Appendix C: Carers

Number of service users and percentage of those with carers	
Number of service users receiving community based services	5,424
Number of service users receiving community based services who have a carer.	2,232
Percentage of service users receiving community based services who have a carer.	41.2%

Assessments / Reviews completed in the year				
2008-2009 outturn	To date	% of known carers with assessments or reviews	Projection	Projected Variance (%) (08/09 to 09/10 Projection)
2789	523	23.4	3,138	12.5

Receiving Services as a result of an assessment or review				
Service	2008-2009 outturn	To date	Projection	Projected Variance (%) (08/09 to 09/10 Projection)
Info/Advice	1806	201	1,206	-33.2
Services	942	128	768	-18.5
TOTAL	**2748**	**329**	**1,974**	**-28.2**

Receiving services as a result of an assessment or review, and also where no assessment or review has taken place.				
Service	2008-2009 outturn	To date	Projection	Projected Variance (%) (08/09 to 09/10 Projection)
Info/Advice	1806	219	1219	-32.5
Services	942	778	1048	11.3
TOTAL	**2748**	**997**	**2267**	**-17.5**

Number of Carers receiving advice and information or a specific carers service	997	329 have received advice, information or a service **as a direct result** of a review or assessment.	668 have received a service but **no** assessment/review this year.	**These 668 people need to have an assessment.**
Number of carers who have been assessed or reviewed	523		194 have been assessed or reviewed but have had **no** information or advice, or a service.	**These 194 people should have had a minimum of info/advice or specific service.**

Appendix D: Adult and Community Services SIAP Key Task Milestones Not Achieved – Quarter 1, 2009 – 2010

Ref:	Key Task Detail:	Reason for non-achievement:	Lead Officer:	SIAP Sub Unit:
AS1009	Build the voice of the users, staff and stakeholder into service design and performance management.	Scope of task greater than expected, therefore timescale for completion has slipped to August.	Mel Foster	Strategy & Commissioning
AS1051	To deliver the Welfare Rights Service specific tasks in the project plan for the borough-wide review of advice services.	Task held up due to lack of progress in Chief Executive's.	Sue Browne	Culture & Community Services
AS1095	Review of Transport Services within Social Care.	Transport is part of wider Transforming Social Care programme. PID for Transforming Social Care has been drafted and project manager post due to be filled.	Catherine Jones	Social Care
AS1077	Make it easier for people to access our services	The average percentage of missed calls for Adults in April and May was 22.09%, based on the telephone external calls statistics. In terms of phone calls within the Adults and Community Service we have put in place an action plan to reduce missed calls and some quick wins have already been achieved. The Timely Information	Tim Bryant	Strategy & Commissioning

Ref:	Key Task Detail:	Reason for non-achievement:	Lead Officer:	SIAP Sub Unit:
		Project with the aim of piloting local service information has now commenced. The Gateway project with the aim of streamlining access points and improving assessment is in progress.		

Appendix E: Corporate Complaints

Corporate Complaints

General themes

Breakdowns can be found as below;

Social Care – 1 complaint

- Lack of council attendance at council event wasting taxpayers money

Community Safety- 2 complaints

- Both stemming from anti-social behaviour; however one related to lack of communication following the submission of an anti-social behaviour diary.

Libraries- 7 complaints

- 2 complaints centring on computer access and internet access.
- 2 complaints relating to automated parts of library service not functioning – phone line and returns.
- 2 complaints relating to the behaviour of the public in library spaces
- 1 complaint relating to health and safety

Learning

Learning was noted for 8 out the 10 complaints. For the remaining two complaints, one complainant's problem ceased before council help could intervene and there was no learning present.

Good examples include;

ADS4191- Related to lack of council attendance at council event wasting taxpayers money

Learning: For the next event we have agreed to limit places, choose a smaller venue and send a reminder out the week before to ensure greater attendance.

ADS4149- complaints relating to the behaviour of the public in library spaces as women from the book club were telling children from the nursery to be quiet in the Library.

Learning: The library will try to hold quiet events at a different time to children's events and certainly hold them in a different area of the library

Complaints in relation to Social Care are not included in these figures. Information for Social Care complaints can be found in Appendix F.

Appendix F: Customer Care Standards 2009-2010

1. Social Care Complaints

1.1 Total number of social care complaints received in Quarter 1 of 2009-10 was 33.

1.2 Due to changes in regulatory requirements, each complainant is liaised with as to their deadline for response. 14 (42%) were responded to within the expected deadline for the complainant and 3 were not (9%). 16 (48%) have not yet had a response however response times are also now negotiable as long as the complainant agrees any changes.

1.2 The tables below provide further analysis:

Breakdown By Client Group	
Older People	18 (55%)
Learning Disabilities	7 (21%)
Physical Disabilities	4 (12%)
Mental Health	2 (6%)
Carers	-
HIV/AIDS	-
Substance Misuse	1 (3%)
Other	1 (3%)
Total	**33 (100%)**

Breakdown By Area Of Complaint	
Assessment / Provision	3 (9.1%)
Day Services	2 (6.1%)
Domiciliary Care	9 (27.2%)
Equipment/ Adaptations	4 (12.1%)
Finance/ DP's	1 (3%)
Networks	2 (6.1%)
Residential Care	3 (9.1%)
Social Worker	3 (9.1%)
Team specific	3 (9.1%)
Other	3 (9.1%)
Total	**33 (100%)**

Breakdown by Home Care Agency	
BMBC and EMI	1 (11.1%)
EMI/ STAST	1 (11.1%)
BMBC and Careline	1 (11.1%)
C & D	1 (11.1%)
Care UK	1 (11.1%)
Care UK and TLC	1 (11.1%)
TLC	1 (11.1%)
Premier Care	1 (11.1%)
Sure Care	1 (11.1%)
Total	**9 (100%)**

Breakdown By Care Homes	
Laburnum Lodge	1 (33.33%)
Four Seasons	1 (33.33%)
Lillian Hamer	1 (33.33%)
Total	**3 (100%)**

2. Learning from Social Care- Key Messages

Communication

2.1 Clear theme throughout many complaints that communication is difficult. This has been seen both externally from the customer perspective and internally when attempting to answer complaints

- Key points are;
  - unanswered phones,
  - inadequate duty systems,
  - message-taking being poor,
  - messages not being responded to
  - not listening to what the client/customer is actually saying

Speed and Clarity of Response

2.2 Customers have made it clear that lengthy waits for responses aggravate and distress people in vulnerable and difficult positions

Staff Manner

2.3 Whilst customers acknowledge the high workloads social workers face, many have described their interaction as short, sharp and not person-centred. Clients for home care have particularly noted the importance of compassionate and responsive staff.

3. Learning Affecting Service Design

3.1 **Complaint:** A complaint showed that Careline was not installed when the carer was told, person discharged from hospital on the basis of installation and the service user subsequently broke their pelvis, was unable to access help, problem compounded by a missed visit, and faced another operation as a result of this.

Lesson Learnt: There needs to be absolute clarity when a person is leaving intermediate care about who is going to take responsibility for ensuring measures are in place on discharge. Missed visit should not have happened – this was staff failure.

Action Taken: A procedure for discharge from intermediate care to be discussed and developed as care manager not always best placed person to continue with this. Staff member who missed visit is to go on retraining.

3.2 **Complaint**: Unexplained injuries to service user at Farnworth Care Home Concern surrounded inefficiency of Bolton Adult Services staff in dealing with safeguarding concern.

Lessons Learnt: A problematic history with a family can lead to a family being classed as 'vexatious' and potentially valid concerns being ignored or not being given sufficient attention on this basis.

Action Taken: Presentation given at Social Care Team Leaders to remind them of the need to view concerns separately to a service user or their family's history.

Homecare

3.5 Clear theme again throughout the complaints around homecare is regarding the timing of visits. Complainants are concerned that visits do not fit with their required schedules, coming either too early or late and also a lack of flexibility which affects their independence.

3.6 Also concerns surrounding the change of carers due to changing agencies to fit changing contract requirements.

Care Homes

3.7 There are only 3 complaints about home care this quarter, one of which was to do with the maintenance of the grounds of one home, another around standards of care and one around the redevelopment of Lillian Hamer.

4. Compliments

4.1 There have been 24 compliments in Quarter 1 of 2009/10. This compares to 15 for February and March 2009 when recording began electronically, so continuing at a similar rate.

4.2 We acknowledge compliments where we have the person's details

4.3 Where the compliment has not been sent to the team, we send a thank you to the team members concerned for their efforts

4.4 Below are some of the most praised although others have received compliments

Adult Placement	1
Alderbank	5
Customer Relations	2
Disability Equipment Team	1
Disability Team and Hazel	1
Sharon Clegg and Disability Team	1
Domiciliary Care	1
EMI Team	5
Equipment Services / FACS	1
Equipment Team	1
Janet Whelan – SW	1
Mr Patel/ Hospital Social Work Team	1
OA/ Social Workers	1
Residential Intermediate Care – Winifred Kettle	2
Total	**24**

Appendix G – Place Survey Action Plan

HEALTHY THEME		
NI119: Self-reported measure of people's overall health & well-being (% saying good)		**Lead: David Holt (PCT)**
1a. Narrowing the Internal Health Gap	• Internal gap narrowing • Interventions continue to be embedded as part of neighbourhood management. • Progress would be enhanced if funding could be identified for Health Development Workers for each Neighbourhood Renewal area (5 out of 4 areas have funding identified)	
1b. Narrowing gap between Bolton and England	• Gap widening as England improves at faster rate • Following recommendations of National Support Team for Health Inequalities • Having to delay progressing work in primary care to address primary and secondary prevention in order to tackle more immediate issue of achieving financial balance. This needs to be achieved in order for future funding to be available for prevention work. • Need partner agencies and other Local Strategic Partnerships to make action on illicit tobacco a greater priority. • Social Marketing activity around cancer symptom recognition is limited due to lack of available funding • Fuel price rises undermine activity on affordable warmth.	
2a. Address Causes of Ill-Health (Childhood obesity)	• Surveillance so far shows no rise locally • National launch of 'Change for Life' campaign supports local efforts • Health Impact Assessment needs embedding in planning and key decision making processes to tackle obesogenic environment.	
2b. Address Causes of Ill-Health (Under 18 conceptions)	• Off track • National Support Team visited and commends our strategy and approach • Action being taken to improve sexual health services for young people. • Trends in teenage pregnancy are inextricably linked to economic status. The recession is likely to hinder efforts.	
Tackle drugs and alcohol misuse	• On target	
Promote Independence	• On target	
Strengthening performance management	• Performance framework complete. First set of data will be available in September and will provide the basis of the Q1 performance report for the Health & Wellbeing Partnership and then quarterly thereafter. • The quarterly report mentioned above should be used to report on this indicator. The end of year report for 2008/09 is attached for information. Future quarterly reports will be available to the performance management team via Rene Guenther.	

STRONG AND CONFIDENT THEME	
NI138: Satisfaction of people over 65 with both home & neighbourhood (% satisfied with both)	**Lead: Kevin Durkin**
AS1003 - Developing Active Ageing to meet the needs and aspirations of Bolton's older people	• Quarter 1 milestone reached: Agreement reached with key partners on the next steps to extend Active Ageing to wider areas of the Borough, learning from the evaluation of the first 12 months of the service in the North East of Bolton. • Strategic Group partners agreed broad approach with Area Based Grant funding bid awaited to resource next stage of extending Active Ageing into Neighbourhood Renewal target areas.
AS1004 – Strengthening Bolton's approach to engaging citizens in service design to meet the challenges of an ageing population	• Quarter 1 milestone reached: Older people working with service and information providers to develop new Older People web pages, information sheets and provision of information and advice. Older People web pages launched at: http://www.bolton.gov.uk/olderpeople • Public Information Task Group's work on information sheets has begun.
Work with Strategic Housing Unit on key issues in Joint Housing Action Plan for Older people, and with Home Improvement Partnership.	• Planned review of sheltered housing will influence perceptions.
A range of SIAP Tasks relating to other Council Departments also effect this indicator.	
NI139: The extent to which older people receive the support they need to live independently at home (% saying yes)	**Lead: Kevin Durkin**
AS1003 - Developing Active Ageing to meet the needs and aspirations of Bolton's older people	• SIAP update as above.
AS1004 - Strengthening Bolton's approach to engaging citizens in service design to meet the challenges of an ageing population	• SIAP update as above.
SIAP Tasks in Adult Social Care: AS1100 - To establish an access information advice system to support Self-Directed Support	• No milestone recorded.
AS1093 - Redesign of Support at Home Services	• Q1 milestone reached: Executive Member's decision reached regarding future redesign of in-house domiciliary care Allocation of units at Manor Gardens Extra Care Housing.
AS1094 - Review existing Day Care, Community Support and Outreach Provision	
AS1096 - To implement the Carers Strategy	
Consider whole-population perception of support for older people in marketing and communications	• Active Ageing developments popular with ABG investment stimulating

relating to Active Ageing and the wider cultural and community offer to older people, A Better Bolton for Older People, and Transforming Social Care.	expansion in the next 18 months. • Older people web pages are much improved and experience shows that web information is used by relatives and friends of older people. • Involvement of older people planned in promoting healthy ageing and cultural activities.
Consider the implications on this perception indicator arising from Hospital Services, Primary Care etc.	• No significant adverse publicity on health care issues locally. • Planned Director of Public Health report on Ageing Society and health and social care is a positive development – to be published early 2010.
BVPI 119B: Libraries	**Lead: Julie Spencer**
AS1083 - To deliver the Library PLUS model across Bolton (delivery of the core library offer plus additional services as appropriate) as identified through the action plan endorsed by the Libraries Review Policy Development Group in December 2008. Milestones as follows:	• The Libraries review has now become part of the wider Adult and Community Services Transformation Programme. Documentation (Prince 2) is being produced to ensure effective delivery and departmental support for all the change projects which sit under this umbrella programme.
Facilitate staff development day	• Staff development day held 20th April 2009. Library PLUS PID taken to Adult and Community Services Portfolio Board for approval. Performance framework established.
Establish planning process and evaluation model	• On Monday 20 April a development day was held for all staff in the Festival Hall. This day enabled the service to come together as a group to hear key messages about the way forward following on from the review. Workshop sessions allowed staff to identify opportunities and challenges associated with the action plan. This feedback will be collated and used as part of the project planning process for Library PLUS. The day was also about recognition of the achievements the service has made over the past eighteen months. • Further staff updates are planned over the coming weeks to ensure everyone is aware of the ongoing progress and has the opportunity to comment and influence the plans.
Breightmet Library relocated to Breightmet Health Centre	• Construction of the new library for Breightmet at the Breightmet Health Centre is almost complete, and interior layout plans agreed. The library is scheduled to open in September. Ward councillors have been invited to inspect the new building early July, prior to a presentation from library staff at their next Area Forum.

Define neighbourhood collection model	
Blackrod Library refurbished and operational as Children's Centre	• Planning is underway regarding refurbishments of Blackrod, Heaton and Bromley Cross Libraries to accommodate Children's Centre partners. This will take place over the summer months.
Refurbishment of Lecture Theatre completed	
Heaton and Bromley Cross Libraries refurbished and operational as Children's Centres	
Refurbishment of Central Children's Library	• Programmes of work are being drawn up to remodel the children's library and the lecture theatre at the Central Library. This work will be funded under the capital programme.
BVPI 119C: Museums & galleries	**Lead: Joanne Irvine**
AS1071 - Re-development of the local history gallery at Bolton Museum, Aquarium and Archive.	• Stage 1 of the design process showing concept design and 3D designs will be completed by early August 2009.
AS1045 - Transforming Adult Services Agenda and it aims to explore ways to deliver the museum and archive service in an innovative and cost effective way. The project will look at shared service delivery options, realistic plans relating to care of collections, access to collections and staff roles.	• Work is going on to gather statistics and benchmarking with other services – finance and usage figures are being focussed upon. • Issue with finding comparable services to benchmark against is taking more time than previously thought – please refer to SIAP AS1045.
Raise visitor satisfaction through programme of targeted events connecting to our collections and exhibitions.	• Events programme for summer 2009 due to start. • The results of the MHM visitor survey for 08/09 showed that 68% of all visitors were 'very satisfied' with their visit. • The results from the visitor questionnaire for the FA Cup exhibition showed that 48% of our visitors ranked the exhibition as 'Very good'. • The touch screen feedback point was positioned in the Aquarium for two months (May – June 09) and the results from this showed that 40.4% of visitors were 'very satisfied' with their visit to the aquarium. • Measured through face to face visitor survey, comments cards and touch screen feedback points.
Improving visitor experience at the museum through organisation of audience focused exhibitions, interpretation of objects and customer service provision at the museum.	• Visitor observation is taking place in the Simple Beginnings: The Story of Evolution exhibition so we will be able to report on dwell time and compare to previous exhibitions. • Measured through monitoring of dwell time in exhibitions through observation studies, face to face visitor survey and touch screen feedback points.
Raise profile of service through close working with MarComs, Bolton	• Launch of Simple Beginnings: The Story of Evolution generated significant media

Tourism Department, NWDA and Marketing Manchester to increase media coverage and profile of the museum service with non-users.	coverage – Marcoms are establishing the EAV (Equivalent Advertising Value) of this coverage (it is likely to be around £5000). • The results of the MHM visitor survey showed that in 08/09, 18% of visitors to Bolton Museum were first time visitors. • Any issues – monitoring of what prompted people to visit the museum (through visitor surveys, touch screen and exhibition evaluation can be used to monitor how successful the work to raise profile has been). • Not sure how impact of this will be measured with non-users though.
BVPI 119D - Theatres & concert halls	**Lead: Christine Forster**
Entertainment Programme - Monitor Income and Expenditure on a monthly basis	
Marketing Activities - Monitor business levels on a show by show basis	

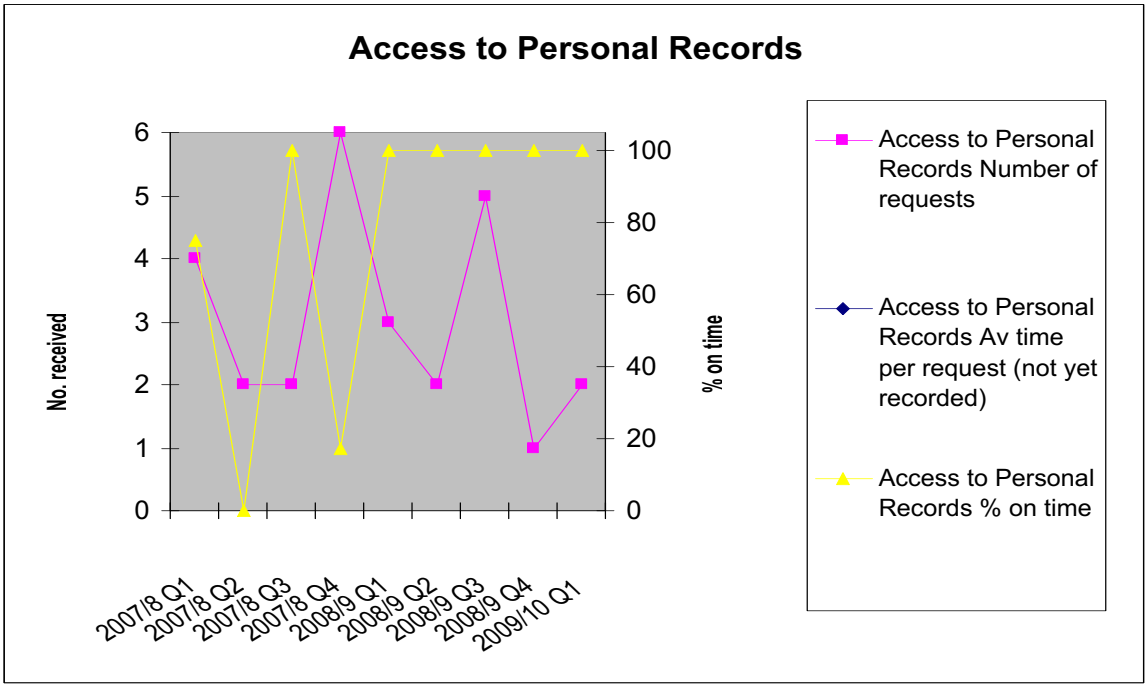
Appendix H: REQUESTS FOR INFORMATION

Access to personal records

The table below details the number of Access to Personal Records requests received during April 2009 to June 2009, including the percentage responded to within the statutory timescales: -

Access To Personal Records	Adult Social Care	Community Safety	Culture & Community services	S&C	Fin	Total
Total No. of requests received	2	0	0	0	0	2
No. dealt within timescales (i.e. within 40 days)	1	0	0	0	0	1
No. dealt with outside timescales	0	0	0	0	0	0
In progress	1	0	0	0	0	1
% On time (assumes all 'in progress' will be delivered on time)	**100%**	**n/a**	**n/a**	**n/a**	**n/a**	**100%**

Performance was 100% for the 2 requests received, assuming that the 1 request currently in progress will be completed on time.



Freedom of Information

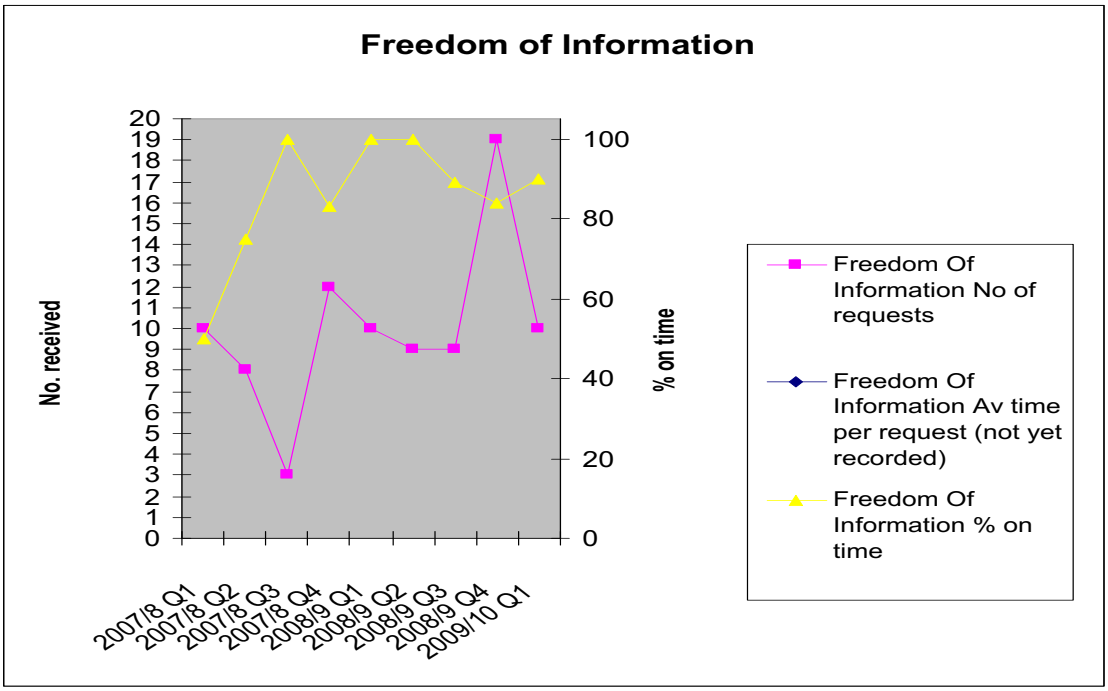
The table below details the number of Freedom of Information requests received during April 2009 to June 2009, including the percentage responded to within the statutory timescales : -

Freedom Of Information	Adult social care	Community Safety	Culture & Community services	S&C	Fin	Total
Total No. of requests received	6	0	0	3	1	10
No. dealt within timescales (i.e. within 20 working days)	2	0	0	1	1	4
No. dealt with outside timescales	0	0	0	1	0	1
In progress	4	0	0	1	0	5
% On time	**100%**	**n/a**	**n/a**	**67%**	**100%**	**90%**

Performance was 90% for the 10 requests received, assuming the 5 requests currently in progress are completed on time.

The one request that was delivered late (ref. 1188) was due to a combination of:

- the request not being immediately identified by the recipient during other discussions about a complex issue
- the time taken to consult individuals on the LINks panel
- a misunderstanding by the Information Management Team about how the “personal data about third parties” exemption should be applied (can’t extend deadline to consider); a different approach will be recommended for any similar requests in future.


Freedom of Information
No. received
% on time
20
19
18
17
16
15
14
13
12
11
10
9
8
7
6
5
4
3
2
1
0
100
80
60
40
20
0
2007/8 Q1
2007/8 Q2
2007/8 Q3
2007/8 Q4
2008/9 Q1
2008/9 Q2
2008/9 Q3
2008/9 Q4
2009/10 Q1
Freedom Of Information No of requests
Freedom Of Information Av time per request (not yet recorded)
Freedom Of Information % on time

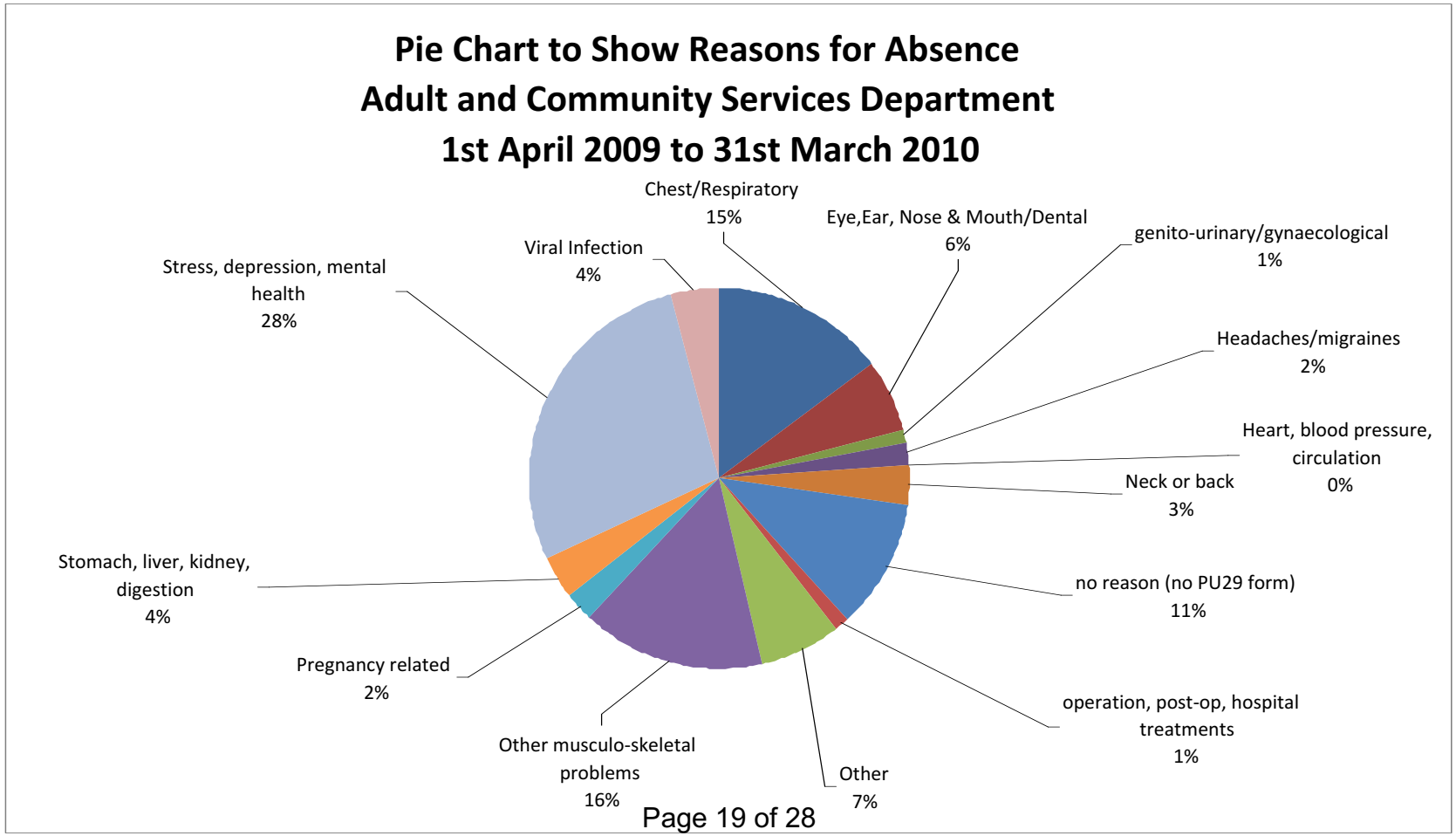
Full list of Freedom of Information requests received:

AD area	Brief description	On time?	Ref
Adults	Value of commissioned Adult Learning disability services and Mental Health services	In progress	1215
	Adult Personal Social Service Expenditure 2008-2009	Yes	1236
	Adult Treatment Plan for the Drug Action Team	Yes	1243
	Meals on Wheels cost, eligibility and volumes.	In progress	1257
	Learning Disability commissioning through framework agreements	In progress	1266
	Dementia services and spend	In progress	1267
Finance	Domiciliary care charges	Yes	1235
Social Care	Individual scores given during LINks host procurement interviews	No	1188
	Residential care top-ups	Yes	1234
	Departmental structure	In progress	1256

Appendix I: Human Resources Information

Sickness Absence

2009 - 2010				Sickness Absence % 2009 - 2010											
DIVISION	Number of Staff	Working Days Available	Working Days Lost	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
TARGET				5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
ACS Overall	2,231	52,065	2,167	4.3	4.6	4.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0



Disability by Division

Division	Number of Staff	Yes	No	Not Declared	% Staff Disabled
Strategy and Commissioning	137	4	124	9	2.92
Culture and Community	420	18	384	18	4.29
Social Care	1659	41	1544	74	2.47
Community Safety	35	2	32	1	5.71
Department Totals	2251	65	2084	102	2.89

Turnover of Staff

Division	Number of Staff	Starters	Leavers	Turnover %
Strategy and Commissioning	137	3	1	0.73
Culture and Community	420	3	31	7.38
Social Care	1659	11	66	3.98
Community Safety	35	0	0	0.00
Department Totals	2251	17	98	4.35

Missing Ethnicity of Staff

Division	Number of Staff	Bangladesh i	Black Africa n	Black Caribbea n	Chines e	Eastern Europea n	India n	Iris h	Not Supplie d	Othe r	Pakistan i	Western Europea n	White British	White and Black Africa n	White and Black Caribbea n	White and indian	% Missing Ethnicity
Strat & Comm	137			1			9	1	2			1	122		1		1.5
Culture and Comm	420		1	1	4		17	7	24	4	6	1	353		2		5.7
Social Care	1659	2	17	11		1	44	16	45	17	8	3	1484	3	7	1	2.7
Comm Safety	35		1						3	1			29		1		8.6
Deptl. Totals	2251	2	19	13	4	1	70	24	74	22	14	5	1988	3	11	1	3.3

Vacancies

Division	Number of Posts	Number of Vacancies	% of Vacant Posts
Strategy and Commissioning	157	20	12.7
Culture and Community	360	66	18.3
Social Care	1783	255	14.3
Community Safety	65	30	46.2
Department Totals	2365	371	15.7

Appendix J: Quarterly Health and Safety Accident Statistics - Adults

Period: Qtr 1 (Apr – Jun 2009)

1. Accidents

a) Present – 1st Quarter (Apr – Jun 2009)

Division	Total number of Accidents Employee	Number of Reportable Accidents	Total number of reportable lost days
Adult Services – Social Care	97	1	10*
Adult Services - Others	6	0	0
TOTALS	103	1	10*

***figure not complete**

b) Last quarter – 4th Quarter (Jan – Mar 2009)

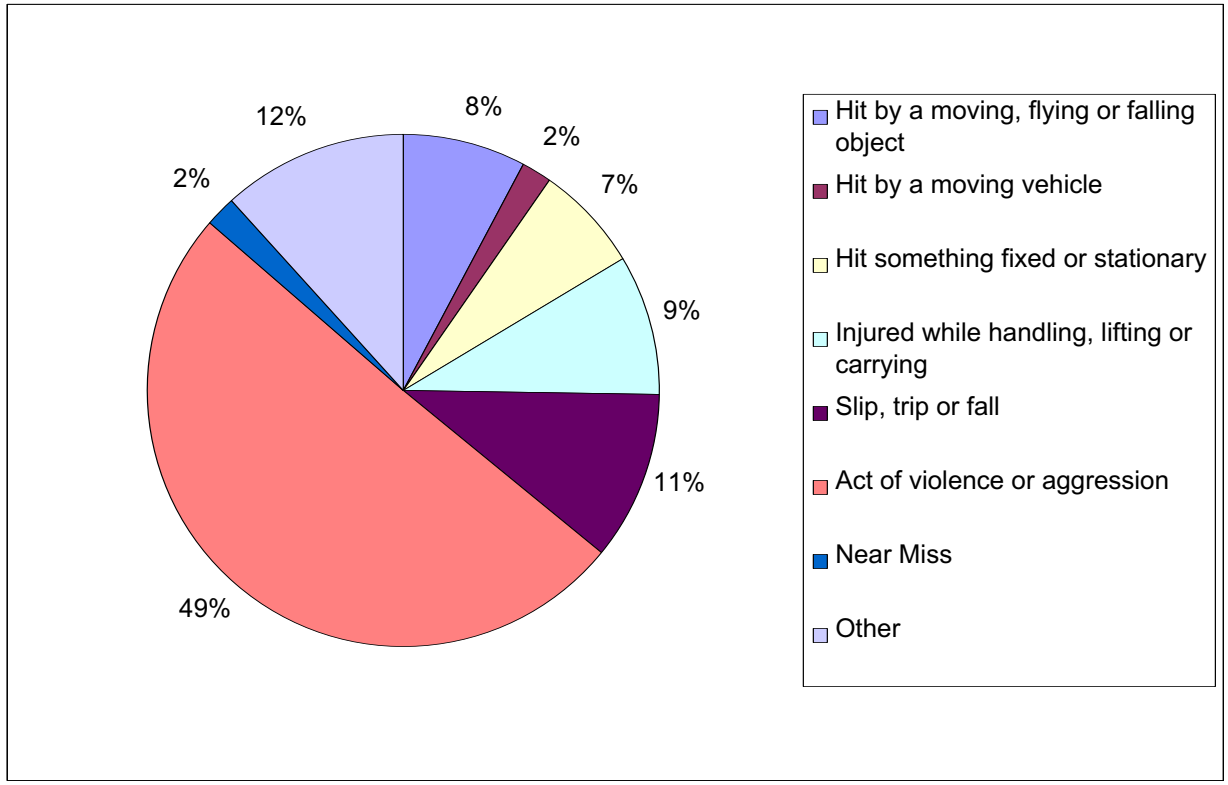
Division	Total number of Accidents Employee	Number of Reportable Accidents	Total number of reportable lost days
Adult Services – Social Care	156	2	74
Adult Services – Others			
TOTALS	156	2	74

c) Last Years – 1st Quarter (Apr – Jun 2008)

Division	Total number of Accidents Employee	Number of Reportable Accidents	Total number of reportable lost days
Adult Services – Social Care	34	1	3
Adult Services – Others	3		
TOTALS	37	1	3

Reportable accidents are those accidents which have resulted in a person being absent from work for more than three days as a result of an injury sustained while at work. Accidents of a serious nature such as broken bones, hospitalisation, loss of consciousness etc. also fall within the category reportable.

2. Accident Distribution by Type:



3. Accidents to Non-employees:

	Total number of Accidents	Number of Reportable Accidents
General Public		
Contractors		
Service Users	230	

Pupils		
TOTAL	230	

4. Details of Reportable Incidents (RIDDOR)

Date	Department	Incident	Injury	Lost time (number of days)
30/05/09	Adult Services Social care	Stopped at traffic lights when vehicle ran into rear	Neck injury	10

5. Details of Violence and Aggression

Due to the nature of Adult Services and Children Services we do not provide further details into these types of incident unless the injury sustained is reportable.

APPENDIX K - RISKS

STRATEGIC RISKS

Risk	Type of risk	Identified through	What could go wrong and what impact would this have?	How serious would this be? 1) Catastrophic 2) Critical 3) Marginal 4) Negligible	Likelihood? A) Very high B) High C) Significant D) Low E) Very low F) Almost impossible	Action that can be taken to minimise the risk and who is responsible.
Transforming Services	Service, Financial / Economical	Big Issues	That the Department will be unable to meet the requirements and timescales of the Government's and Council's Putting People First / Transforming Adult Social Care and the Transforming Cultural Services Programmes, putting at risk the provision and delivery of services and the Department's finances, performance and reputation.	Critical	Low	The Department has put in place robust Programme governance and structures to deliver the Transforming Programme and individual Projects. Overall responsibility for the Programme lies with the Portfolio Board (the Departmental Management Team)
Delivery of Value For Money efficiency savings	Service, Financial / Economical	Big Issues	That the Department fails to achieve the level of efficiency savings required by the Council over the next 3 to 4 years. This would put further pressure on budgets and services with a consequent impact on service users and the public.	Critical	Low	The Department has put in place robust Programme governance and structures to deliver the Value For Money Programme and individual Projects. Overall responsibility for the Programme lies with the Portfolio Board (the Departmental Management Team)
Programme Management of Major Reviews	Service	Big Issues	Ineffective programme / project management could result in service reviews not delivering efficiency savings and service improvements.	Critical	Low	The Department has put in place robust Programme and Project management arrangements. Overall

Risk	Type of risk	Identified through	What could go wrong and what impact would this have?	How serious would this be? 1) Catastrophic 2) Critical 3) Marginal 4) Negligible	Likelihood? A) Very high B) High C) Significant D) Low E) Very low F) Almost impossible	Action that can be taken to minimise the risk and who is responsible.
						responsibility for the delivery of the major service reviews lies with the Portfolio Board (the Departmental Management Team
Business Continuity	Service	Big Issues	a) Business continuity in the delivery of services could be adversely affected by pandemic flu resulting in a significant increase in sickness absence of staff within the Council and partner organisations, b) Service delivery could also suffer through capacity problems as staff deliver the Transforming Services Programme whilst continuing to deliver normal day- to-day services	Critical	Low	a) Further development of the Pandemic Flu Business Continuity Plan, including proposals to develop service capacity both within the Council and also with partners b) The Portfolio Board has plans in place to ensure that there is sufficient capacity both to deliver the Transforming Programme and also to maintain normal service delivery. Additional resources can be funded through the Transforming Social Care Grant.
Reputation and Performance	Perception / Performance	Big Issues	The previous 4 risks could impact on the perceived and real evaluation of the Department's performance and services	Critical	Low	The actions to mitigate the four risks identified above will help to address any risks around loss of reputation and impact on performance.

Appendix L: Equality SIAP Key Tasks Progress – Quarter 1 2009 – 2010

SIAP Sub Unit	Ref:	Key Task Detail:	Milestone Achieved at Q1	Lead Officer:
Community Safety	AS875	Reduce Reoffending by: • Role out Fuse offender management model • Develop the Together Women project to support female offender • Develop the seven pathways for reducing re-offending	Yes	Matthew Emerson
	AS882	Improve response and support to victims and witnesses of crime and anti-social behaviour by: • Developing victim and witness support for ASB • Re-establishing the young witness support scheme • Establishing a specialist domestic violent court • Improving victim and witness support to better meet the needs of vulnerable adults • Roll out hate incident third party reporting process	Yes	Gill Hughes
	AS883	Intervene early with young people at risk of offending and reduce risk of re-offending by co-ordinating and monitoring delivering of Bolton's Youth Crime Action Plan comprising of: • Operation Staysafe • Street-based youth teams • After School Patrols • Youth reparation delivered in leisure time • First time entrants offered a youth restorative disposal and support interventions • Develop a crime prevention Family Intervention Project • Ensure Think Family reforms are embedded into YCAP	Yes	Gill Hughes
Culture & Community Services	AS1003	Developing Active Ageing to meet the needs and aspirations of Bolton's older people	Yes	Kevin Durkin
	AS1004	Strengthening Bolton's approach to engaging citizens in service design to meet the challenges of an ageing population	Yes	Kevin Durkin
Strategy & Commissioning	AS1011	Challenge and improve how well we provide for diverse communities	Yes	Mel Foster