Risk Scorecard

Category	IMPACT		
	LOW	MEDIUM	HIGH
Financial	< £150k Minor non-compliance with internal financial procedures	£150k - £300k Significant non-compliance with internal financial procedures	> £300k Major non-compliance with internal financial procedures
Political	Minor issues identified by assurance reviews Minor adverse Local media Minor BVPI issues	Significant issues identified by assurance reviews Significant adverse Local media Significant BVPI issues	Major issues identified by assurance reviews Major adverse Local, Regional or National media Major BVPI issues
Social	Service delay Stakeholders consulted and concerns considered	Service suspended Limited stakeholder consultation	Service cancelled Stakeholders not consulted and concerns not considered
Technical	Minor system problems Minor impact on resources (staff, equipment, buildings, etc.)	Significant system problems Significant impact on resources (staff, equipment, buildings, etc.)	Major system problems Major impact on resources (staff, equipment, buildings, etc.)
Legal	Minor non-compliance with legislation or statutory requirements Minor penalty or warning	Significant non-compliance with legislation or statutory requirements Significant penalty or warning	Major non-compliance with legislation or statutory requirements Major penalty or warning
Environmental	Minor District health or cleanliness issues Minor schemes not consistent with stakeholder expectations	Significant District health or cleanliness issues Significant schemes not consistent with stakeholder expectations	Major District health or cleanliness issues Major schemes not consistent with stakeholder expectations
Performance (WETT, Shared Service)	Minor dip in productivity/performance as a result of shared service implementation	Significant dip in productivity/performance as a result of shared service implementation	Major dip in productivity/performance as a result of shared service implementation
Climate Change (Severe Weather Events)	Minor service delay e.g. waste collection cancelled as a result of snow; prolonged heat leading to melting roads; increased risk of fires.	Significant disruption to services e.g. potential risk to health; lack of power.	Major service delivery issues e.g. leading to loss of life; major damage to property, disruption to local economy.

	LIKELIHOOD		
Category	LOW	MEDIUM	HIGH
Occurrence	> 18 months	6 - 18 months	< 6 months
Probability	< 30%	30% - 70%	> 70%

Risk Matrix

			Impact		
		Category	LOW	MEDIUM	HIGH
		HIGH	3	6	9
Likelihood		MEDIUM	2	4	6
		LOW	1	2	3

Action Ratings

High	Actions that are **fundamental** to improve the control environment and progress towards an acceptable risk score.
Medium	Actions that are **important** to improve the control environment and progress towards an acceptable risk score.
Low	Actions that are **desirable** to improve the control environment and progress towards an acceptable risk score.

Risk

Service:	Regulator

Key Objective: Ref. No. 1	Key Objective: Ref. No. 2	Key Objective: Ref. No. 3	Key Objective: Ref. No. 4	Key Objective: Ref. No. 5	Key Objective: Ref. No. 6
Host provides high quality support services to ensure effective service provision	Business transformation to deliver required cost savings	Shunting of cost from other public services if partners seek to off load activity or other regulatory services fail to deliver in their areas	One effective and efficient database system across the partners	Effective and efficient contract arrangement for dog control	Robust arrangements in place to respond to an environmental incident/disaster

Responsibility: KD	Responsibility:	Responsibility:	Responsibility: SJ	Responsibility: SJ	Responsibility: SJ

Associated Key Risk(s)	Associated Key Risk(s)	Associated Key Risk(s)	Associated Key Risk(s)	Associated Key Risk(s)	Associated Key Risk(s)
Failure of HR/ Finance support	service delivery problems	Service delivery has to focus more on problematic areas which are high cost	Delays in procuring new single WRS IT System	Pest and Dog Control contractors cease operations	Major infectious disease, incident or animal disease outbreak
Failure of ICT support	Cuts in front line services		Migration of the seven to one may be expensive. Could involve large scale data cleansing	Lack of kennelling for stray dogs	
Cost of hosting may increase and level of support required may not be met resulting in the service performance being affected.			Significant training needs to enable staff to input information accurately		
			Question whether there will be sufficient expertise within the new structure to support the migration plan		

Impact(s)	Impact(s)	Impact(s)	Impact(s)	Impact(s)	Impact(s)
Poor quality ICT provision and support leading to data loss and service disruption	Reduced service delivery	Reduced breadth of service delivery	Disruption to Service Provision	Disruption to service	Negative media coverage if not handled well
Service suffers due to lack of capacity		Increased cost to partners	Inability to produce records and data	Negative media coverage	Impact on other service areas
			Impact on work planning	Increased public health risks	Well-being of staff
					Impact on local communities (health, economic, etc)

High Impact Areas		High Impact Areas		High Impact Areas		High		High Impact Areas		High Impact Areas	
Financial	H	Financial	H	Financial	H	Financial	H	Financial	L	Financial	H
Political	M	Political	M	Political	M	Political	H	Political	M	Political	H
Social	M	Social	M	Social	M	Social	L	Social	M	Social	H
Technical	H	Technical	L	Technical	L	Technical	H	Technical	L	Technical	L
Legal	L	Legal	L	Legal	M	Legal	L	Legal	L	Legal	M
Environmental	L	Environmental	M	Environmental	L	Environm	L	Environmental	L	Environmental	H
Performance	M	Performance	M	Performance	M	Performa	M	Performance	L	Performance	M
Climate Change	L	Climate Change	L	Climate Change	L	Climate	L	Climate Change	L	Climate Change	L

Current		Acceptab		Current		Acceptable		Current		Acceptable		Current		Acceptab		Current		Acceptab		Current		Acceptable	
Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood
Medium	High	Medium	Low	Medium	High	Medium	Low	Medium	Medium	Medium	Medium	High	Low	Low	Low	Medium	Low	High	Low	High	Low
Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk		Risk		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)	
RED (6)		GREEN (2)		RED (6)		GREEN (2)		AMBER (4)		AMBER (4)		AMBER		GREEN		AMBER (3)		GREEN (2)		AMBER (3)		AMBER (3)	

Current Key Controls	Current Key Controls	Current Key Controls	Current	Current Key Controls	Current Key Controls
			Outcomes of Systems Thinking fed into design of ICT spec	Budget available to use temporary staff or buy in use of other private sector providers in short term	Maintain robust emergency plans
			Procurement is part of the project plan and timescales agreed by management Board.	Effective negotiation of new contracts during 2011/12	An arrangement in place for Managers to deploy staff to support other teams

Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Actions / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements
10.1	Medium	Maintain ongoing liaison with host authority	14.1	High	Clear timetable for application of systems thinking in all areas	15.1			1.1	High	Design specification correctly and on time	4.1	Medium	Design specifications contracts correctly and on time	6.1	Medium	Maintain emergency plans for foreseeable incidents
10.2	Medium	Ensure Management Board informed of significant failings	14.2	High	Implement changes in timetable	15.2			1.2	High	Follow procurement process in timely fashion	4.2	Medium	Follow procurement process in timely fashion	6.2		
10.3	High	Host authority to deal with issues in a timely fashion	14.3	Medium	Effective communication with staff around change procedures	15.3			1.3	High	Ensure sufficient in-house support for system maintenance and	4.3	Medium	Restructure dog warden service	6.3		
10.4			14.4	Medium	Regular reports to Management Board	15.4			1.4			4.4			6.4		
10.5			14.5	Low	Ensure all managers and senior practitioners have had change management training	15.5			1.5			4.5			6.5		
10.6			14.6			15.6			1.6			4.6			6.6		
10.7			14.7			15.7			1.7			4.7			6.7		
10.8			14.8			15.8			1.8			4.8			6.8		
10.9			14.9			15.9			1.9			4.9			6.9		
10.10			14.10			15.10			1.10			4.10			6.1		
10.11			14.11			15.11			1.11			4.11			6.11		
10.12			14.12			15.12			1.12			4.12			6.12		
10.13			14.13			15.13			1.13			4.13			6.13		
10.14			14.14			15.14			1.14			4.14			6.14		
10.15			14.15			15.15			1.15			4.15			6.15		

Key Objectives Ref. No. 7–12

Key Objective: Ref. No. 7	Key Objective: Ref. No. 8	Key Objective: Ref. No. 9	Key Objective: Ref. No. 10	Key Objective: Ref. No. 11	Key Objective: Ref. No. 12
Achieve stable levels of contribution from partner authorities,	Effective and efficient Business Continuity	Maintain our capacity to achieve service delivery	Robust arrangements in place in relation to obtaining legal advice and monitoring legislative changes	Effective and efficient budgetary control	Service provision complies with Government requirements
Responsibility: MB	**Responsibility:** SJ	**Responsibility:** SJ	**Responsibility:** SJ	**Responsibility:** SJ	**Responsibility:** SJ

Associated Key Risk(s)

Ref. 7	Ref. 8	Ref. 9	Ref. 10	Ref. 11	Ref. 12
Level of support from constituent authorities for Regulatory Services will vary due to variations in income	Major Power failures or other reasons that access to Wyatt House is not possible	Major staff sickness (e.g. flu pandemic)	Loss of Major Court Case	Failure to maintain effective budgetary control	Criticism or intervention by Government if they are unhappy with service provision
Residual Costs		Unable to recruit or retain suitably qualified staff	Need to ensure the legal vires of the service doing what is required by constituent authorities, to		
			There may be large on-going cases that could have significant impact on the finances of the new service if they are not won.		

Impact(s)

Ref. 7	Ref. 8	Ref. 9	Ref. 10	Ref. 11	Ref. 12
Changes to partner contributions impact on service provision by WRS for all partners	Disruption to service	Disruption to service	Negative media coverage	Financial loss	Reputational damage
		Disruption to service provision	Loss of confidence in the service	Inability to pay staff/contractors	
		Unable to meet service demands	Financial loss	Reputational damage	
		Unable to fulfil statutory obligations			

High Impact Areas

Area	Ref. 7	Ref. 8	Ref. 9	Ref. 10	Ref. 11	Ref. 12
Financial	H	L	M	H	H	L
Political	H	L	M	H	H	M
Social	H	M	M	L	M	L
Technical	L	L	L	L	L	L
Legal	L	L	L	M	M	L
Environmental	L	L	M	L	L	L
Performance	M	M	M	L	M	L
Climate Change	L	L	L	L	L	L

Current / Acceptable

	Ref. 7 Current		Ref. 7 Acceptable		Ref. 8 Current		Ref. 8 Acceptab		Ref. 9 Current		Ref. 9 Acceptable		Ref. 10 Current		Ref. 10 Acceptable		Ref. 11 Current		Ref. 11 Acceptab		Ref. 12 Current		Ref. 12 Acceptable	
Impact	High	Likelihood Low	Medium	Likelihood Low	Medium	Likelihood Low	Medium	Likelihood Low	Medium	Likelihood Low	Medium	Likelihood Low	Medium	Likelihood Low	Medium	Likelihood Low	Medium	Likelihood Low	Medium	Likelihood Low	Low	Likelihood Low	Low	Likelihood Low
Risk Colour (Score)	AMBER (3)		GREEN (2)		GREEN		GREEN		GREEN (2)		GREEN (2)		GREEN (2)		GREEN (2)		GREEN (2)		GREEN (1)		GREEN (2)	

Current Key Controls	Current	Current Key Controls	Current Key Controls	Current Key Controls	Current Key Controls
	Staff are equipped for mobile/home working	Service priorities to be managed and partners informed of any changes to service	Use of competent staff to undertake investigations	Devolution of cost centres to managers	Keep key government stakeholders appraised of WRS plans and business transformation and address any concerns at an early stage
	Touchdown stations available in partner council locations	Short term contract workers can be brought in to cover any priority areas	Proper scheme of delegation to ensure authority to take legal decision is clear	Monthly reporting within WRS	
		Consultants can provide short term cover	Clear enforcement of policy in place	Quarterly reporting to management board and Joint Committee	
		Active within regional and sub regional groups to share resources if required	Ensure compliance with legal procedures	Compliance with Bromsgrove's financial procedures	
		Effective training and development processes in place to ensure recruitment and retention of staff	Effective liaison with partner councils legal services departments		

Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements
9.1	High	Partners conform with legal agreement on budgetary cost	2.1	Low	Mobile / flexible working equipment for all staff	3.1	Low	Have business continuity plan in place	5.1	Medium	Legal advice to be sought throughout the entire process using internal and external lawyers according to the information required.	7.1	Medium	Monthly monitoring of budgets	8.1	Low	Ongoing liaison with Government stakeholders
9.2			2.2	Low	Have business continuity plan in place	3.2	Medium	Active participation regional, sub regional groups by team members	5.2			7.2	Low	Regular report to Management Board	8.2		
9.3			2.3			3.3			5.3			7.3			8.3		
9.4			2.4			3.4			5.4			7.4			8.4		
9.5			2.5			3.5			5.5			7.5			8.5		
9.6			2.6			3.6			5.6			7.6			8.6		
9.7			2.7			3.7			5.7			7.7			8.7		
9.8			2.8			3.8			5.8			7.8			8.8		
9.9			2.9			3.9			5.9			7.9			8.9		
9.10			2.10			3.10			5.1			7.1			8.1		
9.11			2.11			3.11			5.11			7.11			8.11		
9.12			2.12			3.12			5.12			7.12			8.12		
9.13			2.13			3.13			5.13			7.13			8.13		
9.14			2.14			3.14			5.14			7.14			8.14		
9.15			2.15			3.15			5.15			7.15			8.15		

Key Objective: Ref. No. 13	Key Objective: Ref. No. 14	Key Objective: Ref. No. 15	Key Objective: Ref. No. 16
Minimise any perceived or real democratic deficit	Effective communication with internal partners	Development where possible of harmonised approach to service delivery by partners	Taking on additional partners and commercial trading

Responsibility:	MB/JC	**Responsibility:**	SJ	**Responsibility:**	MB	**Responsibility:**	

Associated Key Risk(s)	Associated Key Risk(s)	Associated Key Risk(s)	Associated Key Risk(s)
Local Member / Citizen identifies or perceives lack of democratic accountability for new service	Communication / interface with other services		Potential financial risk to partners in relation to trading activities
			Delivering over a wider service area may lead to reudced influence for individual partners locally

Impact(s)	Impact(s)	Impact(s)	Impact(s)
Members may not buy into the Shared Service arrangement	Some elements of the new service have key links back to services within the authorities e.g. Planning. These cannot be lost otherwise processes will not work properly	Post code lottery on provision and charges, makes things difficult for any front end (i.e. HUB) to advise as there will be different provisions in different areas.	Larger economies of scale may deliver potential further savings
Citizens may have concerns over loss of localised provision		Difficult conditions in different areas, Business customers operating in more than one area face different requirements from the same service	If it goes wrong, potential for higher costs
Members and citizens may perceive that the joint service in not as good as the previous one.		Some fees may be open to challenge as a standard processing system will be in place but fees will be different.	

High Impact Areas

Area	Ref 13	Ref 14	Ref 15	Ref 16
Financial	L	M	L	M
Political	H	M	M	M
Social	L	L	L	L
Technical	L	L	L	L
Legal	L	L	L	L
Environmental	L	L	L	L
Performance	L	L	L	M
Climate Change	L	L	L	L

	Current		Acceptable		Current		Acceptable		Current		Acceptable		Current		Acceptable	
	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood
	Low	Medium	Low	Medium	Low	Low	Low	Low	Low	Medium	Low	Medium	Low	Low	Low	Low
Risk Colour (Score)	GREEN (2)		GREEN (2)		GREEN (1)		GREEN (1)		GREEN (2)		GREEN (2)		GREEN (2)		GREEN (2)	

Current Key Controls	Current Key Controls	Current Key Controls	Current Key Controls

Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements
11.1	Medium	Ensure good communications back to the constituent authorities	12.1	Medium	Ongoing liaison with relevant parts in partner councils (eg Planning)	13.1	Medium	Have clear scripting for Customer Service staff so that they know the different provisions in each district	15.1		
11.2	Low	Ensure all publicity pushes the joint nature of services	12.2			13.2	Medium	Gradually move towards a more standardised approach within the demands of individual local authorities	15.2		
11.3	Low	Maintaining "localism" into the operational delivery	12.3			13.3			15.3		
11.4			12.4			13.4			15.4		
11.5			12.5			13.5			15.5		
11.6			12.6			13.6			15.6		
11.7			12.7			13.7			15.7		
11.8			12.8			13.8			15.8		
11.9			12.9			13.9			15.9		
11.10			12.10			13.10			15.10		
11.11			12.11			13.11			15.11		
11.12			12.12			13.12			15.12		
11.13			12.13			13.13			15.13		
11.14			12.14			13.14			15.14		
11.15			12.15			13.15			15.15		

Risk Register

Service:	#REF!				Current Position Key:				
					RED	Behind Target			
					GREEN	On Target			
					BLUE	Completed			

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
1	One effective and efficient database system across the partners	1.1	Design specification correctly and on time	SW	Business Manager	Oct-11	**High**		
		1.2	Follow procurement process in timely fashion	SW	Business Manager	Mar-12	**High**		
		1.3	Ensure sufficient in-house support for system maintenance and	SW	Business Manager	Mar-12	**High**		
		1.4							
		1.5							
		1.6							
		1.7							
		1.8							
		1.9							
		1.10							
		1.11							
		1.12							
		1.13							
		1.14							
		1.15							
2	Effective and efficient Business Continuity arrangements in place	2.1	Mobile / flexible working equipment for all staff	Team Managers	Team Managers	Dec-11	**Low**		
		2.2	Have business continuity plan in place	Level B	Business Manager	Mar-12	**Low**		
		2.3							
		2.4							
		2.5							
		2.6							
		2.7							
		2.8							
		2.9							
		2.10							
		2.11							
		2.12							
		2.13							
		2.14							
		2.15							

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
3	Maintain our capacity to achieve service delivery	3.1	Have business continuity plan in place	Level B	Business Manager	Mar-12	**Low**		
		3.2	Active participation regional, sub regional groups by team members	Team Managers	Team Managers	Ongoing	**Medium**		
		3.3							
		3.4							
		3.5							
		3.6							
		3.7							
		3.8							
		3.9							
		3.10							
		3.11							
		3.12							
		3.13							
		3.14							
		3.15							
4	Effective and efficient contract arrangement for dog control	4.1	Design specifications contracts correctly and on time	WM/AF	Business Manager/Team Manager (Central Operations)	Sep-11	**Medium**		
		4.2	Follow procurement process in timely fashion	WM/AF	Business Manager/Team Manager (Central Operations)	Dec-11	**Medium**		
		4.3	Restructure dog warden service	Level B/AF	Business Manager/Team Manager (Central Operations)	Mar-12	**Medium**		
		4.4							
		4.5							
		4.6							
		4.7							
		4.8							
		4.9							
		4.10							
		4.11							
		4.12							
		4.13							
		4.14							
		4.15							
5	Robust arrangements in place in relation to obtaining legal advice and monitoring legislative changes	5.1	Legal advice to be sought throughout the entire process using internal and external lawyers according to the information required.	Team Managers	Team Managers	Ongoing	**Medium**		
		5.2							
		5.3							
		5.4							
		5.5							
		5.6							
		5.7							
		5.8							
		5.9							
		5.10							
		5.11							
		5.12							
		5.13							
		5.14							
		5.15							

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
6	Robust arrangements in place to respond to an environmental incident/disaster	6.1	Maintain emergency plans for foreseeable incidents	Team Manager	Team Managers	Ongoing	**Medium**		
		6.2							
		6.3							
		6.4							
		6.5							
		6.6							
		6.7							
		6.8							
		6.9							
		6.10							
		6.11							
		6.12							
		6.13							
		6.14							
		6.15							
7	Effective and efficient budgetary control	7.1	Monthly monitoring of budgets	Team Managers	Team manager	Ongoing	**Medium**		
		7.2	Regular report to Management Board	SJ	Head of Regulatory Services	Ongoing	**Low**		
		7.3							
		7.4							
		7.5							
		7.6							
		7.7							
		7.8							
		7.9							
		7.10							
		7.11							
		7.12							
		7.13							
		7.14							
		7.15							
8	Service provision complies with Government requirements	8.1	Ongoing liaison with Government stakeholders	SJ	Head of Regulatory Services	Ongoing	**Low**		
		8.2							
		8.3							
		8.4							
		8.5							
		8.6							
		8.7							
		8.8							
		8.9							
		8.10							
		8.11							
		8.12							
		8.13							
		8.14							
		8.15							
9	Achieve stable levels of contribution from partner authorities,	9.1	Partners conform with legal agreement on budgetary cost	Management Board	Management Board members	Ongoing	**High**		
		9.2							

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
		9.3							
		9.4							
		9.5							
		9.6							
		9.7							
		9.8							
		9.9							
		9.10							
		9.11							
		9.12							
		9.13							
		9.14							
		9.15							

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
10	Host provides high quality support services to ensure effective service provision	10.1	Maintain ongoing liaison with host authority	Team Managers and Senior Management Team	Head of Regulatory Services, Business Managers and Team Managers	Ongoing	Medium		
		10.2	Ensure Management Board informed of significant failings	SJ	Head of Regulatory Services	Ongoing	Medium		
		10.3	Host authority to deal with issues in a timely fashion	KD	Chief Executive, Bromsgrove	Ongoing	High		
		10.4							
		10.5							
		10.6							
		10.7							
		10.8							
		10.9							
		10.10							
		10.11							
		10.12							
		10.13							
		10.14							
		10.15							
11	Minimise any perceived or real democratic deficit	11.1	Ensure good communications back to the constituent authorities	Team Managers and Senior Management Team	Head of Regualtory Services, Business Managers, Team Managers	Ongoing	Medium		
		11.2	Ensure all publicity pushes the joint nature of services	Team Managers and Senior Management Team	Head of Regualtory Services, Business Managers, Team Managers	Ongoing	Low		
		11.3	Maintaining "localism" into the operational delivery	Senior Management Team	Head of Regualtory Services, Business Managers,	Ongoing	Low		
		11.4							
		11.5							
		11.6							
		11.7							
		11.8							
		11.9							
		11.10							
		11.11							
		11.12							
		11.13							
		11.14							
		11.15							
12	Effective communication with internal partners	12.1	Ongoing liaison with relevant parts in partner councils (eg Planning)	Team Manager	Team Managers	Ongoing	Medium		
		12.2							
		12.3							
		12.4							
		12.5							
		12.6							
		12.7							
		12.8							
		12.9							
		12.10							
		12.11							
		12.12							
		12.13							

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
		12.14							
		12.15							
13	Development where possible of harmonised approach to service delivery by partners	13.1	Have clear scripting for Customer Service staff so that they know the different provisions in each district	Team Manager	Team Managers	Ongoing	Medium		
		13.2	Gradually move towards a more standardised approach within the demands of individual local authorities	Senior Management Team	Head of Regulatory Services, Business Managers	Ongoing	Medium		
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		13.14							
		13.15							
14	Business transformation to deliver required cost savings	14.1	Clear timetable for application of systems thinking in all areas	DM	Team manager Support Services	Sep-11	High		
		14.2	Implement changes in timetable	Team Managers and Senior Management Team	Head of Regulatory Services, Business Managers, Team Managers	Dec-11	High		
		14.3	Effective communication with staff around change procedures	Team Managers and Senior Management Team	Head of Regulatory Services, Business Managers, Team Managers	Ongoing	Medium		
		14.4	Regular reports to Management Board	SJ	Head of Regulatory Services,	Ongoing	Medium		
		14.5	Ensure all managers and senior practitioners have had change management training	Senior Management Team	Head of Regulatory Services, Business Managers,	30/09/11	Low		
		14.6							
		14.7							
		14.8							
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		15.10							
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		15.15							

Completed by:	#REF!
Job Title:	#REF!
Date:	#REF!