure managers are promoting the correct message regarding FC to employees	31/03/2015	4		
3029	Failure to safeguard information	The Council is increasingly managing, storing and maintaining personal data and information as part of the delivery of services. With data held in a vast array of places and transferring between supply chain partners, it becomes susceptible to loss, protection and privacy risks. Loss of personal and financial information held by Council employees and systems; Financial and non-financial partners from Information Commissioners Office; Loss of public confidence in the ability of the Council to store sensitive information; possibly resulting in a reduction in the use of public self-service facilities; Failure to maintain Government Connects compliance leading to the suspension of the Council's connection to the government secure network; Non compliance with Data Protection Act and Freedom of Information Act; Non compliance with Payment Card Industry Data Security Standards (PCI DSS) leading to the inability to process payment card transactions; Failure to ensure that unrequired data is cleared and disposed of, leading to non-compliance with DPA requirements; Inability to gather data from other agencies to strengthen and benefit the Authority's activities; Failure to have appropriate data sharing agreements with agencies and partners leading to vicarious liability in the event they lose or misplace sensitive information; Inability to ensure that partners that we share data with are in themselves compliant with appropriate guidance and legislation;	Director, Finance, Property & IS	Information Security and Computer Usage Policy in place; Information Governance Team in place to provide advice, guidance and training; Government Connects Code of Connection compliant; Records Management team in place to provide advice, guidance and training; Technical Architect roles refreshed and re-established and engaged in corporate risk management arrangements; Some initial actions have been taken as a result of IT Health Check to control, and restrict access: - Reduced permissions - Deactivated removable media options - Deactivated USB ports - Information Governance Board refreshed and re-established and engaged in corporate risk management arrangements; The Authority's core infrastructure has benefited from: - Patching - Protection - Significant restructuring of Information Services complete; A&C and Public Health have IG Steering Groups in place; Cadcott guardians in place within A&C and CYP; IT Action Plan (2013) completed and delivered; Phase 1 of IG awareness training (via BOLD) completed; Review of technical architecture completed and action plan identified; BMBC Cabinet agreed to endorse the requirement to achieve Baseline Personnel Security Standard (BPSS); BMBC Cabinet agreed to endorse the requirement to achieve Baseline Personnel Security Standard (BPSS); Technical refresh for those officers using third party equipment to enable them to use BMBC apparatus to connect with BMBC network; Information Governance Board confirmed engagement will be undertaken with DMTs to ensure actions arising from the IG Toolkit are completed;	31/03/2015	Green	Director, Finance, Property & IS	Develop, update and implement new Information Technology / Information Security Policies - once complete will be checked by Information Governance Board and SMT and then will be reviewed as part of AGR process	31/03/2015	25% Amber	31/03/2015	Enable revisions to structures that will allow limited communications.
					31/03/2015	Green	Director, Finance, Property & IS	IT Business Plan produced and presented to Head of Information Services - now to check and challenge plans to identify IT requirements and resourcing	31/03/2015	10% Amber		
					31/03/2015	Green	Director, Finance, Property & IS	Manage and deliver the refreshed Action Plan arising from the IT Security Health Check 2014	31/03/2015	80% Amber		
					31/03/2015	Green	Director, Finance, Property & IS	Phase 2 of Information Security Programme - roll out of guidance and training to partners such as BH, Bull, NPS etc	31/03/2015	Green		
					31/03/2015	Green	Director, Finance, Property & IS	Programme of activity to assist in achieving Baseline Personnel Security Standard (BPSS)	31/03/2015	Green		
					31/03/2015	Green	Director, Finance, Property & IS	Review of current IT architecture complete - Action Plan developed and requires delivering	31/03/2015	30% Amber		
					31/03/2015	Green	Director, Finance, Property & IS	Implementation of EGRESS secure email solution	31/03/2015	Green		
					31/03/2015	Green	Director, Finance, Property & IS	Reviewing of processes to ensure a robust IS arrangements are appropriate and consistent	31/03/2015	15% Amber		

A Sustainable Future Council

Future Council Priorities	Risk No	Risk Title	Risk Consequences	Risk Manager	Existing Control Measures	May-13	Oct-13	Mar-14	Sep-14	Risk Mitigation Action	Owner	% comp	Review Date	Recovery Plan	
A Sustainable Future Council	3031	Strategic Performance, governance or compliance failure	Budgetary pressures to minimise back office functions may drive the Authority to downgrade the focus on meeting proper governance standards and ultimately, remaining 'safe'. The implementation of the Area Council Arrangements has required the Council's Constitution to have been significantly reviewed to ensure Area Council governance and Ward Alliance governance issues are included.	Director, Legal & Governance	Council Constitution; Local Code of Corporate Governance; Information Management and Governance Policies; ToR for Audit Committee; ToR for Scrutiny Committee; Internal Audit; Risk Management Policy; Performance Management Arrangements including revised Corporate Plan Performance Report and 'We Will Statements'; Terms of reference for all Overview and Scrutiny Committees reviewed; Scrutiny Committee workplans are now aligned to Corporate Priorities; Briefing for Elected Members relating to Performance Management of Area Council activity;	4	4	4	4	(4) Revised Governance / Neighbourhood Working (including the increased resources available within the Governance team) - further review in June 2014 identified positive activity regarding commissioning but at Ward Alliance level, some members are still doing things in the 'old' way SMT to review processes relating to approvals and decision making to improve efficiencies - SMT currently considering paper.	Director, Legal & Governance	10% Amber	31/03/2015	Refer matter to Audit Committee / External Audit for consideration.	
	3032	Failure of partnership working / supply chains	Failure of One Barnsley to identify and manage performance issues relating to Health and Well Being (H&WB) and the Barnsley Economic Partnership (BEP). This would lead to either group not meeting performance targets which are designed to measure improvements and outcomes within the Borough. Potential significant impact on BMBC reputation should BEP fail (Partners become disaffected and walk away). A core purpose of One Barnsley is also to maximise collective contribution from individual partners, otherwise issues would be addressed individually and not collectively, and with limited resources. This is supported by the three sub groups currently in place: - Communications; - EU Funding; and, - Shared Assets. In addition to this, the One Barnsley Partnership has the following five key themes at any one time: - Alcohol Pledge; - Volunteering; - Apprenticeships; - Work placements; and, - Local Spend. The purpose, objectives and themes relating to One Barnsley and its sub-groups can be easily linked to the Authority's Corporate Objectives.	Director, HR, Performance & Comms	Council Constitution; Local Code of Corporate Governance; Information Management & Governance Policies; ToRs for One Barnsley and sub-groups; Internal Audit - as an internal control in its own right; Risk Management Policy; Performance Management Arrangements; Exploration of opportunities to share service delivery; H&WB Board in place with ToRs, Strategy and JSNA approved; BEP Board in place with ToRs, Economic Strategy being developed (see Risk 3021 - Failure to Build the Economy of Barnsley); Refreshed Economic Strategy Jobs & Business Growth Plan Performance Indicators (Metrics) agreed with the BEP Partnership Governance Framework strengthened and streamlined	4	4	4	4	(23) Contracting / Procurement: P2.net CorpS L&G P&C Contracting / Procurement - £6M savings identified regarding contracts, £3M savings identified in IT contracts - ongoing assurance review to ensure savings are now delivered (17) Shared Commissioning across the Council / across the Borough: Feedback provided to SMT and Officer Group to feed into Future Council considerations	ED, Development, Environment & Culture	70% Green	31/03/2015		
	3033	Failure to adapt the Authority into a sustainable organisation - 'Failure to maintain current services'	The need to balance the books, gain efficiencies and meet new demands could lead the Authority into drastic measures that could increase long-term risks and costs, both to the organisation as well as to the community. The Authority runs the risk of moving away from addressing problems with long-term solutions, such as capital investment projects essential to meet social and area-based economic challenges. 'Short-termism' could potentially lead to decaying infrastructure and an inability to develop long-term economic vitality. Need to ensure that the Authority has the right people to ensure sustainable opportunities are being exploited to their maximum.	Chief Executive	Council Constitution Performance Management Framework Community Strategy for Barnsley (2011 -2015) Growing Barnsley's Economy (2012-2033) - Economic Strategy Customer Services Organisation project; Integrating areas of work and consideration of new Service Delivery models such as traded services or social enterprise; Consideration of joint commissioning opportunities; First £15 million savings identified, and approved by Cabinet (need to monitor delivery); As at September 2014, all Service Director are in post (other than DPH and Education, Early Start and Prevention); Characteristics of Business Units have been included in 15/16 budget consideration. We Will Statement: 'Ensure customer services and the citizen experience of access is improved - we are a successful customer service organisation and our plans facilitate greater self-help' - AMBER	4	3	3	3	(27) Services as Business Units / Different Business Models: Check and Challenge sessions to moderate Business Plans; Development of budget saving options for front loaded 15/16 (agreed by Cabinet) and 16/17 (to be identified) budget and beyond that minimises disruption on service users and partners whilst not detrimentally affecting employee morale to ensure the pace and scale of change can be minimised and controlled where possible;	Chief Executive	40% Amber	31/03/2015		
											Chief Executive	60% Green	31/03/2015		
											ED, Adults & Communities	30% Red	31/03/2015		

