

TELFORD & WREKIN COUNCIL

CABINET – 16 JUNE 2008

**OVERVIEW OF SERVICE, FINANCIAL AND RISK PERFORMANCE OUTTURNS
AT END OF YEAR 2007/08**

**REPORT OF THE HEAD OF POLICY, PERFORMANCE & PARTNERSHIP, HEAD
OF FINANCE AND HEAD OF AUDIT & DEMOCRACY**

1. PURPOSE

- 1.1. To take stock of service, financial and risk performance at both corporate and portfolio levels at end of year 2007/08.

2.

RECOMMENDATIONS

Members are asked to agree the recommendations in the attached reports relating to:

- **Service Performance**
- **Financial performance**
- **Strategic Risks**

3. OVERVIEW OF SERVICE, FINANCIAL AND RISK PERFORMANCE AT END OF YEAR 2007/08

- 3.1. Attached are three reports which detail:

- Analysis of performance outturns for key targets and performance indicators at end of year 2007/08; (NB an initial report was taken to CAPS on 12 May and will be revised with the most up to date information in time for CAPS/Cabinet)
- The end of year Revenue Budget and Capital Programme monitoring for 2007/08;
- The revised Key Strategic Risk Register for May 2008.

- 3.2. Messages on service, financial and risk performance are summarised in the individual reports. Bringing together this information shows that the Council is continuing to improve its performance against the statutory performance indicators and local indicators, while at the same time controlling spending, managing risk, and achieving value for money for local people and on-going efficiencies.

4. BRINGING TOGETHER SERVICE, FINANCIAL AND RISK OUTTURN INFORMATION

Service, financial and risk management information are all key elements of the planning process. Bringing them together can give a clearer picture of how the Council is performing overall.

- 4.1. **Risk Analysis.** The review of Key Strategic Risks for May 2008 details one new key risk, removal of two key risks and amendments to existing key risks. The report identifies no risks that have a residual score of '9'. This has changed from the 8 month report when three risks were identified with a residual score of '9'. Key actions have

now been taken to manage these risks and all these risks now have a residual score of '7'.

4.2. **Financial outturns.** These show that strong financial management has resulted in a very positive outturn position for the Council. Financial monitoring has led to the revenue outturn position being within budget with a final net underspend of £199,183 (-0.18% of net budget).

4.3. **Projected over and under-spends.** The issues raised by the over and under-spends identified in the Financial Monitoring Report have been taken into account in the risk management process. The key risks that these relate to are:

- **Key Strategic Risk 6** - Insufficient resources both internal and external in the medium term to deliver services, priorities and ambitions;
- **Key Strategic Risk 4** – Death or serious harm or neglect of a vulnerable child or adult;
- **Key Strategic Risk 25** - Demographic changes across the Borough in terms of age and complexity of need places increased pressures on budgets and service capacity;
- **Key Strategic Risk 21** - Sustaining the capacity of the Council to identify and deliver its ambitions and priorities –(particularly) failure to allocate appropriate staffing and financial resources;
- **Key Strategic Risk 2** – Failure to deliver all elements of the BSF Programme to re-develop schools for the Borough.

There are a number of over and under-spends that have been reported throughout the year. The majority of these have been offset by savings elsewhere in portfolios towards year end. However it is still important to review the relationship with performance issues. These are summarised below:

- **Children & Families** (£800,000 spend over budget offset by £500,000 grant, final spend over budget of £300,000). This has been the subject of a 'Performance Challenge' at Corporate Directors in March 2008. Cost pressures relate to the increased number of Looked After Children and to 'Leaving Care' Services, where a significant number of clients are moving from foster and residential care and require additional support to facilitate the transition to independent living. Other costs relate to increased costs from the use of agency staff, which has continued as CRB checks have impacted on the speed of getting new appointments in place; and additional costs from client assessments. .

The unit cost of looked after children is projected to come down this year (PAF B8 has fallen from £811 in 2006/07 to £800 in 2007/08). In 2006/07 21.6% of newly looked after children were placed more than 20 miles from their home (often out of the borough), this is projected to fall to 18.3% in 2007/08. The proportion of looked after children in residential accommodation is on course to achieve the target of 16%, despite the on-going increase in the number of looked after children. Indicators relating to children leaving care show that 55% of care leavers achieved at least 1 GCSE in 2007/08, (this is in the top 2 bands of performance). Achievement by looked after children at KS2 has significantly improved in 2007, however achievement at KS3 is not meeting target. The proportion of care leavers who are in education training or employment at age 19 is projected to improve in 2007/08, 100% of care leavers are in suitable accommodation.

A number of Action Plans have been put in place to address pressures within the Children & Families budgets in 2008/09. These include plans for reducing the service's need for agency staff, targeting children on the edge of care through additional family support, appointment of additional foster carers and appointing a personal advisor to support young people during transition from care.

- **Falling school roll numbers / school amalgamation programme and specialist education** (£293,000 spend over budget offset by savings elsewhere in the portfolio). Falling schools roll numbers and school amalgamations have resulted in an increase in one-off redundancy costs. The proportion of secondary schools with surplus places has fallen to 0% following a reduction in the capacities at Abraham Darby, Lord Silkin and Sutherland in advance of BSF (this indicator was in worst quartile position). The new full Year 7 intake at HLC has reduced its surplus below 25% as expected. The Building Schools for the Future Action Plan will alleviate these problems and provide more effective and efficient school environments for children in the borough. There has also been an increase in the number of pupils requiring specialist education; whilst it was hoped to move more children placed externally to Jigsaw this has not proved possible because of increased demand. Pressure has been added to by the difficulty in recruiting appropriate staff at Mount Gilbert Special School.
- **Waste disposal** – (£224,000 spend under budget). With the recycling and composting figures increasing from 34.6% in 2006/07 to 36.5% in 2007/08, and the amount of waste collected per household projected to fall for the first time in 2007/08, (from 536 kg to 527 kg) there have been savings made with land-fill taxes and associated costs of disposal.
- **Cost of purchasing care packages for adults with learning difficulties and adults with sensory and physical disabilities** – (total spend over budget of £770,000 for ALD and £147,000 for adults with physical and sensory disabilities offset by savings in other parts of the portfolio). This has been the subject of a 'Performance Challenge' at Corporate Directors in March 2008. Savings have been made including managing vacancies and turnover, and delays to filling social worker posts. The overspends are caused by the ongoing impact of existing external placements plus significant additional costs arising from the requirement for packages of care for new clients. This is exacerbated by the trend of more people living longer, with more complex needs. Care Packages relate to the cost of residential care and support for people living in the community – both have increased costs. The number of adults with learning disabilities, and adults with physical disabilities helped to live at home are both in 'best band' performance (although they are both projected to fall slightly in 2007/08). Indicators measuring the number of older people helped to live at home and the proportion receiving intensive home care are both projected to fall, although performance is still in good bands.
- **Use of B&B and the effect on the Benefits' budget.** (£164,000 spend over budget as a result of loss of subsidy due of use of bed & breakfast accommodation). This is due to an increase in the use of Bed & Breakfast accommodation particularly for young homeless people and has been the subject of a 'Performance Challenge' session at Corporate Directors' meeting in March. There are a number of reasons for this problem, mainly a growing number of homeless young people, and a shortage of permanent accommodation to move people on who are in temporary accommodation, which means that B&B

accommodation sometimes has to be used. An Action Plan is in place and a number of initiatives are being taken to prevent homelessness, including supporting young people who are at risk of becoming homeless. If this trend continues this will be a key pressure for 2008/09.

4.4. **Efficiency savings.**

The Government set a requirement for councils to achieve 2.5% Gershon efficiency gains per annum for the three years 2005/06 to 2007/08, at least half of which must be cashable. For Telford & Wrekin this equates to £8.796m cumulative.

Current monitoring throughout the year has shown that the Council is on track to achieve the total set for 2007/08 and the cumulative 3 year target. A separate report is being brought to Corporate Directors and Members in June that will set out the final position.

4.5 **Value for Money.**

Value for money (VFM) is of fundamental importance to local residents. We aim to ensure that we are delivering and improving value for money, both at a corporate and service level:

- **Strategic VFM.** We have developed a strategic model to assess and track the overall VFM we deliver, which brings together a ranking of performance, public satisfaction, resources and 'need' (based on factors such as deprivation, population growth and density). We use this model on an annual basis.

These factors are ranked individually and an average ranking is used to produce our overall VFM score. The table set out in **Appendix 1** shows that we are continuing to meet our target of being in the best performing 25% amongst single tier councils, demonstrating that we are delivering good VFM compared to our peers.

- **Service Level VFM.** Whilst the overall VFM picture is positive, we also need to ensure that individual services are cost-effective and are delivering performance that relates to the level of money that we invest in them.

In 2007/08, our approach to managing and improving VFM at a service level has had 3 main focuses:

- i) **VFM profiling** – we have compiled a table of comparative spend (Family Group/unitary authorities) for all services where data was available. The VFM Scrutiny Group used this data alongside performance/PI data to inform their work programme and specific review activity;
- ii) **VFM self-assessments** – this year, we introduced a corporate requirement that all business plans include a 'scored' VFM self-assessment. The self-assessments required managers to summarise the actions they had taken in 2007/08 to improve VFM and planned actions for 2008/09 onwards (**Appendix 2**) gives examples of actions taken in 2007/08 to improve VFM by Community Priority). We aim to review all self-assessments during the year and, again, will use these to identify areas where more in-depth review/performance challenge may be required;

- iii) **Support services benchmarking** – a number of our support services (Finance, ICT, HR, Procurement and Asset/Property Management) have joined the national IPF benchmarking club and have participated in an in-depth VFM benchmarking exercise. We will review the outcomes from this benchmarking activity corporately to assess how well we appear to deliver VFM in these areas and also evaluate the added value that this approach brings.

5. **NEXT STAGE IN MONITORING**

5.1. **Performance, financial and risk monitoring** will be brought to Members to be reviewed together throughout 2008/09, in accordance with the agreed timetables. .

5.2. **Key Strategic Risks.** These will be reviewed quarterly and reported to Cabinet and presented to Audit Committee for information. The next review is planned for September 2008.

6. **EQUAL OPPORTUNITIES.**

No specific implications, although some of the performance indicators measure our performance regarding equal opportunities issues.

7. **ENVIRONMENTAL IMPACT**

No specific implications, although some of the financial outturns and performance indicators do monitor environmental issues.

8. **LEGAL COMMENT.**

The Council has a legal duty under the Local Government Act 1999 to secure continuous improvement in the delivery of services. Under Comprehensive Performance Assessment, the Council's arrangements for performance management and financial management are assessed. The CPA Use of Resources 'block' includes a specific assessment of how well the Council secures value-for-money for its community and the processes it has put in place for improving vfm.

9. **LINKS WITH CORPORATE PRIORITIES.**

The financial outturns and performance indicators monitor how the Council performs against all of its corporate priorities. These are set out in the Council Plan 2007/08.

10. **FINANCIAL IMPLICATIONS.**

This report needs to be read with the latest Financial Monitoring Report which is attached.

11. **WARD IMPLICATIONS.**

This report relates to the performance of Council services across the Borough.

12. **OPPORTUNITIES AND RISKS.**

Agreeing the revised Key Strategic Risk Register will give further opportunities to demonstrate that we are identifying and managing risks appropriately at every level of the Authority. Also, reporting jointly with performance and finance presents a more accurate picture of the risks we face and how the Council are managing them.

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Appendix 1 – Strategic VFM Model (Ranks 1-20)

Single Tier Authority	06-07 satisfaction with the Council	rank	06-07 PI Index rank*	Council Tax Band D 07/08	rank	CT per head 2007/08	rank	RSG & NDR per head	rank	average rank	Final Rank
				£		£		£			
Wandsworth	73	3	27	457.53	1	194	1	488	83	23.0	1
Bracknell Forest	56	22	20	964.89	8	388	72	211	11	26.6	2
Warrington	53	39	6	1019.43	26	358	53	249	18	28.4	3
Westminster	66	4	47	458.24	2	235	2	673	104	31.8	4
Telford & Wrekin	50	59	26	1008.5	19	322	17	344	39	32.0	5
Poole	63	6	10	1069.29	42	447	99	169	5	32.4	6
Bromley	59	13	32	994.01	15	440	96	191	7	32.6	7
Halton	58	16	14	1043.45	35	327	21	469	77	32.6	7
Stockton-on-Tees	58	16	16	1098.77	55	339	33	364	44	32.8	9
Dudley	51	52	39	1009.23	20	322	17	349	40	33.6	10
Trafford	55	29	45	986.52	11	365	59	294	27	34.2	11
Derby	55	29	51	1014.41	23	318	15	417	62	36.0	12
Tameside	54	34	5	1086.14	51	331	27	419	65	36.4	13
Kingston upon Thames	56	22	43	1023.73	27	281	4	511	87	36.6	14
St. Helens	57	19	8	1088.92	53	343	36	424	69	37.0	15
Wokingham	55	29	9	1069.81	43	463	107	110	1	37.8	16
Darlington	52	45	12	1060.14	40	362	56	336	37	38.0	17
Solihull	61	9	49	1049.66	36	410	82	241	15	38.2	18
East Riding Yorks	54	34	13	1100	57	400	76	247	17	39.4	19
Knowsley	61	9	21	1086.77	52	315	14	729	109	41.0	20

Appendix 2 – Actions to Improve VFM (from Business Plan VFM Self-Assessments)

NB. Examples highlighted in bold relate to services highlighted as potential cost outliers through VFM profiling exercise

Priority	Improved economy/efficiency - examples	Improved effectiveness/key achievements - examples
Maintaining a High Quality, Attractive and Sustainable Environment (including Housing)	<ul style="list-style-type: none"> - Joint working with the Council's Energy Officer on reducing energy consumption in council buildings including schools e.g. replacement of energy efficient lighting at Civic Offices/Darby House (Development Plans & Sustainability BP) and installation of a 'power perfector' unit at Civic Offices using Invest to Save funding (Asset & Property Management BP) - External funding secured (£30k) from CLG to fund a new scheme to tackle youth homelessness (Housing Needs BP) - Secured £1.6m funding through the single housing investment pot for Disabled Facility Grants and Housing Renewal Investment, assisting 350 residents to achieve better housing conditions (Housing Quality & Renewal BP) - £50k saving in environmental maintenance costs - achieved through increased litter bin provision and stronger enforcement/education (Environmental Maintenance BP) - Combined savings of >£40k re: highways/street lighting maintenance e.g. through use of recyclable materials - External investment secured to help fund key environmental services/initiatives e.g. £34k from TWS for promotion of recycling, the equivalent of £23k from Encams for the new cigarette litter campaign ('No Ifs, No Butts) (non-cashable) and £4k from Bayer Animal Care/PDSA to continue the Council's free 'poop scoop' service reducing incidents of dog fouling (Environmental Maintenance BP) - Secured external funding for a range of engineering 	<ul style="list-style-type: none"> - Improved recycling rates, reduced tonnage of waste to landfill and waste/head and 90 additional flats provided with recycling facilities (Environmental Maintenance BP, Development Plans & Sustainability BP) - Continued strong performance against environmental promises (Environmental Maintenance BP) - Amount of litter remained at a very low level (Environmental Maintenance BP) - Mobile working/online reporting introduced for various environmental services (Environmental Maintenance BP) - Improved performance in condition of unclassified roads and footways and reduced time to repair street lights – directly linked to 2007/08 capital investments (Highways BP) - Improved performance on Government planning application targets despite an increase in applications – resulting in allocation of >£130k in Planning Delivery Grant (Development & Design BP) - LDF Core Strategy adopted – first in West Midlands (Development Plans & Sustainability BP) - Our Home Improvement Agency was externally assessed in March 2008 and was the first agency in the country to score maximum points (Housing Quality & Renewal BP) - Production of LTP1 Delivery Report, which demonstrated excellent achievement in implementing the first local transport plan. This also resulted in the authority receiving an additional 12.5% capital funding for 2007/08 (Highways BP) - First phase of land stabilisation project completed (Highways BP)

	<p>projects, including £6.5m for Ironbridge Gorge land stability project and £90k to develop a Surface Water Management Plan to identify areas of greatest flood risk as a national pilot (also over £40k savings achieved) (Highways BP)</p> <ul style="list-style-type: none"> - S.106 agreements used to secure environmental improvements e.g. additional children's play areas (Environmental Maintenance BP) & traffic calming measures (Highways BP) 	<ul style="list-style-type: none"> - Implementation of a successful Clutterbusting campaign to remove illegal signs from the highway which resulted in approximately 3000 signs being removed and a number of successful convictions (Highways BP) - Successful deployment of Ironbridge Flood Defences on 3 separate occasions preventing the flooding of residential and commercial properties (Highways BP)
<p>Giving Children & Young People the Best Possible Start in their Lives</p>	<ul style="list-style-type: none"> - Contract negotiation has been undertaken on a large (£14m) partnering contract to construct two schools. Positive intervention and strong negotiation has reduced the authority's spend on this contract by around £800k (Architecture, Landscape and Building BP) - External funding secured for various creative arts projects e.g. £100k for Telford Culture Zone and £40k to buy musical instruments to enable free music tuition for KS2 children (Creative Arts BP) - Income generated by sale of Learning Mentor Co-ordinator time to regional network – used to support T&W Learning Mentor programme for vulnerable children and families (Education Improvement Service BP) - The Playing for Success study centres have been successful in securing DCSF quality development funding (QDF) to the value of £26k. This has been spent on a wireless network at the Ice Rink and also developing a state of the art media facility at AFC Telford Utd (Extended Learning BP) - £200k saving achieved through rationalisation of school catering staff (Facilities Management BP) 	<ul style="list-style-type: none"> - Successfully delivered new Shortwood primary school on time and budget (Capital & Facilities BP) - Improved performance re: surplus secondary school places (Capital & Facilities BP) - All reviews of children on the child protection register and care plan reviews have been completed within the statutory timescales and re-registrations improved beyond target (Safeguarding Advisory Service BP) - Telford Culture Zone has led to the doubling of creative arts opportunities for CYP over the last year (Creative Arts BP) - 70% of schools offering core Extended Schools offer (compared to Government target of 50%) (Extended Learning BP)

<p>Creating a Safe, Strong and Cohesive Community</p>	<ul style="list-style-type: none"> - External funding secured for various cultural projects e.g. £247k over 3 years to support 'arty party' – arts programme for adults with learning disabilities (Arts & Culture BP), £156k Big Lottery funding to support 3-year Play Strategy (Sport & Recreation BP) - Increased income generation from The Place (Arts & Culture BP) and Multi-Sport Programme (Sport & Recreation BP) - Comprehensive review of pricing for Registration Service, increasing some prices in line with competitors (Registration Service BP) - New library stock supply contract awarded by consortium achieving improved discounts on key stock areas of 4% (Library Services BP) 	<ul style="list-style-type: none"> - We have exceeded our 3-year crime reduction target, achieving a reduction of 28.3% against the baseline year (Safer Communities BP) - Better support for victims of domestic abuse, including establishing a nationally-accredited Specialist Domestic Violence Court and an Independent Domestic Violence Advocate – resulting in 20% increase in cases coming to court (Safer Communities BP) - Telford DAAT on target to meet target for clients in treatment and exceed targets for clients retained in treatment for 12 weeks or more (Safer Communities BP) - Early intervention work has contributed to Telford having the lowest number of ASBOs in West Mercia (Safer Communities BP) - Strategic Locality Management pilots in operation in South Telford, Newport and the rural areas (Locality Management BP) - Improvements in performance of Libraries Service e.g. stock issues to adult learners and children up by 48% and 9% respectively. Increase in activities available at libraries, including new Telford Book Awards designed by children (Libraries Service BP) - Leaps & Bounds project – arts project for 35 vulnerable young people, jointly funded with partners (Arts & Culture BP) - Telford & Wrekin Registration Services was inspected by the General Register Office in 2007/08 and received an overall assessment of 'Excellent' and scored the highest category 'A' on all elements of Service Delivery; Customer Care and Organisation & Technical Ability (To our knowledge we are the only service to receive this level of scores to date within the UK)
<p>Promoting Healthy Communities and Improving the Quality of Life of</p>	<ul style="list-style-type: none"> - Range of successful bids to Learning & Disability Fund and Learning & Skills Council to fund services/projects e.g. funding from LSC for a specialist computer suite/IT programme (Access & 	<ul style="list-style-type: none"> - All in-house registered services for Adults with Learning Disabilities rated as excellent by CSCI (Adults with Learning Disabilities BP) - Increase in number of carers' assessments and services

<p>Vulnerable & Older People</p>	<p>Inclusion BP)</p> <ul style="list-style-type: none"> - Increased focus on securing VFM for care packages for adults with learning disabilities e.g. reducing 2 care packages from £2500 to £900 per week (Adults with Learning Disabilities BP) - Improved financial performance of leisure centres, including Aspirations (Leisure & Physical Activity BP) - Efficiencies at leisure centres e.g. replacement of equipment lease cost savings (£18k) and management restructure (£15k) (Leisure & Physical Activity BP) 	<p>(Adults with Learning Disabilities BP)</p> <ul style="list-style-type: none"> - Increase in number of person-centred plans (Adults with Learning Disabilities BP) - Achieved more than double target improvement for 07 / 08 re: uptake of direct payments (Older People & Disability BP) - Improved performance in the provision of Carers Services (Older People & Disability BP) - Successful partnership implementation of smoke-free legislation with 98% compliance (Environmental Health BP) - Continued increase in usage of leisure centres by target groups and increased uptake of Flex card (Leisure & Physical Activity BP)
<p>Strengthening the Local Economy & Skills</p>	<ul style="list-style-type: none"> - Funding of £350k has been secured for the delivery of the City Strategy in Donnington & Malinslee (Lifelong Learning BP, Locality Management BP) - Capital funding of £67,000 secured from Learning & Skills Council Neighbourhood Learning in Deprived Communities fund for period January-July 2008 (Lifelong Learning BP) - £64k savings through review of ICT charges for community learning (Locality Management BP) 	<ul style="list-style-type: none"> - Target learner and enrolment numbers increased despite budget reduction in 2007/08 – targets for BME and family learners in priority wards exceeded (Lifelong Learning BP) - Over 500 people received information advice and guidance on learning, training and employment opportunities and 30 people supported back into employment (Locality Management BP) - External inspection report published by OFSTED in 2007 graded the Lifelong Learning service as Grade 1 (outstanding) re: Leadership & Management & Equal Opportunities (Lifelong Learning BP) - New business unit investments completed at Newport, Hadley Park & Donnington – this has supported construction jobs locally and created job opportunities in the new units. It has been particularly beneficial for small to medium sized units allowing them to expand and develop in purpose built commercial premises (Asset & Property Management BP)
<p>Building an Effective, Efficient Council</p>	<ul style="list-style-type: none"> - Our Architecture, Landscape and Building Service has provided design services to external bodies such as the Community Housing Group, and Shropshire Fire and Rescue, which along with external building contract clients has generated around a £50,000 fee 	<ul style="list-style-type: none"> - 3-year Service and Financial Planning Strategy and new Priority Plans developed clearly setting out what we are seeking to achieve and resource over the next 3 years (Policy, Performance & Partnership BP) - Improvements to LSP governance and management

	<p>income for the Authority (Architecture, Landscape & Building Services BP)</p> <ul style="list-style-type: none"> - E-procurement (Government Procurement Card and e-tendering pilot) introduced Council-wide - £9.25 saving per transaction (Customer Services & Business Transformation BP, Finance & Accountancy BP) - Review of advertising expenditure leading to reduced costs (Customer Services & Business Transformation BP) - Efficiencies resulting in increased number of people accessing Council services via the Website – £262k approximately (Customer Services & Business Transformation BP) - Improved collection and cash flow for Council Tax and NNDR, over £70k cashable efficiencies and £20k income from sale of training to other authorities (Revenues & Benefits BP) - PIP Investment target will be achieved by disposing of poor performing surplus assets and reinvesting the proceeds of sale in new industrial and commercial properties (Estates & Investments BP) - Re-tendered liability insurance resulting in significant savings on insurance premiums - £50k in 2008/09 (Finance and Accountancy BP) - £300k benefit through active treasury management (Finance and Accountancy BP) - Over £140k 'Human Resources' efficiencies delivered through a range of initiatives e.g. single agency contract, in-house assessment centres (Human Resources BP) - Deployment of multi-functional printers across Civic Offices & Darby House leading to reduced printing costs (ICT BP) 	<p>arrangements (Policy, Performance & Partnership BP)</p> <ul style="list-style-type: none"> - Largest ever programme of community consultation and successful 'Get Involved' campaign – 23,500 households consulted in total (Policy, Performance & Partnership BP) - Opened new first point @ Hadley, free phones at a number of sites and implemented first phase of corporate contact centre (Customer Services & Business Transformation BP) - Implemented wireless mobile working in revenues & benefits – resulting in significant improvements in time taken to process claims (typically 30 days to a few hours) and easier access for customers – nominated for Social Inclusion e-government award (Revenues & Benefits BP) - Performance against all of our benefit performance measures and BVPI's has improved during the year and we have retained our CPA rating of 4 (Revenues & Benefits BP) - Improved performance in fraud detection despite reduction in staffing levels (Revenues & Benefits BP) - Increased benefit take-up amongst over 60s - £1.6m over 2 years (Revenues & Benefits BP) - Investors in People re-accreditation achieved (Human Resources BP) - Improved score against 'duty to promote race equality' – improved from 74% in 06/07 to 84% in 07/08 (Equalities & Diversity BP)
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