

TELFORD & WREKIN COUNCIL

CABINET – 24 JULY 2014

DRIVING DELIVERY OF THE COUNCILS PRIORITIES: 2013/14 END OF YEAR PERFORMANCE ANALYSIS AND STRATEGIC RISK REGISTER

REPORT OF MANAGING DIRECTOR

LEAD CABINET MEMBER – CLLR RICHARD OVERTON

PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

1.1. To present an overview of 2013/14 performance against the Council's priorities and identify key risks to their delivery.

2. RECOMMENDATIONS

That the:

- Council's performance for 2013/14 is reviewed and noted;
- performance reporting timetable for 2014/15 is approved;
- strategic risks are reviewed and approved.

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-operative Council priority objective(s)?	
	Yes	<i>All Priorities</i>
	Will the proposals impact on specific groups of people?	
	Yes	<i>The Council's priorities impact across all communities</i>
TARGET COMPLETION/DELIVERY DATE	<i>This is part of the on-going monitoring of delivery of the Council's priorities.</i>	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	The Council's budget is the financial representation of the Council's priorities and plans for the year. The delivery of services and performance outcomes are therefore reflected in the financial outturn position which was reported to Cabinet in 26 June. Despite the pressures faced during the year and having to deliver £11m savings in 2013/14 (on top of the £42m made in previous years), final revenue spend was within budget. Looking forward, the Council faces severe financial challenges as

		Government funding reductions continue. The Service & Financial Planning Strategy for 2014/15 meets these challenges: not only by delivering a package of savings but also by having clear investment priorities which will generate additional income and attract new jobs and investment into the borough. Further details about the strategy for 2014/15 and the 2013/14 financial outturn can be found on the Council's web site. Strategic risks are considered as part of the budget setting process.
LEGAL ISSUES	Yes	<p>The Council has statutory responsibilities to undertake functions which are, in many cases, subject to central government regulations and guidance. Some of the Council's priorities listed in this report at appendix 2 are additional objectives which add to, but don't replace, the Council's statutory responsibilities.</p> <p>Any changes to corporate priorities, the risk register and/or performance indicators to meet our priorities must ensure that the Council also continues to fulfil its statutory duties.</p> <p>Changes in legislation such as the introduction of the Care Act 2014 (referred to in the 'vulnerable adults' section of part B of this report) demonstrate how new legislation causes the need for a review of how new responsibilities will affect the way in which the Council needs to adapt its strategy regarding its corporate priorities.</p>
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	The report identifies key risks to the delivery of the Council's priorities
IMPACT ON SPECIFIC WARDS	No	Borough-wide impact

PART B) – ADDITIONAL INFORMATION

4. Driving Delivery of the Council's Priorities

4.1. The 2013/14 to 2015/16 Medium-term Plan set out the Council's priorities:

- **Regenerate those Neighbourhoods in Need and Work to Ensure That Local People Have Access to Suitable Housing**
- **Ensure that Neighbourhoods Are Safe Clean and Well Maintained**
- **Protect and Support Our Vulnerable Children and Adults**
- **Improve Local People's Prospects Through Education and Skills Training**

- **Improve the Health & Wellbeing of our Communities and Address Health Inequalities**
- **Protect and Create Jobs as a “Business Supporting, Business Winning Council”**

4.2. Whilst many councils have simply cut essential services and stopped major projects, Telford & Wrekin Council continues to invest in projects to drive delivery of its priorities. Our 2013/14 financial strategy saw investment in:

- £250m Southwater investment
- “Destination Telford” to the Borough as a place to live work and visit.
- £1m investment in Commercial and Business Fund
- £600k additional revenue funding into Children’s Safeguarding Service
- The transfer of Public Health functions from the NHS to the Council to protect and enhance the health and wellbeing of the community.
- An additional £150k into our winter maintenance programme

4.3. This report presents an overview of the progress which the Council has made delivering its priorities in 2013/14. Central to this, is a basket of performance indicators aligned to each priority (see Appendix One). The report also considers the key, high level actions in place to drive delivery of the priorities in 2014/15.

Regenerate those Neighbourhoods in Need and Work to Ensure That Local people Have Access to Suitable Housing

4.4. 2013/14 Performance:

- The rate of households accepted as homeless was 1.72 per 1,000 households - down from 1.9 in 2012/13. This is equivalent to 119 households (down from 132 in 2012/13). Of these, nearly half (45.4%/54) were from 16 to 24 year olds and a quarter (23.7%/28) were from 16/17 year olds.
- “Homelessness prevention” is continuing to decline and our rate is now below the national level. Throughout the year 149 homelessness cases were prevented or relieved – a rate of 1.3 compared to 1.86 in 2012/13 and 2.48 2011/12. Accessing two bedroom private accommodation has been an ongoing issue and it is hoped that the new Telford Home Finder service will help ease this problem. However, it remains a challenging area of work given that more and more private landlords are moving away from renting to families on benefits who make up the large majority of our clients.
- Bed and breakfast use has declined significantly. In the year just 16 nights were used compared to 2,537 in 2012/13 and 6,139 in 2011/12. There are currently no 16/17 year olds in B&B.
- 825 new homes (net of demolitions) were built in 2013/14 – reinforcing our position as a focus for growth both housing and economic. In 2014/15 an additional 1,000 new homes will be completed with more than 30% “affordable”.

4.5. Partnership working is central to ensuring that local people have access to suitable housing - particularly for young people at risk of becoming homeless. A new partnership Homelessness Strategy is now in place which focuses on preventing homelessness, ensuring appropriate housing pathways, including advice and support

for homeless households, are in place and that the Council's statutory duty to accommodate Gypsy, Romani and Travellers is met. Equally, the new in-house Housing Options Scheme replacing the Choose Your Home Scheme operated by the Wrekin Housing Trust will enable applicants to have a better understanding of their housing options and enable the Council and its partners to better support households with accommodation challenges. Equally, the launch of a new commercial Lettings Agency will bring another new approach to meeting housing needs.

4.6. To drive the social regeneration of our most deprived communities, the Targeted Intervention Area (TIA) programme is (College, Sutton Hill, Woodside, Malinslee, Brookside, Donnington) focussed on narrowing the gap in outcomes for residents within these areas and the rest of the Borough. This initiative sits alongside the Pride in Our Community programme (see following priority) which focuses on environmental and social issues that we know are important to residents. Action Plans for each TIA will be in place by October 2015.

Ensure that Neighbourhoods Are Safe Clean and Well Maintained

4.7. 2013/14 performance:

- The overall crime rate rose slightly in 2013/14 from 56.3 to 58 – against a recent trend of declining reported crime. The primary cause of this increase has been shop lifting and theft.
- The rate for anti-social behaviour has continued to decline and for year end was 52 (per 1,000 population) compared with 57.1 in 2012/13 and 64 in 2011/12.
- The Community Panel is used annually to track residents' views on a series of neighbourhood issues. As a relatively small sample survey, the difference in year-on-year results needs to be quite large for there to have been a real change in the views of residents:
 - The percentage of residents that felt that their neighbourhood is one where people of different backgrounds get on well together is 60.5% comparable to 60.7% in 2012/13.
 - More than 4 out of 5 (82.6%) residents are satisfied with the recycling and waste collection service - similar to 85.3% 2012/13.
 - Satisfaction with district parks (67%) and the Town Park (62.1%) has remained consistent over the past 2 years. The Council will be receiving accreditation from Trip Advisor for consistently high satisfaction scores from visitors to our parks.
 - Approximately half (51.6%) of residents are satisfied with the cleanliness of their local neighbourhood – similar to 2012/13 (54.7%).
 - Compared to the above services, resident satisfaction with the maintenance of roads and pathways is lower:
 - satisfaction with the condition of roads – 32.6% (28.8% in 2012/13)
 - satisfaction with the condition of pathways - 34.8% (35% in 2012/13)
- The percentage of household waste which is recycled has remained at or around 42% for the past 3 years – although total household waste continues to fall. The new recycling service introduced in April 2014 by Veolia is designed to increase the rate of recycling and has a target of 59% by 2019. Early data indicates that there has been a significant increase in the amount of household waste that is being recycled since the new system was introduced in April.

- 4.8. As well as the new kerb-side recycling service, to drive this Priority in 2014/15, the Council has established and invested £8m capital and £1.6m revenue over the next two years in the Pride in Your Community programme which is an investment programme that focuses on addressing environmental and social issues that we know are important to residents across the borough. Pride in Your Community is also aimed at improving areas where businesses are located to support new and existing businesses and to assist with local jobs.
- 4.9. A central aspect of this programme is the £1m Community Pride Fund for local organisations to bid into, to fund the capital cost of improvements to their local neighbourhood – giving communities a real opportunity to shape their own local environment. Together these schemes will make a real difference to the Borough as a place to live.
- 4.10. It is important to highlight that community pride is already strong in the Borough as Telford has been named the 10th happiest in Britain in the Rightmove Happy at Home Index 2014!

Protect and Support Our Vulnerable Children and Adults

- 4.11. Vulnerable children 2013/14 performance:
- The number of children in care at year end was 308, a rate of 79.17 (per 10,000 population under 18) down from a peak of 82.3 in 2012/13. The England average in 2012/13 was 60 and 75.1 for statistical neighbours.
 - The number of children subject to a Child Protection Plan is 33.2 per 10,000 population. The rate is now below the England average for 2012/13 of 37.9. Careful monitoring ensures that the “right” children are made subject to a plan.
 - The number of children becoming subject to a Child Protection Plan for a second or subsequent time has increased to 22.8% from 16.8% in 2012/13. The England average for 2012/13 was 14.9%. Key to improving this measure is activity underway to ensure that arrangements are in place to monitor “step down” cases where children no longer need social work involvement but the family still needs support.
 - The stability of placements for children in care is positive. The percentage of children in care for 2.5 years and with the same placement for 2 years remains above the national rate but has fallen to 73.6% from 77.3%.
 - The percentage of children in care fostered living within the borough boundary has increased from 58.0% (2012/13) to 61.3%. The proportion living more than 20 miles from their home has been reduced from 17.0% to 14.9%.
 - For care leavers we are “in touch” with, 92.3% (24/26) are in suitable accommodation - up from 80% in 2012/13. Just over two fifths (42.3% 11/26) are in “positive destinations” (education, employment or training) – whilst still challenging this represents some improvement from 2012/13 when 35% were in “positive destinations”.
- 4.12. Children’s Safeguarding is an area in which the Council has and continues to invest in to ensure the needs of these vulnerable children and young people are met. In 2013/14 £1.2m one-off “draw-down” budget to address pressures on this service was agreed and following a Scrutiny review the grant for care leavers has been increased from £1000 to £2,000 to assist these vulnerable young people into independent living.

To drive the improvement agenda for this service there are a number of plans in place which focus on:

- “cost improvement” through, for example, reducing the number of agency social workers and where appropriate the number of residential and external foster placements
- the Reconfiguration of Children’s Social Work to improve practice and move towards “systemic practice”
- responding to the recommendations from the 2012 OFSTED inspection of Council’s services to protect and support vulnerable children

4.13. Vulnerable adults 2013/14 performance:

- The percentage of people using social care who receive self-directed support has increased to 60.5% from 58.8% (2012/13). The national rate for this measure was 55.5% in 2012/13. It is unlikely that this measure will increase as currently 100% of eligible clients are receiving this support.
- The percentage of people using social care who receive direct payments has increased to 11% from 8.1% (2012/13). The national rate for this measure was 16.5% in 2012/13.
- The percentage of people aged 65+ who are offered re-ablement /rehabilitation after discharge from hospital and were still at home 3 months later was 64.9% up from 53.7% (2012/13). The national average for this measure was 81.4% in (2012/13).
- The number of delayed transfers of care from hospital rose in 2013/14 to 127 from 82 in 2012/13. As a rate, 8.2, this remains below the 2012/13 national rate of 9.5. The element of delayed transfers of care from hospital which are fully or partly attributable to adult social care fell from 40 in 2012/13 to 28 in 2013/14. The 2013/14 rate for this measure, 1.8, is below the national rate for 2012/13 of 3.3.

4.14. The Government’s Better Care Fund initiative provides a substantial opportunity to improve the pathway for adults from hospital into a social care setting. The project will drive the integration of services by the Council and the Telford & Wrekin Clinical Commissioning Group through the creation of a pooled budget (and joint commissioning arrangements (£13.11m in 2014/15 rising to £14.674m in 2015/16). Equally, the Care Act, once implemented, will place significant additional responsibilities on the Council and increase the cost of delivering community care services to those eligible for public support, at a time when the resources available are already under pressure.

4.15. A financial improvement plan is in place for 2014/15 and 2015/16 which sets out how Adult Social Services plan to deliver £10.5million savings over the two years. This plan is being closely managed and monitored by the Change Management Board. The plan includes a review of internal financial control processes and systems, restructures based on new operating models, and other detailed savings initiatives.

Improve Local People’s Prospects Through Education and Skills Training

4.16. 2013/14 performance:

- Over the past decade, educational attainment at Key Stage 2 (KS2) and Key Stage 4 (KS4) has improved significantly and is now broadly comparable to the national

average. In 2013/14, there were a number of changes to standard measures which impacted on performance:

- KS2 achievement rate of level 4 or above in Reading, Writing and Mathematics is 74%, 1 percentage point below the national rate of 75%. This is a new measure for 13/14.
 - KS4 the percentage pupils who achieve 5 A*-C GCSEs including English and Maths was 58.6% compared to 61.3% in 2012/13. For 2012/13 this was 2 percentage points below the national rate. Analysis suggests that this fall in performance is as a result of raising the attainment threshold for English.
 - In the past two years, the percentage of schools which are judged by OFSTED to be either “good” or “outstanding” has risen from 53% to 82.6%.
- Two key areas requiring improvement are:
 - Early Years Foundation Stage – this is a new measure for 2013/14 and with a score of 45% (“good level of development”) was 7 percentage-points below the national rate of 52%.
 - The achievement of vulnerable pupils – for children in care, those in receipt of Free School Meals (FSM) and Pakistani heritage children there are significant gaps at KS2 and KS4 compared to their peers:
 - FSM – as KS2 the gap is 16 percentage points (no comparative data from 2012/13) and at KS4 33.3 percentage points up from 28.8% in 2012/13
 - Pakistani heritage children – at KS2 the gap is 28.7 percentage points and at KS4 9.9 percentage points down from 10.4 percentage points in 2012/13.
 - The annual cohort of children in care is very small and so year-on-year results can fluctuate. For KS2, 46.2% (6 pupils) of the 2013/14 cohort achieved a Level 4 in maths down from 61.5% in 2012/13 and for Reading 54% (7 pupils) achieved a Level 4 (no 2012/13 comparator) and for Writing 30.8% (4 pupils). For KS4, 19.2% (5 pupils) achieved 5 GCSEs A*-C including English and Maths.

4.17. “Achievement for all” is a priority for the Children, Young People & Families Board. Key actions have been presented to the Board to drive improvement in the Early Years Foundation Stage and the attainment of vulnerable children. This includes moving responsibility for Early Years Foundation Stage to the Education and Corporate Parenting Service Area from Family & Cohesion Services, and a greater focus and level of support by the School Improvement Service through the “buy back” traded service to schools with these vulnerable pupils.

Improve the Health & Wellbeing of our Communities and Address Health Inequalities

4.18. 2013/14 performance

- Excess weight – latest available data shows that 24.1% reception age children have excess weight as do 34.9% of year 6 children. We are close to the national average for both of these measures (22.6% and 33.9% respectively).

- The rate of teenage conceptions in the Borough has fallen over the past 5 years, however, at a rate of 36.8 it remains above the national rate of 30.7 (2011).
- More than a fifth (22.4%) of mothers are smokers at the time of delivery, this rate was significantly worse than the England average (12.7%) and has remained static for a number of years. In response the Council ensured a new specialist pregnancy stop smoking service was in place in September 2013. A record number of pregnant women were supported to quit in the last six months of the year (a total of 65 between September 2013 to March 2014, compared with 79 during the whole year in 2012/13). Given the number of pregnant women now quitting it is expected that the rate of women smoking at delivery will decrease in 2014/15.
- Reducing the number of people who smoke is a key Public Health priority. Data for 2012/13 shows that our local rate for smoking cessation of 1,389 quitters (per 100,000 population) is significantly better than the national rate of 868.
- The percentage of infants breastfeeding at 6 to 8 weeks has remained at just less than one third for a number of years – the latest data is 33.2%. This is significantly lower than the national rate of 47.2%

4.19. Many of these issues have been long standing challenges in the Borough and although there is evidence of improvement we still need to narrow the gap to the national average. To work towards this goal, a Living Well partnership board and Early Help Partnership Board have been established, reporting to the Health & Wellbeing Board, and Children, Young People and Families Board respectively. These groups will focus on understanding the resources available for prevention and intervention (this is both financial resources and other secondary opportunities) and consider new ways of service delivery to impact these issues. Importantly, these are cross-Council issues where many services can make a significant difference to improving the health of the population.

Protect and Create Jobs as a “Business Supporting, Business Winning” Council

4.20. 2013/14 performance:

- Office for National Statistics (ONS) data on the number of jobs is subject to significant data lag. The latest available ONS data for 2012 shows an increase in the number of jobs in the Borough – up by 2,600 or 3.4% (national increase was 0.7%).
- The overall unemployment rate in the Borough has continued to fall. For period January 2013 to December 2013 the rate was 8.1%, down from 8.4% for the previous period. This compares to 8.5% for the West Midlands and 7.4% for England
- The ONS youth (16 to 24) unemployment rate has remained stubbornly high. The latest rate (Jan 2013 to Dec 2013) for the Borough is 28.7% compared to 22.3% for the West Midlands and 19.9% England. This is a small fall from the previous period and shows a slight narrowing of the gap to the West Midlands: 29.8% Borough, West Midlands 21.9% and England 20.8%. It is important to emphasise that we are concerned about the robustness of this measure as it is based on a sample survey with large confidence intervals. An alternative, but much narrower measure of unemployment, Job Seekers Allowance shows that the number of claimant counts aged 18 to 24 has fallen steadily in recent years: in May 2014, there were 915 claimants compared to 1,310 in May 2013.
- The number of young people not in education, employment or training (NEETS) has remained consistent at over 7% for the last few years - latest data 8.5%. This is 2 percentage points above the national rate (6.6%).

4.21. Whilst there is data lag in the ONS data, there is ready local evidence as to the success of our “business supporting, business winning approach”:

- Directly securing 3 major business investments and supporting the expansion of 3 of the Borough’s strategic businesses
- Contribution to the creation of c.900 jobs through business expansion and new investment – including the public/private £250m investment in Southwater.
- supporting local businesses to attract £900k of external funding for expansion, relocation and diversification and directly delivering c.80 new jobs as a result
- Through our stewardship of HCA commercial land, 93 acres are sold or under offer, securing £40m+ of investment. A further 20 acres are currently the subject of live interest.

4.22. In response to the challenge of youth unemployment, the Council is investing £1.3m over the next two year in its Youth Unemployment Programme, underpinning our commitment to ensuring that every 16-24 year old who is seeking employment or training is fully supported. Through this programme the number of Job Junctions will increase from eight to fifteen.

5. Moving Forward in 2014/15

Service Delivery Plans

5.1. To ensure focus on delivery of the Council’s priorities, the structure of the organisation has been kept under review which has meant that the responsibilities of each Assistant Director have been subject to a number of changes. In response to these changes, both as a communication tool and to ensure services are focussed on delivery of the Council’s priorities, each service area has produced a short service delivery plan that sets out their priorities, challenges and opportunities and the key work streams for the year. The service delivery plans can be found here on the Council’s intranet site: <http://ecouncil/COUNCILSTRUCTURE/Pages/ServicePlans.aspx>

Strategic Risk Register 2014/15

5.2. The strategic risk register is a means for the organisation to identify the substantive issues which will impact negatively on delivery of the Council’s priorities. Appendix Two sets out the key risks which have been identified for 2014/15 and the mitigating actions in place to manage these risks. This will be reported to the September Audit Committee.

Performance Reporting 2014/15

5.3. It is proposed that performance against the Council’s priorities will be reported to Cabinet three times in 2014/15:

- 6 month reporting November 2014 Cabinet
- 9 month reporting February 2015 Cabinet
- 12 month reporting July 2015 Cabinet

6. PREVIOUS MINUTES

- None

7. BACKGROUND PAPERS

- Medium Term Council Plan 2013/14 to 2015/16.

Report prepared by Jon Power, Delivery & Planning Manager, Telephone: 01952 380141

Appendix Two: Strategic Risk Register

Strategic Risks 2014/15
Last Updated: 4 June 2014
Next review date: October 2014

	Risk	What are we doing to manage the risk? (Controls)	Lead Director
1	Failure to match available resources (both financial , people and assets) with statutory obligations, agreed priorities and service standards	<ul style="list-style-type: none"> • Rigorous planning and monitoring through S&FPG, SMT and Policy Review Group. • Savings programme, service reviews and restructuring • Rationalisation of council assets & accommodation • Rigorous monitoring of capital receipts realisation and impact on the budget • Review of reserves and balances against risk exposure and available contingency. • Safeguarding Cost Improvement Plan • Adult Social Care Change • Commercial Strategy • “Culture Change” to budget management by managers 	RP
2	Failure to deliver financial strategy: <ul style="list-style-type: none"> ○ capital receipts ○ delivery of Council savings 	<ul style="list-style-type: none"> • In-year savings exercise as necessary • Capital receipts (Plan B list mitigation) • Specialist legal advice as required • Cabinet Members regularly briefed • Regular financial monitoring • If necessary contingency plans reviewing phasing of planned capital expenditure, schemes included in capital programme, alternative potential disposals and further revenue budget cuts would be prepared 	RP
3	Not managing the impact of organisational and culture change in the Council and partner organisations within the	<ul style="list-style-type: none"> • Engagement and communication with all staff through structured sessions and interactive sessions with Cabinet to support Co-operative working • Regular meetings with Trade Union representatives. 	RP

	Risk	What are we doing to manage the risk? (Controls)	Lead Director
	constraints of the public sector economy	<ul style="list-style-type: none"> • Loss of service delivery performance and risk exposure monitored through SMT. • Constitution – assurance by AD’s, Finance, Legal, Internal Audit and external reviews (i.e. External audit and government bodies) • Transparency • Codes of conduct • LSP Executive • Maintaining communication channels with appropriate senior executives • Health & Wellbeing Board • New Organisational Development Strategy • Strategic Commissioning Board + CATPs 	
4	Death or serious harm of a vulnerable child or vulnerable adult (Breach of duty of care)	<ul style="list-style-type: none"> • Children’s and Adult Safeguarding Boards (ASBs becomes a statutory requirement of the Care Act from April 2015) & Community Safety Partnership scrutinises performance, call partners to account and drives practice improvement in the light of learning (e.g. from Serious Case & Domestic Homicide Reviews) • Created draw down budgets of £1.2m for children and £2.5m for adults for 2014-15 • Work to national inspection standards (Ofsted and Care Quality Commission) and respond to actions required from inspections. <p>Children:</p> <ul style="list-style-type: none"> • Workforce development strategy – recruitment and retention, learning and development including Systemic Practice across councils children’s workforce • Children’s Services - Systematic quality assurance role for all managers from frontline team manager through to MD and DCS. • No staff savings target for Children’s Social Workers 	LJ/PT

	Risk	What are we doing to manage the risk? (Controls)	Lead Director
		<p>Adults:</p> <ul style="list-style-type: none"> • Review of Adult Safeguarding arrangements will be undertaken jointly with T&W CCG to ensure compliance with Care Act requirements once new Adult Safeguarding Guidance & Regulations are released • Adult Safeguarding – following review, new multi-agency strategy agreed and regional procedures are now operational. • Regional Quality Surveillance Group chaired by Chief Officer of NHS England Area Team ensures co-ordination of quality & safeguarding issues across health & social care 	
5	Failure to manage the impact of poverty and deprivation on future wellbeing of our residents	<ul style="list-style-type: none"> • Council has adopted a Business Supporting, Business Winning approach that will provide a joined up, business facing service that provides the conditions to enable businesses to start up, expand and to attract new investors. • Working through with the LEP to drive economic growth • Crisis Support • Community Loans • Telford Crisis Network/Food Bank • Youth Unemployment Programme • “Pride in your community” Project • Target Intervention Area programme • Use of Public Health Grant to deliver against Public Health outcomes • Health & Wellbeing Board and Commissioning & Transformation Partnerships 	RP
6	Major emergency affecting ability to provide priority services	<ul style="list-style-type: none"> • Maintaining appropriate, risk based contingency plans (Civil Resilience Team) which are exercised and reviewed on regular basis. • Individual Service Delivery Managers are responsible for maintaining and exercising their business 	PT

	Risk	What are we doing to manage the risk? (Controls)	Lead Director
			<p>continuity plan (copied to Civil Resilience Team). These plans would be coordinated corporately and the emergency plan activated if necessary.</p> <ul style="list-style-type: none"> • Maintain appropriate levels of trained staff to be able to respond to an emergency. • Work collaboratively with other LRF partner agencies, maintaining effective working relationships with the relevant bodies. • Gorge - Additional funding with conditions received from DCLG which has enabled further stabilisation work to commence in Jackfield • Operation 'Tangent' – multi agency plan to respond to landslide in the Gorge is in place and is reviewed and exercised regularly
7	Significant business interruption affecting ability to provide priority services	<ul style="list-style-type: none"> • ICT controls – Disaster Recovery facilities in place based on Priority Services in line with Business Continuity Plans • Investment in ICT infrastructure within the server room to provide business continuity • Improvement to Business Continuity Plans to reflect risk and appropriate mitigation 	DS
8	Key skills shortages (retention & recruitment)	<ul style="list-style-type: none"> • Organisational Development Plan e.g.: <ul style="list-style-type: none"> - skills gap analysis and needs - flexible working policy - staff benefit scheme • Council values, ethos, rewards and recognition 	RP

	Risk	What are we doing to manage the risk? (Controls)	Lead Director
9	Failure to manage the health & safety risks in delivering the council's functions.	<ul style="list-style-type: none"> • Reviewing, writing and monitoring of health and safety policies through SMT and Health and Safety Committee • Risk based health and safety audit process of service areas and local authority managed schools, which not only audit implementation of health and safety policies but also proactively identifies short comings, actions and controls that need to be in place to manage those risks. Significant findings of the audits are reported back through SMT and Health and Safety Committee. • Internal Health and Safety work to Health and Safety Executive (HSE) guidance and revise Policies and Procedures to ensure compliance with legal standards. Revisions reported back through SMT and Health and Safety Committee • There is a system in place for reporting all accidents, incidents and near misses. Non reportable accidents investigated by service area . • All reportable accidents are investigated by Internal Health and Safety Team and significant findings reported to Health and Safety Committee. Other findings reported back to relevant Service area management • Training provided on Health and Safety through a mixture of OLLIE and face to face. • Regular meetings with Trade Unions Coordination and management of Personal Safety precautions risk register to ensure safety of employees. 	PT
10	Information Governance	<ul style="list-style-type: none"> • The Council has an Information Governance Framework which includes the Corporate Information Security Policy (CISP) and other policies (Data protection, Information Sharing policies) • Small dedicated team promoting sound Information Governance within the Council and ensuring that good practise is shared across the Council • Training and awareness programme put in place annually and IG module on 	RP

	Risk	What are we doing to manage the risk? (Controls)	Lead Director
		<p>Ollie forms part of induction</p> <ul style="list-style-type: none"> • Established procedures for investigating and recording data breaches including identifying and communicating lessons learnt • IG compliance programme includes tasks to check on Council compliance with local and legal requirements • Secure Communication System in place • Compliance with Public Service Network (PSN) requirements • Governance includes regular review by Internal Audit and reporting to Audit Committee twice a year to provide assurance on IG • ICT Security Group in place which considers IG matters of new developments/issues arising 	

Existing Strategic Risks Being Managed Through Appropriate Significant Projects

- Single Status
- Better Care Fund and Care Bill, Social Care Change Board
- Children Safeguarding Service Reconfiguration
- Commercial project for additional income generation
- Housing Investment Programme