

People. Pride. Place.

Democratic and Statutory Services Business Plan

Business Planning 2011-2014

Updated Business Plan for 2011-2012

Draft Delivery Plan Component of the 2011-14 Business Plan



MANCHESTER
CITY COUNCIL

www.manchester.gov.uk

1. Business Overview

Vision Statement:

- To deliver the council's statutory obligations as they relate to elections, registration and coroners service, access to information and decision-making in a way that promotes corporate values
- To deliver professional services that offer value for money and that meet the needs of all of our customers
- To ensure clear governance and accountability of the council's decision-making processes by providing strategic support and legal advice on governance, decision making, information compliance and records management.
- To protect the Council from avoidable legal challenges, reputational damage and compensation claims / monetary penalties / criminal sanctions

Service Overview:

Democratic and Statutory Services is part of the City Solicitor's division of the Chief Executive Department. The Service provides core support services relating to governance, information compliance and decision-making and delivers statutory services relating to elections and electoral registration, the registration of birth, deaths, marriages and civil partnerships, citizenship ceremonies and support to HM Coroner.

Top Priorities for the Service

The services priorities for the next three years are:

- To meet the increasing demands being placed on the service, over the next three years, with scarce resources.
- The provision of guidance and support to directorates to ensure effective governance and clear accountability in the council's decision-making processes;
- The administration of local and national elections and referenda to the highest possible standard and in a way that meets the needs of the city's electors and key stakeholders. This will include the implementation of recommendations arising from the (Acting) Returning Officer's Review of the 2010 combined elections and the review of business processes within the service;
- The successful implementation of individual electoral registration whilst improving current registration levels and the continued development of data-sharing opportunities across departments and other agencies;
- Continued reduction of the backlog of inquests within the Coroner's Service and the introduction of a local Coroner's Charter to communicate and improve services to bereaved people;
- Supporting the development and implementation of governance arrangements for the Greater Manchester Combined Authority;
- Diversifying the range of services offered by the Registration Service to enhance customer choice and maintain existing income levels;
- Providing strategic support and advice on information and data management and information security;

- Maintaining a highly-skilled, flexible workforce and managing any short term skills shortages;
- To be first in class amongst comparator organisations with regards to quality and value for money.
- Implementation of the requirements of the Localism Bill.

Customers

Services are provided to Manchester residents, non Manchester residents, elected members, MPs, MEPs, council officers, external organisations (for example the Information Commissioner), government departments and anybody with an interest in the decision-making process and the operation of Manchester City Council.

Transformation

The service is reviewing customer contact mechanisms to identify those services and enquiries which can be provided via the corporate contact centre or online. Functions which may be assimilated into the corporate contact centre include general enquiries and requests for information relating to electoral services and the registration service, the booking of appointments with the registration service and the dedicated elections information line which operates in the run up to local and national elections and referenda, where capacity allows. The transfer of customer contact functions will enable resources to be targeted e.g to enable further data matching work to improve the accuracy and completeness of the electoral register, and to enable the Service to meet the requirements of legislative changes and electoral reform.

Over the past twelve months, the Directorate of Transformation has undertaken specific reviews of the Electoral Services Unit and Coroner's Service.

The Electoral Services Review focused on the implementation of recommendations arising from the (Acting) Returning Officer's Review of the 2010 combined elections, in particular:

- Information and Communications Technology (ICT) Resilience
- Staffing and support from across the organisation
- Review of the Electoral Services Unit
- Business Continuity arrangements

Recommendations from the Electoral Services Review have led to in changes to business practice which will result in further improved risk management.

Recommendations arising from the review of the Coroner's Service - budget, staffing and ICT support - have now been implemented or are in progress. Revised business processes have had a demonstrable impact in the past six months and clear progress has been made in reducing the backlog of inquests.

Service Model and Staffing

The service delivers a combination of frontline and core support functions across five teams, employing 89.37 Full Time Equivalent staff members (FTEs)

- Registration Service
- Coroner's Service

- Governance and Scrutiny Support Unit
- Electoral Services Unit
- Democratic Services Legal and Information Team

Staffing structures are currently being reviewed in light of budget restraints and proposed future legislative changes relating to constitutional reform and elections, and in accordance with M People and the Target Operating Model for the Chief Executive's Directorate. This review will identify opportunities to move away from specialist professional posts to more generic and flexible posts, and how the existing workforce will be developed to attain the skills and knowledge required to meet the needs of the service.

Business Model and Principal Partners

The service is comprised of different sections which offer both frontline services to customers and core support services to the rest of the organisation.

The provision of statutory services is regulated and assessed by external organisations, including the Electoral Commission, Information Commissioner and the General Register Office.

The service currently works closely with government departments such as the Cabinet Office and Communities and Local Government regarding the development of electoral policy and legislation and on the governance of the combined authority.

2. Key Changes to be Delivered

Context

The Government has announced a series of proposals which will have a significant impact on decision making and electoral services, most notably:

- Proposed changes to parliamentary constituency boundaries and the administration of the referendum on Alternative Vote
- The Localism Bill, including the possibility of referenda on local issues and proposed elections for directly elected police commissioners and directly elected Mayors.
- Proposals to speed up the implementation of Individual Electoral Registration, which will require a full reassessment of the electoral registration function.
- The extension of freedom of information and requirement to publish expenditure over five hundred pounds
- The abolition of the statutory standards regime
- The introduction of the combined authority and Local Enterprise Partnership.

The Service will continue to support the development and implementation of governance arrangements for the Greater Manchester Combined Authority.

The Service is also participating in a national data sharing pilot to improve the accuracy and completeness of electoral registration.

The range and volume of services and functions to be delivered by the service will increase significantly over the next three years, particularly with regards to electoral services. Within this context, Democratic and Statutory Services is in the process of reviewing current structures and business processes to ensure that the service is equipped to meet these new and existing statutory obligations whilst improving customer experience. This review will be conducted in accordance with the principles of the Target Operating Model for the Chief Executive's Department and M People priorities regarding the development of transferable skills and a flexible workforce. As previously mentioned, the broader review of current structures across the service will take into account recommendations from the Directorate of Transformation (DoT) review of Electoral Services.

Key changes to be delivered

- Diversification of the registration service to include further income generating non-statutory services and pilot schemes. This will improve the range of services available to customers and will reduce reliance on vulnerable income streams;
- Continuing to reduce the backlog of inquests within the Coroner's Service
- The implementation of the local Coroner's Charter and supporting performance management framework to inform the development of services provided to stakeholders;
- Reviewing customer contact arrangements for frontline services so that customers are able to access core services currently provided by the registration service, information governance team and electoral services unit via the corporate customer contact arrangements;
- Continue to develop a flexible workforce with the requisite knowledge and skills to work across all teams within the Democratic and Statutory Services section.

- Further development of suitable frameworks for benchmarking, to cover all teams within the Service
- Management of scarce resources in light of the requirements of the Localism Bill.
- Continue to improve the accuracy and completeness of the electoral register with better use of data sharing.

Impact on the Service

The challenge for the Service will be to discharge the Council's increasing statutory responsibilities, required by the Localism Bill, electoral reform and the forthcoming Freedom Bill, within the context of extraordinary financial constraints.

Although the service will continue to provide a combination of strategic support and frontline services, the way in which these services are delivered will change significantly and will improve customer choice and experience.

In accordance with the 'one council' approach, routine customer enquiries which are currently administered by the registration and electoral services department will be delivered by the corporate contact centre. These services will also increase the number of transactions that can be completed online, such as appointments and requests for certificates within the registration service and the distribution of postal vote and registration applications in electoral services. In addition to the clear benefits to the customer of the 'one call, one click' approach, the corporate contact function will enable the service to target resources to the development and improvement of the service. The Registration Service in particular is seeking to expand the range of services provided online, including an appointment facility and a certificate ordering service. The General Register Office offer a central on-line certificate ordering service and so in this competitive market, the provision of these services is contingent on having the requisite ICT facilities and infrastructure so that customers opt to use the City Council for these services.

Corporate support services relating to governance, decision-making and information compliance will be redefined and a greater emphasis will be placed upon a self-service approach to information compliance and the recording of delegated decisions in accordance with corporate advice and guidance and the use of templates.

3. Overall Objectives

The Service's overall objectives are:

- To deliver the challenges for the Service in discharging the Council's increasing statutory responsibilities, required by the Localism Bill, electoral reform and the forthcoming Freedom Bill, within the context of extraordinary financial constraints.
- To deliver the various democratic processes and governance arrangements which support elected members and officers to take lawful decisions to deliver corporate priorities, and to ensure that the scheme of delegation is updated in line with changes resulting from service redesign.
- To ensure that information about the council's functions and decisions is communicated in a clear and transparent way, and that information held by the Council can be accessed in accordance with legal requirements
- To administer elections and electoral registration to enable all eligible residents to elect their local Councillors, MPs and MEPs and to participate in local and national referenda
- To provide strategic support and professional legal advice on a wide range of specialist matters including governance, decision making, statutory information access rights, information assurance, data sharing and records management.
- To discharge statutory functions relating to the registration of births, deaths, marriages and civil partnerships, citizenship ceremonies, and school admission and exclusion appeals.
- To offer a range of revenue earning non-statutory services to meet the needs of Manchester's residents and residents of other residential areas, including the Nationality Checking Service, as well as other non-statutory ceremonies such as baby naming and renewal of vows.
- To support the activities of HM Coroner. The Coroner is an independent judicial officer appointed by the local authority to investigate any death which is unnatural, sudden, unexplained or violent or occurs in prison. The Council is responsible for the provision of support to the Coroner by way of staff and must meet the expenses that the Coroner incurs. e.g. the costs of post mortems and inquests. These costs vary considerably depending on the complexity of the case.

Contribution to Council's key policy and financial objectives:

Democratic and Statutory Services delivers, and supports other services to deliver, services which contribute to the council's key policy and financial objectives and underpins the democratic process.

Neighbourhood Focus

- Registration Service staff work from community venues, across the city, so that service users can register a birth or death locally, rather than having to travel into the city centre. The service also performs civil ceremonies in a range of approved premises across the city.
- The Independent Education Appeals Service is increasing the number of education admission appeals which are held in community venues across the city. This improves the experience of parents / carers by removing the requirement to travel into the city centre and enables appeals to be held in less formal settings than the Town Hall.
- The Electoral Services Unit has recently conducted a statutory review of polling places and polling districts. This review made changes to a number of polling districts and places which took into account representations received from elected representatives, key stakeholders and the public about the location and accessibility of polling stations.
- The Democratic Services Legal Team and the Electoral Services Unit will be involved in the implementation of the Localism Bill which includes a new measure which will give residents, councillors and the Council itself the power to instigate a local referendum on any local issue.
- To provide support to directorates to respond to emerging legislative changes impacting on neighbourhoods.

0-5s/Think Family

- The Registration Service has helped to deliver the Bookstart programme in conjunction with Children's Services.
- Work with Children's Service to monitor and track unregistered births to ensure that agencies are aware of all children born in the city
- Providing the option for birth registrations to be undertaken in a community setting, such as at a Sure Start Centre. This has the added benefit of encouraging new parents to visit Sure Start Centres to find out about the facilities and support available. However, this strategy will need to be reviewed in the light of any changes to Sure Start services.
- Supporting decision-making and scrutiny of services provided by the City Council and its partners to children and families.
- School admission appeals play an important role in the admission process.

Environmental Sustainability

- Community based registrations will reduce the number of visits made into the city by those wishing to access services, thus reducing emissions

- Registration Services are currently trialling an on-line system for customers to purchase birth, death and marriage certificates. This provides another opportunity for residents to purchase a certificate without having to travel into the City Centre.
- The Electoral Services Unit has increased the use of technology by enabling householders to respond to the annual canvass (where there were no changes) by an automated telephone service, text message or on-line, thus reducing the amount of mail being transported, whilst also saving return postage costs for the council.
- Providing professional expertise regarding effective records management to services, including where cost effective the transition from paper to electronic records.
- The Independent School Appeals Service has been holding a number of school appeals in community venues within the catchment area of the school the appeals relate to. This makes it easier for parents to attend their appeal, reduces the distance parents have to travel and avoids the need to travel into the city centre.

Worklessness and Skills

- Registration Services have filled some posts through “Manchester Approach” (for disadvantaged Manchester Residents) and has provided opportunities for work experience through the Greater Manchester Power Young Apprenticeship Scheme. A number of areas of the Service have provided placements for trainees on the Future Jobs Fund Scheme and the Service will continue to provide opportunities for placements and apprenticeships for Manchester residents, when appropriate schemes are available.
- Support to the Economy, Employment and Skills Overview and Scrutiny Committee to scrutinise the delivery of outcomes under the Greater Manchester Strategy
- The Electoral Services Unit is working with Corporate Personnel to identify a mechanism to formally recognise and certify the key skills and competencies of polling station staff and elections support staff.
- In accordance with the corporate Skills Pledge, a skills audit has been undertaken across the service to collate qualifications and skills of all staff under Grade 6. This information will be considered alongside information in Team Plans and Appraisals to inform individual development programmes for each member of staff based upon the service’s priorities.
- The Service’s Workforce Development Plan has been developed with reference to the key principles of the Chief Executive’s Target Operating Model (TOM) and includes the implementation of a flexible working strategy across the different teams, in line with the principles of M People. The purpose of these flexible working arrangements is to maximise the services’ capacity to allocate resources to high-pressure areas such as elections and

will provide staff with the opportunity to develop transferable skills in different areas of work.

Corporate Values

The corporate values of People, Pride and Place are reflected throughout the service, e.g.

- Supporting lawful decision-making by members and officers and communicating these decisions, and the reasons for them, in a clear and transparent way;
- Provision of information about the council's functions in accordance with the law and in a way that projects a positive image about the city and the local authority through the effective delivery of advice regarding the Freedom of Information and Data Protection Act;
- Administration of elections and electoral registration to enable the people of Manchester to influence and take part in decisions that affect them and their city by electing their representatives locally, nationally and in Europe;
- Embedding local democracy as a fundamental council function by securing support for the administration of elections and electoral registration by all council directorates;
- Emphasis upon workforce development and cross-skilling across the whole service to ensure that staff are supported to develop their skills and reach their full potential;
- Providing a broad range of revenue earning non-statutory services, such as nationality checking and citizenship ceremonies;
- Administering the statutory petitions scheme on behalf of the council, a mechanism through which members of the public can make representations and raise concerns about issues that affect them.

Emerging Budgetary Pressures

The constitutional reform agenda and the Localism Bill contain proposals, including proposals for more elections and referenda, which will have a significant impact upon the nature and volume of work to be delivered by the Electoral Services Unit and the Democratic Services Legal Team. The full extent of the constitutional reform agenda and the Localism Bill, and the associated costs for the City Council are not yet clear, however it is currently anticipated that additional elections and referenda will be held in 2011 and 2012, and proposals to speed up the implementation of Individual Electoral Registration, which will require business processes on electoral registration to be redesigned.

The Coroner's Service is likely to continue to suffer budget pressures because of the legal requirement to reimburse expenses incurred by the Coroner in discharging his statutory functions, which is within his sole discretion. Opportunities to make savings via shared purchasing and procurement are being explored; this includes procuring a service for the removal of bariatric bodies (where specialist transport is required due to the size and weight of the body), which is no longer undertaken by Greater Manchester Fire and Rescue Service.

Strategic Communications Activity

External

- Alternative Vote Referendum and Local Elections: Information about electoral registration deadlines and processes, combination issues, location and facilities of polling stations following the statutory review in autumn 2010.
- Individual Electoral Registration (subject to confirmation by government): Electors will be asked to provide supporting information when applying to register, including their date of birth and National Insurance Number. Careful consideration will need to be given to explaining this change to electors and encouraging people to return their registration forms
- Coroner's Charter - production of materials explaining service standards in Manchester's Coroner's Charter
- Ongoing activities to raise awareness of the statutory and non-statutory (income generating) services within Registration Services.
- Production of all committee papers

Internal:

- Guide to Decision Making and Templates: This guidance is for all senior officers and decision-makers and sets out the key principles of good decision-making and the templates for use in recording delegated decisions

4. Performance Measures

Objective	Performance Measure	Baseline (date)	Target Performance			Actual Performance
			2011/12	2012/13	2013/14	(2010/11)
Overall Objective - To discharge statutory functions relating to the registration of births, deaths, marriages and civil partnerships						
To increase the number of birth registrations at Sure Start centres within the city. (Subject to any changes to Sure Start provision)	% increase of number of births registered at Sure Start centres compared to the previous year.	3941 (2009/10)	5%	5%	To be agreed	3.5% increase April – September, over the same period in 2009/10
Overall Objective - To support the activities of HM Coroner.						
To improve the average length of time taken for inquests to be better than the national average and contribute to the implementation of the forthcoming Coroners Charter	Average length of time to complete an inquest (from report of death until conclusion of an inquest hearing)	31 Weeks (2009)	25 Weeks	20 Weeks	To be agreed	Data will be available from Ministry of Justice in May 2011.

Objective	Performance Measure	Baseline (date)	Target Performance			Actual Performance
			2011/12	2012/13	2013/14	(2010/11)
Overall Objective - To effectively administer elections and electoral registration to enable all eligible residents to elect their local Councillors, MPs and MEPs and to participate in local and national referenda						
To increase the number of eligible Manchester residents who are registered to vote	Percentage of households who respond to the annual canvass of electors register	88% (Dec 2009)	90%	91%	92%	92.7% (December 2010)
To increase the number of eligible Manchester residents who vote in local elections	Percentage of eligible voters who vote in local elections	27% May 2008 (no local elections in May 2009 and 2010 figures include the general election)	28.5%	29%	There are no local elections scheduled for 2013	City wide turnout at the May 2010 elections was 49.44%. However, local elections were combined with parliamentary elections on this date.
Overall Objective - To deliver the various democratic processes and governance arrangements which support elected members and officers to take decisions to deliver corporate priorities						
To improve the length of time taken between submission of an Education Admission Appeal and the appeal being determined	Number of days between submission of an appeal and the appeal being heard	58 days (2009)	45	42	To be agreed	52 days (to date)

Objective	Performance Measure	Baseline (date)	Target Performance			Actual Performance
			2011/12	2012/13	2013/14	(2010/11)
To develop greater neighbourhood focus within the independent Education Appeal Service	Percentage of School Appeals hearings held in community venues	Being compiled.	20%	30%	To be agreed	Being compiled.
To engage members of the public in the scrutiny process	The number of times members of the public contributed to scrutiny meetings.	107 (May 09 - March 10)	120	130	140	Data will be available in March 2011
To provide effective professional support to Overview and Scrutiny Committees to facilitate greater support and challenge of public services to deliver high quality outcomes for local people.	The number of substantive recommendations made by scrutiny committees to the Executive, Council officers or partners.	189 (May 09 - March 10)	200	210	220	Data will be available in March 2011

5. Workforce Plan

Business Workforce Plan – This plan will need to be reviewed and revised once the outcomes of Voluntary Early Retirement / Voluntary Severance process (VER / VS) are known.

Evaluation of Workforce Development Activities 2010 - 2011

Activity	Investment	Impact
Appointment of a number of full time staff to fill vacant roles within the structure of Registration and Coroner Services. A number of these staff were appointed through redeployment / M people procedures.	Temporary staff salaries replaced by permanent staff salaries. Training officer time	More stable staffing. Training of permanent staff rather than a succession of temporary staff. Increased capacity to deliver statutory and income generating services.
The training officers in Registration Services developed a detailed training programme for new and existing registrars, and paperwork to track their progress through the programme.	Training officer time	Newly appointed registrars were able to follow a well structured induction and training programme which enabled them to quickly operate independently.
The Scrutiny Team provided a series of training sessions for staff, on the legal provisions in the Constitution about decision making.	Staff time	Much better awareness of the requirements of the constitution.
A programme of work shadowing and secondment continued to operate between Registration Services and Coroners Office staff and was extended to include Electoral Services. Secondments have also taken place from Governance and Scrutiny Support Unit to Electoral Services and to Democratic Services Legal Team.	Covered from existing staff resources.	Improved awareness of the roles of staff between these two services and increased flexibility of staffing to enable improved cover for staff absence and at points of high demand. Capacity building and increased management support for Electoral Services. Increased flexibility for support to the ESU by other staff during the run up to and during elections / referenda.

Activity	Investment	Impact
Registration Services have filled some posts through "Manchester Approach" (for disadvantaged Manchester Residents) and has provided opportunities for work experience through the GM Power Young Apprenticeship Scheme. A number of areas of the Service have provided placements for trainees on the Future Jobs Fund Scheme	Training and development resources.	Employment opportunities for Manchester residents as well as increased capacity within Registration Services to provide high demand services.
Training for Managers in the use of the Personnel functions within SAP.	Time spent attending training course.	Improved ability of managers to monitor staffing issues e.g. staff absence reports.
<p>The Registration and Coroner Services Manager has been seconded to Electoral Services, initially to provide interim management pending the appointment of a new manager and subsequently to help to train the newly appointed manager.</p> <p>The Registration Manager has been acting up as Registration and Coroner Services Manager during this period.</p>	Covered from existing staff resources.	<p>Strong management support for Electoral Services.</p> <p>Supported management development for two members of staff moving into more senior positions.</p>
Training of more officers to work as school admission appeals clerks.	Staff time.	Increased capacity to handle the high volume of appeals.
Information Governance have e learning training materials on the Learning and Development intranet site on Data Protection and Protecting Information (Level 1 and Level 2)	Cost of tutorials and hosting arrangements	Supports compliance with legal obligations

Activity	Investment	Impact
Face to face training has also been provided on information rights legislation and Information Commissioner's regulatory powers and new sanctions. Training is also arranged at AGMA level on information governance topics and advertised across the Council.	Officer time in delivering face to face training & producing training materials	Supports compliance with legal obligations
Two members of staff in the Legal Services team are in the process of obtaining professional information qualifications in information rights law.	Professional development	Supports compliance with legal obligations
Solicitors in the legal team have complied with the Law Society's professional development requirements for updating their legal knowledge in relevant legislation	Ongoing Professional development	Supports compliance with legal obligations

Workforce Profile – subject to change. To be reviewed and revised once the outcomes of VES / VR and known.

	Service Area	Number of Employees	FTE	Manchester Residents
2010 - 2011	Democratic and Statutory Services	101	89.37	37

36.7% of the total number of employees within Democratic and Statutory Services employees are Manchester residents. This is an increase of 0.7 percentage points on 2009 – 2010. Some new staff appointments in the Service Area have been through “Manchester Approach” and a number of opportunities for work have been provided through the Future Jobs Fund Scheme. The People Strategy articulates corporate priorities around workforce development and includes a commitment to maximising opportunities for residents to work for the Council; the service’s workforce development plan includes measures designed to increase this percentage over the next three years by increasing the number of entry level positions with clear routes of progression and which are linked to professional development and training.

A number of vacancies within the service area have been filled during the year, which has reduced the reliance in some services on temporary staff.

Equalities Information

Service Area	Payscale Banding	Number of Employees	Number of Employees with BME data	Number of BME Employees	% BME	Number of Female Employees	% Female	Number of employees with disability data	Number of Disabled Employees	% Disabled
Democratic and Statutory Services	Grade 1 -5 (and equiv)	53	44	10	22.73%	31	58.49%	43	2	4.65%
	Grade 6 -8 (and equiv)	32	29	2	6.90%	20	62.50%	29	1	3.45%
	Grade 9 -10 (and equiv)	7	5		0.00%	3	42.86%	5		0.00%
	Above Grade 10	10	9		0.00%	5	50.00%	9		0.00%
	Total		102	87	12	13.79%	59	57.84%	86	3

The City Council target for Black and Minority Ethnic (BME) Staff is 17.8% by 2010. At 13.79%, the current staff level falls short of this target. Currently, all BME staff within the Service area are at grade 8 or below. Therefore the service area is not contributing to the council’s target of 7.8% BME staff at grade 10 or above.

The number of staff in Democratic and Statutory Services is low in comparison to other service areas, and BME data is currently only available for 85% of staff. Two additional BME staff have been recruited since 2009-2010, which is 16.7% of the new staff within the service (where BME data is known) Recruitment of a further four BME staff across the service would bring the service area very close to meeting corporate targets. All managers are aware of the importance of ensuring that the workforce is fully representative of the people that the council serves and equality information will be reported to managers on a regular basis.

The service performs well with regards to gender equality: the number of women employed in senior positions (Grade 10 and above) is 50%. Although this is based on relatively small number of employees, this percentage is replicated across the service: women make up 42.86% of employees at Grades 9 and 10 and more than half of employees at Grades 6, 7, and 8 are female.

Of the 86 employees for whom disability data is available, three are disabled which represents 3.49% of the workforce which falls significantly short of the corporate target for the number of disabled employees - 5.10% by 2010. This is, however, a significant increase from 2009-2010 where the percentage of disabled people in the workforce was 1.33%. The service is committed to contributing to corporate objectives to become an employer of choice for disabled people and will continue to support the implementation of recommendations arising from the Corporate Disabled Staff Strategic and Core Groups to increase the representative of disabled people at all levels.

More broadly, the workforce development plan also sets out a detailed programme of training and development for existing staff to increase skills and knowledge of each team within the service to ensure that all existing staff are able to realise their full potential. When combined with the service's commitment to implementing the skills pledge, the investment in staff development will enable the service to support existing BME and disabled staff to progress within the organisation in accordance with the Council's commitment to increasing the number of BME employees in senior management roles.

Age Profile

Service Area	Payscale Banding	Age Range							Grand Total
		<18	18 - 24	25 - 34	35 - 44	45 - 54	55 - 59	60+	
Democratic and Statutory Services	Grade 1 -5 (and equiv)		3	18	12	13	5	2	53
	Grade 6 -8 (and equiv)		1	15	8	3	4	1	32
	Grade 9 -10 (and equiv)			1	2	4			7
	Above Grade 10				3	3	3	1	10
	Total		4	34	25	23	12	4	102
	Percentage	0.0%	3.9%	33.3%	24.5%	22.5%	11.8%	3.9%	
MCC (Excluding Schools)	Percentage	0.01%	3.9%	18.8%	24.9%	33%	12.1%	7.3%	

Democratic and Statutory Services has a generally younger age profile than that for the Council as a whole. Democratic and Statutory Services has 33.3% of the staff in the age range 25-34 compared to 18.8% across the council as a whole and only 15.7% of the staff are 55 and over, compared to 19.4% across the council as a whole.

Sickness Absence

Directorate	Current Workforce	Duration of Absence in Days					Occurrences of Absence					Average Days Lost (based on current employees) BVPI 12?
		5 Days or Less	%	20 or More days	%	Total Days Lost	Occurrences of 5 Days or Less	%	Occurrences 20+ Days	%	Total Occurrences	
Chief Executives Department	1,952	4,382	30.13	7,501	51.57	1,4545	2,108	83.29	154	6.08	2,531	8.51
Democratic and Statutory Services	102	284	42.2	282	41.9	673	149	88.17	8	4.73	169	7.19

Sickness absence information forms part of the range of management information that is reported to the Democratic and Statutory Services Senior Management Team on a monthly basis.

The total average days lost to sickness is 7.19 for Democratic and Statutory Services, which is below the level for the rest of the Chief Executive's department. The percentage of occurrences which are over 20 days is significantly less than the departmental average (4.73% of total sickness), which indicates that the service is successfully implementing corporate guidance regarding support to employees with long term sickness.

Staff Turnover – Year end June 2010.

Service Area	Permanent Employees			Fixed Term			All Employees		
	No of Emps (ave)	No of Leavers	% Turnover	No of Emps (ave)	No of Leavers	% Turnover	Total No of Emps	ALL LEAVERS	% Turnover
Chief Executives	1,919	119	6.20%	194	38	19.59%	2,113	157	7.43%
MCC Excluding Schools	11,356	782	6.89%	633	168	26.54%	11,989	950	7.92%

Skills Levels

The skills pledge questionnaire was circulated in September 2009 to staff on Grade 6 and under – a total of 37 staff across Democratic and Statutory Services (Elections, Governance and Scrutiny Support, Registrars and Coroners).

Since circulating the questionnaire 8 staff from the Elections Office and Governance and Scrutiny Support have left the Council. The information below does not include their data.

Of the remaining staff, 20 responded to the skills pledge questionnaire

School qualifications

All left school with CSE/GCE qualifications, and/or O levels, A levels, NVQs and RSA qualifications.

Higher Education

Seventeen went into higher education and attained degrees in a range of subjects.

Course Type

In the questionnaire staff could indicate if they were interested in undertaking further training. This could be a work related qualification or skills based qualification.

Of the 20 who responded fifteen said they would be interested in further training. The type of courses or training requested were training administrator/personnel courses, ICT, Project Management, language courses, management courses and other more specific work related training.

Analysis of generic skills and competencies

An analysis of generic skills and competencies will be carried out by January 2012 within the context of the m people approach.

An analysis of the issues in the year to 1 April 2011 – describing skills shortages, cultural issues etc.;

See below - The gap between the current workforce and the workforce needed by 31 March 2012

The Work Force as at March 2014

The workforce that will be needed to deliver the service model predicted as at 31 March 2014

A flexible workforce possessing necessary skills to work across teams in accordance with customer demand and fluctuating needs (e.g. pandemic flu, elections, school admission appeals, Freedom of Information Act (FOIA) requests)

Increased use of bespoke technology solutions to improve customer experiences in registration service, coroners and electoral registration and preparation for some functions being undertaken via the corporate contact centre.

The gap to be addressed between the workforce as at 1 April 2011 and the workforce as at 31 March 2014.

There will be a need to continually review organisational structures over the next three years to implement any additional statutory responsibilities (Coroners Charter, Individual Voter Registration), within budget constraints and the outcomes of VER/VS. Frontline services in particular will be affected by the corporate contact centre and this will be factored in to ongoing service planning.

The focus over the next three years will be to maintain a multi-skilled workforce with planned training and development to ensure that each member of staff has the necessary skills to work in at least two of the four teams.

Three year objectives to address the gap

Workforce development Objectives (2011 – 2014)	Responsibility	Timescale
<p>Supporting the flexible transfer of staff throughout the organisation in accordance with the principles of m people.</p> <p>Implement Skills Pledge by supporting staff to undertake relevant Level 2 qualifications in accordance with corporate targets (100% of employees qualified to Level 2 (5 GCSE's or equivalent grades A-C) and 65% to be skilled to Level 3 (2 A-Levels) by 2015)</p> <p>Develop clear routes of progression for entry-level positions in recognition of corporate priorities around worklessness and skills and explore opportunities for such positions to be targeted to Manchester residents.</p> <p>Improve flexibility and mobility across the workforce to deliver more neighbourhood focused services and develop skills in using new technology in Coroners, Registration Services and Electoral Services to improve customer service and efficiency.</p> <p>Specific skills issues and training will be identified via the appraisal process and will also be informed by qualitative information from forthcoming customer satisfaction surveys.</p> <p>Continued professional development of all qualified legal staff</p>	<p>Head of Democratic and Statutory Services and relevant service managers</p>	<p>All staff to have necessary skills for at least three of five service areas by April 2014</p> <p>April 2011</p>

The Work Force as at March 2012

Description of the workforce needed to deliver the service as described in the business plan at 31 March 2012 (the one-year plan as part of the overall 3 year longer-term plan)

It is likely that there will be additional statutory responsibilities placed upon the service by legislation and these include the Coroner's Charter and Individual Voter Registration.

Specific reviews which will be undertaken are as follows:

- review business process within School Appeals Service to increase time taken to resolve appeals and offer appeals in community venues across the city.

A flexible and adaptable workforce will be required, to allow staff to work across different sections within the service area, to support areas of high and fluctuating demand / workload.

The gap between the current workforce and the workforce needed by 31 March 2012

Gaps in the workforce will be reviewed once the outcomes of VER / VS are known.

Management support for Elections needs to be strengthened..

Workforce requirements for School Appeals Service and Information Governance, including numbers, skills and competencies, will be determined following planned service reviews.

A review of resources and the structure of the Service will be required in light of the requirements of the Localism Bill.

A full skills analysis will need to be undertaken, for all staff across the service area. This will allow the identification of the levels of training and support required to enable staff from across the service area to support the work of other sections when required. This will allow us to build our capacity to meet high and fluctuating service demands and facilitate succession planning / career development.

Twelve month objectives proposed to address the gap.

Workforce development Objectives (2011 – 2012)	Responsibility	Timescale
<p>The development plan will need to respond to the demands created by VER / VS. Gaps created by VER / VS will be filled through m people wherever possible.</p> <p>All managers to be equipped with relevant performance and financial information reviewed and challenged at monthly meetings of all managers within Democratic and Statutory Services</p> <p>Mapping exercise to identify skill levels and qualifications of all staff to identify opportunities for apprenticeships and support staff wishing to gain further qualifications in accordance with the skills pledge.</p> <p>To establish career aspirations, areas of interest and skills gaps for each staff member to inform the development of a comprehensive training programme across Democratic and Statutory Services including general professional development (customer care, IT) plus provide the training and support required to enable staff from across the service area to support the work of other sections when required. This will allow us to build our capacity to meet high and fluctuating service demands and facilitate succession planning / career development.</p> <p>In addition, we will ensure that staff are fully aware of the opportunities available through M people in terms of personal career development and staff will be developed to enable them to take advantage of the opportunities available.</p>	<p>Head of Democratic and Statutory Services and all service managers</p>	<p>Ongoing</p> <p>Update by April 2011</p>
<p>Undertake customer satisfaction surveys within each team to inform future training and development activity.</p>	<p>All service managers</p>	<p>September 2011</p>
<p>Establishment of an Elections Support Team, whereby staff from across the Council will be trained to provide additional capacity within the Electoral Services Unit in the run-up to and during elections.</p>		<p>By May 2011</p>
<p>Service delivery will be reviewed in light of the requirements of the Localism Bill, forthcoming Freedom Bill, electoral reform and other emerging legislative requirements..</p>		<p>By May 2011</p>

Please note the proposals in this section are subject to further discussions with the relevant professional leads

How the workforce plan will be evaluated.

The Workforce plan will be evaluated through regular review at the Democratic and Statutory Services Management Team meetings and through 1:1s and appraisals.

6. Equalities Action Plan

Strategic objective 1- Knowing your communities and equality mapping				
Target	Activities	Officer responsible	Deliver by	Outcome
Review and improve the accessibility of all services delivered by the section to all Manchester residents	Undertake at least one Equality Impact Assessment (EIA) per service during each financial year to establish any gaps in service provision	All Service Managers	Within the first quarter of each year to enable the outcome of EIAs to inform future business plans	Last year the Registration and Coroner Services section carried out an EIA. Actions arising from this are being implemented to make the services more accessible (see objective 3.) This year the Governance and Scrutiny Support Unit will conduct an EIA.
Improve the quality of information about the service's core users, including qualitative information	Develop appropriate measures to gather better information about customer satisfaction and who the service's customers are. To use this information, along with information about customers from State of the City, State of the Wards and Communities of Interest Reports to inform service delivery and future Equality Impact Assessments.	All Service Managers	Each service will review its systems for collecting information about customers and their satisfaction with services and identify areas for improvement by March 2012	Develop a more accurate profile of customers according to equality groups using customer satisfaction and corporate information to inform future service provision.

Strategic objective 2 – Place shaping, leadership, partnership and organisational commitment				
Target	Activities	Officer responsible	Deliver by	Outcome
Embed equalities issues throughout the service	Report progress against policy objectives, the outcome of EIAs and teams action plans to monthly meetings of Democratic and Statutory Services Senior Management Team Use customer satisfaction survey and appraisal information to inform training and development activity to address equality objectives	All Service Managers	Ongoing	Services that are responsive and meet the needs of all customers in full
Explore opportunities to develop content of Citizenship Ceremonies with schools as part of the citizenship curriculum.	One ceremony has been held in a primary school. Work is underway to find a secondary school partner who will involve citizenship ceremonies in its curriculum in an effective way.	Registration and Coroner's Service Manager	Work is underway to try to secure an agreement by December 2010.	Improve knowledge and understanding of citizenship and different Manchester communities amongst children and young people.

Strategic objective 2 – Place shaping, leadership, partnership and organisational commitment				
Target	Activities	Officer responsible	Deliver by	Outcome
Increase number of people from BME groups who are registered to vote and who participate in local and parliamentary elections	<p>Development and implementation of public awareness strategy. This will include increased canvassing activity which will provide residents with advice at their home on the registration process and voting.</p> <p>Deliver communications campaign for electoral registration amongst BME groups, such as communication with faith groups explaining the registration process.</p> <p>Include a short presentation about the right to vote in citizenship ceremonies and provide registration forms for new citizens to support this.</p>	Electoral Services Manager	1 December 2010 and ongoing	<p>Build social capital and increase the number of people who feel they can influence decisions that affect them.</p> <p>Increased proportion of BME residents on the electoral register.</p>

Strategic objective 2 – Place shaping, leadership, partnership and organisational commitment				
Target	Activities	Officer responsible	Deliver by	Outcome
Ensure voters with disabilities are able to participate in local and parliamentary Elections	<p>Continually review services offered to voters with disabilities</p> <p>Tactile Devices for visually impaired voters and the provision of Braille and large print ballot papers</p> <p>Home visits for voters unable to complete their ballot papers</p> <p>Review suitability of all polling station accommodation and provide instructions and guidance for polling station staff about temporary reasonable adjustments to make stations fully accessible</p> <p>Consult with representatives of disability groups regarding all aspects of registration and elections.</p>	Electoral Services Manager	Ongoing	Build social capital and increase the number of people who feel they can influence decisions that affect them

Strategic objective 2 – Place shaping, leadership, partnership and organisational commitment				
Target	Activities	Officer responsible	Deliver by	Outcome
To implement the actions arising from the Registration and Coroner's Service Equality Impact Assessment in consultation with representatives of equality groups	The range of languages spoken by staff in the service will continue to be used to support access by customers who do not speak English as a first language.	Registration and Coroner's Service Manager	Delivered	To ensure that all services delivered by the Registration and Coroner's Services section become more equally accessible to all Manchester residents
	Review facilities for people who are deaf or hard of hearing and review signage used in the offices to promote easier access for disabled people		Discussions are ongoing with the Building Manager at Heron House	
	To request training from the UK Border Agencies on correctly identifying sham marriages		Delivered	
	Train more female staff to be able to attend Sikh temple weddings		Delivered	

Strategic objective 3 – Community engagement and satisfaction				
Target	Activities	Officer responsible	Deliver by	Outcome
Increase number of people who feel they can influence decisions that affect them	<p>Develop and implement communications strategy and campaigns for 2011 elections and referenda. This will incorporate activity particularly targeted to under registered groups to increase the number of eligible people who are aware of who can vote and how to vote.</p> <p>To increase public participation in the scrutiny process via suggestions for topics to be scrutinised and the number of members of the public who are directly involved in scrutiny activity. Consultation with elected members on community engagement in scrutiny will take place in December 2010 to discuss how this increase can be achieved. This will lead to an action plan.</p>	<p>Electoral Services Manager</p> <p>Governance and Scrutiny Support Unit Manager</p>	Ongoing	<p>Build social capital</p> <p>Contribute to Community Strategy Spine of Individual and Collective Self Esteem and mutual respect</p>

Strategic objective 3 – Community engagement and satisfaction				
Target	Activities	Officer responsible	Deliver by	Outcome
Develop new and improve existing links to representatives of all equality groups to inform future service planning	<p>There are existing links within the service to faith and disability groups but this needs to be strengthened in order to identify any gaps in provision.</p> <p>Representatives of equality groups will be invited to contribute to Equality Impact Assessments and community engagement strategies across the service area. Feedback will be sought from representatives on the effectiveness of the engagement.</p>	All Service Managers	Ongoing	Ongoing dialogue with representatives of equality groups will be fed into the business planning process and will inform future service development.
Continued development of links with faith groups within Coroner's Service to meet the cultural and religious needs of particular faith groups	Continue to review accessibility of out of hours service and use of MRI scans for Muslim and Jewish communities (when the Coroner has agreed that a scan is appropriate.)	Registration and Coroner's Service Manager	Ongoing	Provide service for faith groups in accordance with cultural and religious needs

Strategic objective 4 – Responsive services and customer care				
Target	Activities	Officer responsible	Deliver by	Outcome
Increase number of community based registrations.	Continually review access to community based registrations amongst different groups. This will be primarily focused on registration of Manchester residents in Sure Start centres, but will also include registration of Manchester residents in hospitals or at home.	Registration and Coroner's Service Manager Registration Services Manager	Ongoing	Improve customer experience during major life events Increase knowledge of services available to new parents by providing birth registration services in Sure Start Centres
Ensure fair and equal access throughout the Education Appeals Process for appellants who do not speak English as a first language	Ensure business process supports completion of in year appeals within statutory time limits and to provide translation services on demand	Governance and Scrutiny Support Unit Manager	Ongoing	All appellants feel confident that they have been able to fully participate in the education appeals process.
Increase awareness of the availability of civil ceremonies in Manchester and increase the number of premises where civil ceremonies can be held.	To continue to target communications and marketing activity to lesbian and gay people where resources are available. For example distributing information at Pride about the availability of civil ceremonies and opportunities to host ceremonies.	Registration and Coroner's Service Manager	One premises on Canal Street is registered to host civil ceremonies and further premises are being sought on an ongoing basis.	Increase the number of civil ceremonies conducted by the Registration Service

Strategic objective 4 – Responsive services and customer care				
Target	Activities	Officer responsible	Deliver by	Outcome
Ensure effective schools appeals service is available to parents/guardians of different faiths	<p>Maintain current arrangements with faith schools for the provision of Independent Education Appeals Service and explore opportunities to provide such a service to other faith schools</p> <p>Ensure standardisation and fairness in application of law relating to education admissions and exclusions for children of all faiths across the city</p>	Governance and Scrutiny Support Unit Manager	Ongoing	Fair access to the Independent School Appeals Service regardless of gender, race, sexuality, age, faith or disability

Strategic objective 5 – Modern and diverse workforce				
Target	Activities	Officer responsible	Deliver by	Outcome
Improve awareness and understanding of all staff regarding equalities	Electronic Learning module undertaken by all staff To deliver training in response to needs identified within service areas and to support increased staff participation in Equality Impact Assessments.	All service managers	September 2011	Services more responsive to the needs of customers
Increase percentage of the Democratic and Statutory Services Workforce who are from BME communities and who are disabled so that the service is in accordance with corporate targets	Adhere to MCC recruitment and selection policy	All Service Managers	Ongoing	Ensure that the service reflects the make up of the community it serves and to provide a better service to the people of Manchester

7. Risk Register

Risk Register (any risks with a risk rating of 5 and below have been excluded from this risk register, but continue to be monitored by the Service Management Team)

Risk Identification and Consequence Summary									
Ref	Date Opened	Date Closed	Risk Description	Existing Controls	C	L	Risk Rating	Additional Controls / Notes	Lead for mitigating plan
1			<p>Failure to meet financial targets - current budget and planned efficiencies.</p> <p>Consequences</p> <p>Budget deficit affecting the service's ability to deliver strategic priorities.</p> <p>Funding shortfall for national elections from the Cabinet Office.</p> <p>External costs relating to the numbers and costs of post mortems and inquests required by HM Coroner, over which the service has no direct control.</p>	Budget monitoring by individual service managers on a monthly basis	4	3	12		All Service Managers

Risk Identification and Consequence Summary									
Ref	Date Opened	Date Closed	Risk Description	Existing Controls	C	L	Risk Rating	Additional Controls / Notes	Lead for mitigating plan
2			<p>Inability to plan for effective service because of reactive and urgent nature of work and shortages of skilled staff.</p> <p>Consequences</p> <p>Inability to meet statutory deadlines in some areas due to failure of other service areas to provide information on time</p> <p>Perceived lack of quality of service by some customers</p> <p>External censure e.g. Information Commissioner</p> <p>Reputational damage</p>	<p>Monitor workload and performance of each team to ensure compliance with statutory deadlines</p> <p>Development of multi-skilled workforce able to provide support to other teams within the service at times of reduced capacity or service pressure</p>	2	4	8		M. Chard, Head of Democratic and Statutory Services

Risk Identification and Consequence Summary									
Ref	Date Opened	Date Closed	Risk Description	Existing Controls	C	L	Risk Rating	Additional Controls / Notes	Lead for mitigating plan
3			<p>Flu pandemic resulting in demand overwhelming Registration and Coroners Services</p> <p>Consequences Inability to register deaths and/or process death reports resulting in delays in burial.</p>	<p>Flu pandemic plan developed and tested with MCC Civil Contingencies Unit and in accordance with Ministry of Justice planning guidance.</p> <p>Monitoring of World Health Organisation (WHO) pandemic phases and UK alert levels.</p>	4	2	8		J. Kershner Acting Registration & Coroner Services Manager
4			<p>Reduction in the number of eligible electors registered to vote due to introduction of individual elector registration</p> <p>Consequences Failure to comply with statutory obligation to maintain accuracy and completeness of register. Possible impact on council funding where dependent upon evidence of the number of residents.</p>	<p>The Electoral Services Unit (ESU) will continue to contribute to national planning for the introduction of individual voter registration by the Electoral Commission and Cabinet Office.</p> <p>Communications activity to explain changes to the system and why information is being requested</p>	4	3	12	Individual voter registration will be implemented from 2014,	K Brown Head of ESU

Risk Identification and Consequence Summary									
Ref	Date Opened	Date Closed	Risk Description	Existing Controls	C	L	Risk Rating	Additional Controls / Notes	Lead for mitigating plan
5			<p>Failure to meet statutory timescales for school admission appeals</p> <p>Consequences</p> <p>Failure to resolve education admission appeals within statutory timescales can lead to delays in resolving where a child goes to school and cause stress to children, young people, their parents and carers.</p> <p>Possible appeal to Local Government Ombudsman – remedies include compensation</p>	<p>Review of business process to increase capacity within service at peak times (May to July)</p> <p>Increase number of trained clerks to staff across the whole of Democratic and Statutory Services</p> <p>Regular discussions with Children's Services to inform projections as to the number of appeals likely to be submitted</p>	4	4	16		D Connolly Governance and Scrutiny Support Unit (GSSU Manager)

Risk Identification and Consequence Summary									
Ref	Date Opened	Date Closed	Risk Description	Existing Controls	C	L	Risk Rating	Additional Controls / Notes	Lead for mitigating plan
6			<p>Failure to comply with the Regulation of Investigatory Powers Act</p> <p>Consequences Failure to apply legislation may result in evidence being ruled inadmissible and/or compensation awarded by the court or investigatory tribunal Reputational damage</p>	<p>Limited number of authorising officers who each receive training</p> <p>Audit every authorisation</p>	5	2	10	Review existing process to develop new procedures in accordance with forthcoming new legislation	<p>K Chadwick</p> <p>Principal Solicitor</p>

Risk Identification and Consequence Summary									
Ref	Date Opened	Date Closed	Risk Description	Existing Controls	C	L	Risk Rating	Additional Controls / Notes	Lead for mitigating plan
7			<p>Changes to the services offered by the Registration Service resulting in significant loss of income</p> <p>Consequences</p> <p>The change in governance from the Office of National Statistics to the Identification & Passport Service may present opportunities for streamlining services (e.g. remove the need to obtain a copy birth certificate when applying for a passport), which would directly impact upon income received. However, it may also present opportunities for increasing income e.g. by being able to offer passport application checking services.</p>	<p>Regular liaising with IPS, GRO, and LACORS to ensure 'early warning' of any proposed changes.</p> <p>Identification of business opportunities to increase income streams.</p>	3	3	9		J Kershner Acting Registration & Coroner Services Manager

Risk Identification and Consequence Summary									
Ref	Date Opened	Date Closed	Risk Description	Existing Controls	C	L	Risk Rating	Additional Controls / Notes	Lead for mitigating plan
8			<p>Loss of income due to economic downturn/recession and loss of central funding</p> <p>Consequences Ability of frontline services reliant on income from fees and central funding could affect range and quality of services to customers Inability to maintain a balanced budget</p>	<p>Close monitoring of the income and expenditure to identify emerging issues.</p> <p>Identification of alternative income streams.</p>	3	2	6		J Kershner Acting Registration & Coroner Services Manager
9			<p>Claim by HM Court Services for underpayment of rent for the Coroner's Court.</p> <p>Consequences Would impact on budget if rent is significantly increased and 'back rent' is demanded.</p>	<p>Negotiations are currently taking place with the Court service.</p>	2	4	8		M. Murray, Deputy Head of Corporate Property

Risk Identification and Consequence Summary									
Ref	Date Opened	Date Closed	Risk Description	Existing Controls	C	L	Risk Rating	Additional Controls / Notes	Lead for mitigating plan
10			<p>Increased rental costs for accommodation for Jury inquests due to lack of available space in the Civil Justice Centre</p> <p>Consequences</p> <p>Suitable accommodation is limited and can be expensive. This is likely to impact on budget if we have to use alternative accommodation.</p>	<p>Service is liaising with Corporate Procurement to secure suitable premises which offer value for money.</p> <p>Now have use of additional courts at the Crown Court.</p>	3	2	6		J Kershner Acting Registration & Coroner Services Manager
11			<p>Dependency on income from Citizenship ceremonies, which may not be sustained.</p> <p>Consequences</p> <p>Changes in citizenship route could impact on this income with significant consequences for budget.</p>	<p>Ensure current opportunities are maximised and that trends are monitored monthly to give early warning of any drop in income.</p>	3	4	12	Opportunities for Earned Citizenship income to be maximised.	Vibhu Barchha Ceremonies Team Manager

Risk Identification and Consequence Summary									
Ref	Date Opened	Date Closed	Risk Description	Existing Controls	C	L	Risk Rating	Additional Controls / Notes	Lead for mitigating plan
12			<p>Compromise of confidentiality, integrity and availability of information assets e.g loss of internet access, loss of, or damage to, paper records, loss of access to ICT systems.</p> <p>Consequences</p> <ul style="list-style-type: none"> - Reputational damage - Legal challenge - compensation - action by Regulator i.e monetary penalties - Inability to deliver aspects of the service 	<p>Compliance with legal obligations</p> <p>Policies and procedures</p> <p>Staff training</p> <p>ICT security safeguards</p> <p>Governance and controls for information assurance.</p>	3	3	9		All Service Mangers.

Risk Identification and Consequence Summary									
Ref	Date Opened	Date Closed	Risk Description	Existing Controls	C	L	Risk Rating	Additional Controls / Notes	Lead for mitigating plan
13			<p>Loss of Sure Start accommodation for birth registrations.</p> <p>Consequences</p> <p>Approximately 40% of birth registrations take place at Sure Start centres. If Sure Start centres are no longer available, we may need to find alternative accommodation for a large proportion of our birth registrations and this may affect our ability to offer appointments within 3 days.</p>	J Kershner liaising with Sure Start to discuss what contingency plans might be put in place.	3	4	12		J Kershner Acting Registration & Coroner Services Manager

8. Business Continuity

Management Progress Statement

Key achievements over the past twelve months include:

- Increased capacity within the service by developing skills and knowledge of staff across different areas
- Business continuity management handbook developed for Registration and Coroner Services and distributed to managers.
- Continued work with the Civil Contingencies Unit on the development of the Manchester and Greater Manchester Excess Deaths Plans.
- Involvement in the MCC Pandemic Flu Tactical Group and the implementation where necessary of the Critical Service Pandemic Flu Plan for Registration and Coroner Services.
- Business continuity arrangements put in place for the national and local elections.
- Continued development of the back up ICT and telephony arrangements for Registration Services.

An overview the extent to which Business Continuity Management awareness is embedded in the culture of the Service

Business Continuity is undertaken across the service by individual team managers and is becoming embedded as a management tool.

Registration and Coroner Services have a Business continuity management handbook which is distributed to all the managers within the section. Work is about to start on a smaller business continuity handbook for staff, particularly to cover arrangements for weekend working when fewer managers are available.

Key risks identified through the Business Continuity Management process and strategies developed to mitigate these risks

Preparedness of the whole of the service to deal with disruption varies in accordance with the requirements of each service. Those teams providing strategic and professional support to other staff are equipped to provide service regardless of disruption because they do not rely on specific equipment or business process. However, for frontline statutory services, requirements are more complex and risk is increased by the use of bespoke software and equipment and increased by time limited and statutory nature of activity.

Management Progress Statement	
Key risks to business continuity	Strategies to mitigate these risks
Pandemic flu could significantly increase demand upon the Registration and Coroner's Service whilst also reducing capacity within the team due to staff sickness	A full pandemic flu plan has been developed. Capacity has been increased, by training additional staff to carry out key statutory services. These trained staff can be used when required to maintain service.
Disruption to bespoke elections software (due to IT issues or access to accommodation) may lead to failure to provide data to suppliers (and so print and produce ballot papers and packs) and may lead to delays in processing postal votes	System resilience is in the process of being tested by ICT, following which any issues identified can be addressed.
Disruption caused by evacuation/unavailability of count venue for local and parliamentary elections, which could lead to an election having to be rerun	Being developed as part of the project plans for each election / referendum.
Disruption to registration service due to failure of IT equipment/network connection may lead to delays in issuing death certificates and therefore delays to burials	Five stand alone broadband links have been put in place, for use in the event of disruption to the main council internet service.
<p>Changes to the Services and incidents experienced.</p> <p>There have been no material changes to the service requiring changes to the business continuity/management approach except for the loss of the Council Chamber as a venue for meetings. However, we have identified a number of areas where business continuity could have been better:</p> <ul style="list-style-type: none"> - Significant disruption to telephone services as a result of movement of the exchange from the Town Hall to First Street. - Significant disruption to ICT and telephony services in Registration and Coroner Services as a result of the failure of a power unit in the Comms cabinet. - Disruption and delays in processing electoral registration and postal vote applications in the run up to statutory deadlines for the 6th May election due to the electoral management software not functioning. 	

Resilience and Recoverability Development Objectives

Thematic Area	Risk Being Addressed	Development Objective	Agreed Actions	Target Date
Service Continuity Planning	Loss of access to Town Hall and Heron House	Ensure all services are able to relocate and discharge the City Council's Statutory obligations should there be no access to existing office accommodation	Develop team plans for loss of office accommodation, including relocation/sharing of records. All service managers	May 2011
	Loss of access to paper records, including Education Admission Appeals due to flood/fire	Secure electronic storage of appeal forms	Explore procurement of software to enable correspondence to be scanned. Review current arrangements for storing records Governance and Scrutiny Support Unit Manager	April 2011
Incident Management	Detailed contingency arrangements for all aspects of future elections and referenda, including alternative venues and staffing.	To ensure the integrity of the electoral process in the event of an emergency	Develop and update contingency plan on a regular basis Electoral Services Manager	February 2011 In respect of May 2011 elections / referendum.

Thematic Area	Risk Being Addressed	Development Objective	Agreed Actions	Target Date
ICT Resilience	Risk to registration and electoral services by disruption to the server affecting software	Minimise potential disruption to ICT equipment by access to non-networked ICT equipment and support	Test resilience of server / network and identify any weaknesses with recommendation. Electoral Services Manager	February 2011
People Resilience	Risk of reduced capacity to maintain high quality services during periods of high demand and / or when there is staff absence / vacancies.	Maximise flexibility across all services by developing multi-skilled workforce able to work across different teams	Review staffing requirements in accordance with m people. All Service Managers	Ongoing
	Impact of e.g. pandemic flu on services when there may be high levels of staff illness at the same time as high demand for services.	Increase number of staff able to register births and deaths and take death reports to maintain continuity of service at a time of peak demand	Additional training for registration and coroners services staff in preparation for any outbreak of pandemic flu. Registration and Coroners Service Manager	Ongoing
Premises/Facilities Resilience	Loss of venues for meetings	Good understanding of alternative venues.	Assessment of other venues in the city and consultation with members. Governance and Scrutiny Support Manager.	

Thematic Area	Risk Being Addressed	Development Objective	Agreed Actions	Target Date
Premises/Facilities Resilience (cont)	Capacity and Suitability of Polling Stations	To ensure that all polling stations have the necessary physical capacity to meet the needs of voters and staff	Visits to all polling stations and training for staff to ensure stations are laid out with the needs of electors in mind taking into account Health and Safety considerations. Mobile venues booked in the event that a polling station becomes unavailable at short notice. Electoral Services Manager	
	Loss of Venue at verification and count	To ensure that the verification and count can proceed in the event that count premises become unavailable	Contingency count venue and transportation of equipment arranged Electoral Services Manager	

Thematic Area	Risk Being Addressed	Development Objective	Agreed Actions	Target Date
Third Party Resilience (Supply Chain, Contractors, Partners)	Supplier of elections software/ballot paper printing are unable to provide service	Continually review suppliers risk register/business continuity plans as part of contract and identify alternative supplier where appropriate	<p>Liaise with supplier regarding capacity to deliver potential combined elections and to review contingency planning</p> <p>Liaise with the Ministry of Justice regarding access to a list of 'back-up' suppliers</p> <p>Continue to develop in house capacity for elections printing wherever possible</p> <p>Electoral Services Manager</p>	Ongoing
Exercising and Maintaining	Maintain and regularly review the business continuity plan in accordance with all relevant circumstances	To ensure Business Continuity Management is up to date and fully reflects the service's current and ongoing needs	<p>Report Business Continuity Management to monthly meetings of the service management team.</p> <p>Undertake table-top exercise for specific scenarios.</p> <p>Head of Democratic and Statutory Services</p>	Ongoing

Thematic Area	Risk Being Addressed	Development Objective	Agreed Actions	Target Date
Awareness/Embedding Activity	Lack of understanding of roles within team	Ensure all staff are aware of their roles and responsibilities	Dissemination of Business Continuity Management to staff via team meetings	By April 2011
			<p>All service managers</p> <p>Development and distribution of staff Business Continuity Handbook in Registration and Coroner Services.</p> <p>Registration and Coroner Services Manager.</p>	April 2011

9. Communications

Planned key strategic communications activity for 2011/12	Key Timings	Target Audience	How will you measure success?	Which Partners will be involved (if appropriate)?
Electoral Registration Campaign (Annual) (NB: Messages and the level of activity for this campaign will be depend on when the government introduces Individual Electoral Registration)	August 2011- November 2011	All Manchester residents	The percentage of household registration forms returned	To be confirmed
Electoral Registration and Pre-Elections/Referendum Information Campaign	April-May 2011 March-May 2012	All Manchester residents who are eligible to vote	Turnout at local elections and referenda	To be confirmed
Coroner's Charter	Ongoing	Bereaved people and users of the Coroner's Service	Customer feedback information	HM Coroner
Ongoing activities to promote statutory and non-statutory (income generating) services within Registration Services to include: <ul style="list-style-type: none"> • maintaining stocks of Birth Registration leaflets • promoting Ceremonies • promoting NCS and SCS services 	Ongoing	New parents whose children were born in the Manchester Registration district. Various groups wanting to have, or eligible for, ceremonies. Applicants for British Citizenship and eligible applicants for settlement in the UK.	Compliance with statutory requirements to register births within 42 days. Increases in activity resulting from increased awareness of these services	UK Borders Agency
Production of all Committee papers	Ongoing	Councillors, public and officers.	Compliance with legal requirements	Various.