

TELFORD & WREKIN COUNCIL

CABINET – 11 DECEMBER 2014

**DRIVING DELIVERY OF THE COUNCILS PRIORITIES: 2014/15 6 MONTH
PERFORMANCE ANALYSIS**

REPORT OF THE MANAGING DIRECTOR

LEAD CABINET MEMBER – CLLR RICHARD OVERTON

PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

1.1. To present an overview of 2014/15 6 month performance against the Council's priorities and the strategic risk register for review and update.

2. RECOMMENDATIONS

That the Council's:

- **6 month performance for 2014/15 is reviewed; and the**
- **strategic risk register is reviewed and updated.**

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 has a net revenue budget of £129m and a capital programme of £134m in 2014/15 which represents the core finances available to meet its priorities and plans for the year. The delivery of services within the budgets set is regularly monitored and the latest position was presented to Cabinet on 16 October. The projected year end position is that revenue spend will be within budget despite a number of service pressures being identified, primarily relating to Adult Social Services and children in

		<p>care.</p> <p>The Service & Financial Planning Strategy for 2014/15 delivered a package of savings but also had clear investment priorities which will generate additional income and attract new jobs and investment into the borough. Given the financial outlook of further government grant cuts, continued strong and proactive financial management is vital so that essential services can be delivered with reduced resources. Strategic risks are considered as part of the budget setting process.</p>
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 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	<p>The report identifies key areas that require improvement to the delivery the Council's priorities</p>
IMPACT ON SPECIFIC WARDS	No	<p>Borough-wide impact</p>

PART B) – ADDITIONAL INFORMATION

4. Driving Delivery of the Council's Priorities

4.1. Telford & Wrekin – our vision and priorities

4.1.1. The [Medium-term Council Plan](#) sets out the Council's priorities and how we will use our resources to deliver them:

- Put our children and young people first
- Protect and create jobs as a 'Business Supporting, Business Winning Council'
- Improve local people's prospects through education and skills training
- Protect and support our vulnerable children and adults
- Ensure that neighbourhoods are safe, clean and well maintained
- Regenerate those neighbourhoods in need and work to ensure that local people have access to suitable housing
- Improve the health and wellbeing of our communities and address health inequalities

4.1.2. This report sets out the progress against the priorities for the first 6 months of 2014/15 as measured by a set of performance indicators presented in Appendix 1. Priority 1, 'Putting our Children and Young People first', is an overarching priority and as such does not have any specific performance indicators.

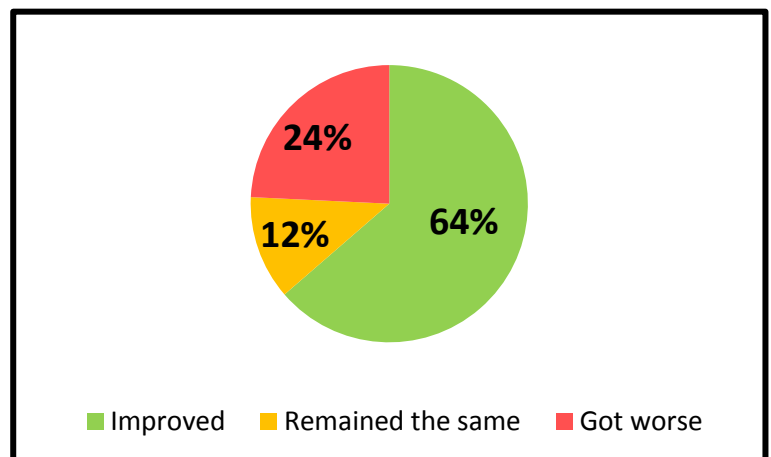
Headline Messages

4.1.3. The report demonstrates that the Council continues to drive both economic and housing growth. Importantly, it continues to support the development of the Borough's workforce of the future both through improved educational attainment and better schools. Linked to the growth agenda, the Council's programme to tackle youth unemployment is paying dividends with a significant decrease in the latest youth unemployment data.

4.1.4. Whilst safeguarding children performance has seen improvements, especially around the numbers of children in care reducing, there still remain pressures in adult social care. Tackling health inequalities remains a challenge and, whilst improvements have been made in some areas, the number of children who are either overweight or obese (excess weight) has increased.

4.1.5. The report outlines the progress made around recycling rates within the Borough further to the introduction of a new service in April 2014.

4.1.6. Of the 79 performance measures set out in Appendix 1, 33 have 6 month data and are comparable to 2013/14 year end data. Of the 33 measures, 21 have shown an improvement in the first 6 months' performance, 4 have remained the same and 8 have got worse.



4.2. Protect and create jobs as a 'Business Supporting, Business Winning Council' App 1, p1

4.2.1. The Council manages the development of the Borough and wants to ensure that it creates jobs for local people and ensure that growth is both sustainable and protects the Borough's reputation as a 'green town'.

4.2.2. In March 2014, 'Job Box' was launched, a one-stop-shop for information and support on vacancies, training and employment within the Borough. In the first six months of this year Job Box supported 158 young people into employment, 125 into training and 7 into voluntary work. For further detail about the progress of Job Box please refer to the [youth unemployment report](#) presented to Cabinet in September 2014.



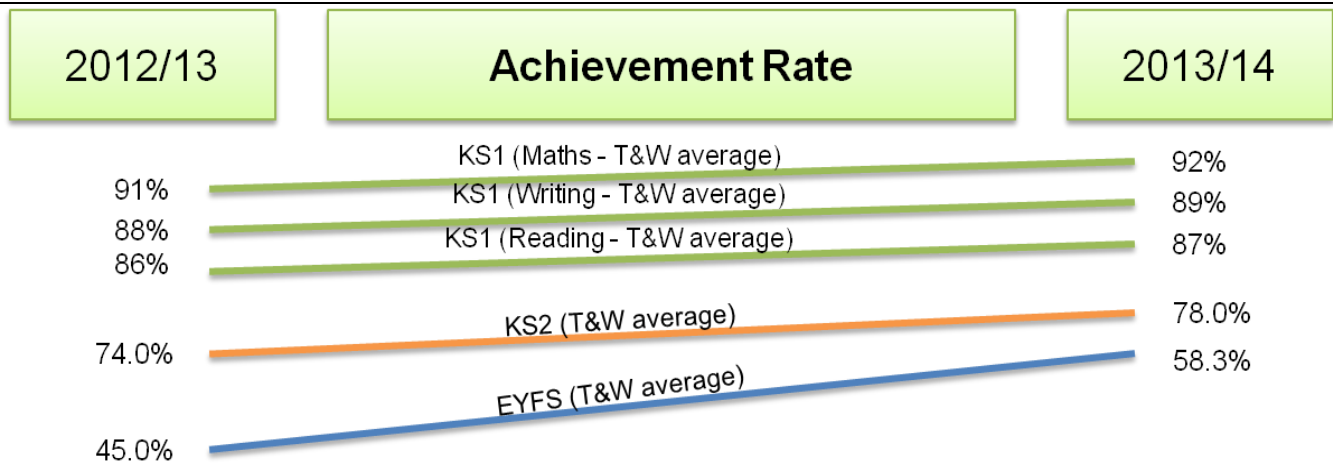
4.2.3. Supported by the Council's investment in programmes such as Job Box, apprenticeships and work placements, the Borough's overall unemployment rate (16-64 year olds) has decreased from 9.3% to 6.7% (a reduction of 28.0%). Similarly, the youth unemployment rate has decreased from 32.1% to 20.9% (a reduction of 34.5%).

4.2.4. In the first 6 months of this year, the Council has attracted, via the stewardship of Homes and Communities Agency land, £16.15 million inward investment. This will create and protect 234 new jobs.



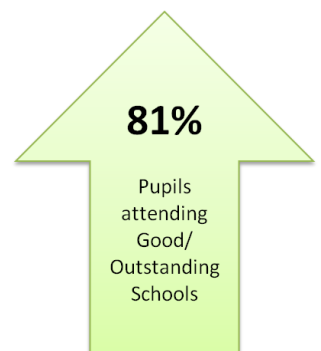
4.3. Improve local people's prospects through education and skills training App 1, p1

4.3.1. Overall, educational achievement continues to improve and is now comparable to the national picture. For 2013/14 of particular note is the significant and important improvement in the Early Years Foundation Stage achievement rate from 45.0% in 2012/13 to 58.3% in 2013/14. This is a 25.6% improvement from 2012/13 and brings us to within 2%-points of the provisional national average (60.4%). Key Stage 1 achievement rate (Reading, Writing and Maths) have improved and are either the same as, or higher, than the national averages (2013/14). Key Stage 2 has also seen an improvement from 74.0% in 2012/13 to 78.0% in 2013/14 (an increase of 5.4%) and is now the same as the provisional national average (78%).



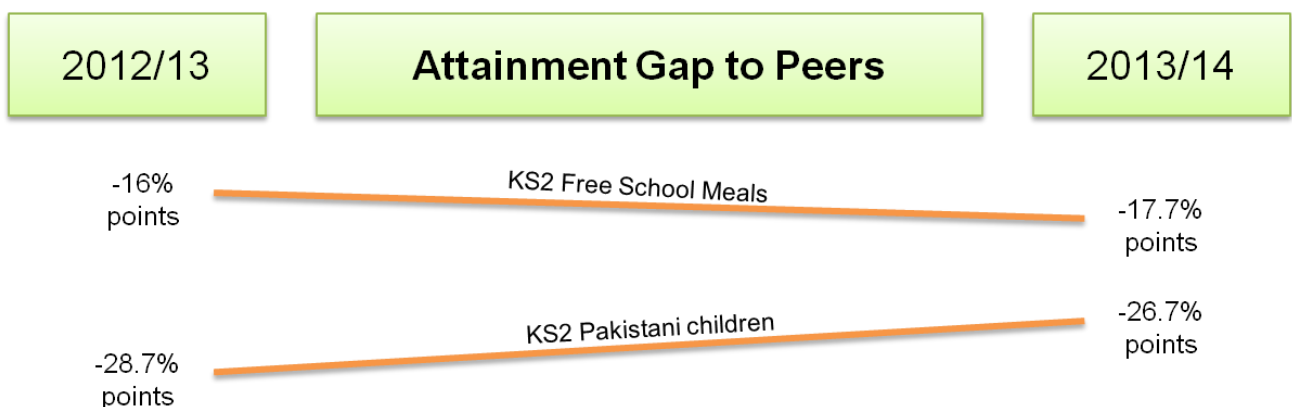
4.3.2. For 2013/14, Key Stage 4 (5 A*-C GCSEs including English and Maths) attainment is a challenge. The achievement rate is not confirmed but we are expecting to see a significant decrease in the percentage of students achieving the 5 A*-C target (including English and Maths). One of the reasons for this projected fall is that the methodology for Key Stage 4 has changed significantly from the previous academic year and now only measures the first result submitted, rather than the best result. Changes have also been made to restrict the qualifications counted, to prevent any qualification from counting as larger than one GCSE and to cap the number of non-GCSEs included in performance measures at two per pupil.

4.3.3. 81% of pupils in Telford and Wrekin attend schools graded by OFSTED as 'Good' or 'Outstanding' this is a 2% increase from the previous year. The Council is working towards an ambitious target that by the end of 2014/15 academic year 100% of primary school pupils will be attending good or outstanding primary schools.



4.3.4. For the Council's statutory equality targets (improving the attainment of those in receipt of Free School Meals and Pakistani learners) there has been mixed progress since 2012/13:

- At Key Stage 2 there has been an improvement in the attainment of Pakistani learners (i.e. there has been a reduction in the attainment gap between them and their peers) from being 28.7%-points behind their peers to 26.7%-points behind. The expected drop in overall performance at Key Stage 4 (see 4.3.2) is likely to mean that the attainment gap will also be adversely affected.



- At Key Stage 2 there has been an increase in the gap between those that meet the pre-September 2014 free school meals eligibility criteria and their peers. In 2012/13 the attainment gap was recorded as 16%-points lower than their peers, this has increased in 2013/14 to 17.7%-points. At Key Stage 4 we expect to see an improvement in attainment gap of Free School Meal learners and this will place us nearer the national average.

4.3.5. The percentage of young people not in education, employment or training has decreased, from 8.5% at the end of 2013/14 to 6.0%. However, this figure fluctuates month to month and currently is an 'unadjusted rate' which does not include those that are 'unknowns' due to it being the start of the academic year (work is being undertaken to identify them).

4.3.6. A recent service restructure incorporated the Early Years Service into the Education and Corporate Parenting Service which will enable a traded service to schools and providers to be developed. This work will be led by a school improvement adviser working with the private, voluntary, independent, and childminder support services who will provide increased opportunities for joint training between school practitioners and private providers, including the use of assessment.

4.3.7. The Council is confident that this coordinated approach, working with all schools and settings to raise expectations and demand the very best of standards in all teaching and learning activities, will ensure that the outcomes for all children and young people within the Borough will continue to improve.

4.4. Protect and support our vulnerable-children and adults

App 1, p6

4.4.1. The Council recognises that the best place for most vulnerable children, young people and adults is with their families in their own communities where resources allow. We continue to strive, through service and partnership improvements, to improve the outcomes for our most vulnerable residents.

Vulnerable children and young people

4.4.2. The child protection plan rate (34.6 per 10,000 population) has reduced and is now comparable with the national rate (37.9 per 10,000 population), however, numbers do fluctuate month to month. The slight increase in the first 6 months of this year equates to 5 more children on a plan (there are currently 135 children subject to a child protection plan).

4.4.3. Whilst the percentage of repeat child protection plans has decreased from 22.8% at year end to 21.3% it is still significantly higher than the national average (14.9%). Of the 16 children that are subject to a child protection plan for a subsequent time there are two large sibling groups that account for 7 of these children. Analysis of this data is being undertaken to identify the reason(s) behind the high number of repeat plans and what can be put in place to address this issue in a timely manner.



4.4.4. Since January 2014 the Council has established a downward trend for the number of children in care. Currently 301 children are in the care of the local authority and of these

219 are placed with foster carers. 35 of the 219 (16%) are placed over 20 miles from their home address whilst 134 (61%) are placed within the Borough.

4.4.5. Although placement stability (67.9%) is similar to the national average (67%) it has decreased since year end (2013/14). The Council is analysing the children involved and is progressing work to improve the long term stability for our most vulnerable children. However, in relation to short term stability the Council continues to improve and now 6.3% of children in care have had three or more placements; this is better than the national average of 11.0%.



4.4.6. The national measures for care leavers have been amended to reflect not only 19 year olds but also 20 and 21 year olds and therefore it is not possible to directly compare to the previous year's data. Of 93 care leavers only 68 are 'in touch'; of these 89.7% (61) are in suitable accomodation and 38.2% (26) are in a 'positive destinations' (education, employment or training). Work is being undertaken to look at how the Council can engage care leavers in education, employment or training using the services currently on offer, e.g. Future Focus and JobBox. The Corporate Parenting Strategic Group, which focuses on improving outcomes for children in care and care leavers, is monitoring and challenging the progress the changes made to the Children in Care and Leaving Care Service will have on the outcomes of our most vulnerable children and young people.

Vulnerable Adults

4.4.7. For 2014, the Council has reviewed the basket of performance measures against this priority to reflect significant changes to the service and national legislation. Many of the measures are recorded on an annual basis and as such do not have any 6 month data available.

4.4.8. Within the adult safeguarding arena 61.6% of clients had their level of risk reduced from point of intervention to point of closure.



4.4.9. Of the clients that receive long term care 59.9% have received a review in the last 12 months. To address this the Council are introducing a differentiated review system as part of the cost improvement plan to increase the number of reviews. The Council are also taking steps to manage demand on social work teams to ensure less inappropriate referrals are made. The creation of a dedicated safeguarding team will also create capacity within social work team to complete reviews. In addition the Council have tendered to buy in specialist reviews for adults with learning difficulties.



4.4.10. The rate of permanent admissions of people aged over 65 to residential/nursing care homes currently sits at 99 (this is only 3 months of data). The Council estimate an outturn rate of 650 which will be closer to the national rate of 668.4 (this takes account of an

increase in demand over the winter period).

4.4.11. The Council and the Telford & Wrekin Clinical Commissioning Group are working together in partnership to integrate health and social care. This work is in its infancy, and to provide an understanding of the progress this will make the delayed transfers of care and avoidable hospital admissions have been included as key measures of success.

4.4.12. The rate of delayed transfers from hospital is 352 per 100,000 population, which equates to 2,265 days delayed. At the same point last year the number of 'days delayed' was 649. This rate includes delayed transfers of care as a result of both the NHS and the Council:

- the Council's rate has increased significantly from 68 days at end 2013/14 to 919 days as at end of 6 months (this includes delayed transfers that are both the Council's responsibility and Council and NHS responsibility). This increase is due to a number of factors including: access to Elderly and Mentally Infirm (EMI) nursing care, the ability of the market place in assessing, and a change to the hospital's transfer policy.
- The NHS's rate has also increased significantly from 581 days at the end of 2013/14 to 1,346 at the end of 6 months.

4.4.13. The rate of avoidable admissions to hospital has increased every year since 2011/12. At the end of 2013/14 it was recorded as 1486.6 which is 23.4% above the national average (1204.3) and is recognised as a concern.

4.4.14. The Council is working in partnership with the NHS, through the Better Care Fund Plan, to reduce both delayed transfers and avoidable admissions.

4.5. Ensure that neighbourhoods are safe, clean and well maintained

App 1, p10

4.5.1. Through partnership working, the Council continues to work to improve the physical condition of our neighbourhoods and reduce the level of crime and anti-social behaviour in the Borough to improve neighbourhood pride.

4.5.2. The average journey speed is 39mph and remains significantly higher than the national average (24.4mph). Annual data collected around the maintenance of roads will be presented in the year end performance report.



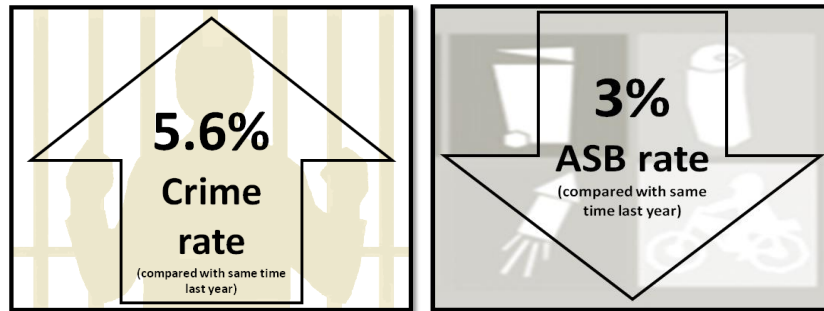
4.5.3. Following the introduction of the new kerbside recycling service (Veolia) in April 2014, the recycling rate has increased from 40% at year end to 51% at the end of September (an increase of 27.5%). This equates to an increase of approximately 1300 tonnes with the largest increase being plastics, followed by card and paper.



4.5.4. A more detailed report on the 'Pride in Your Community Programme' will be brought to Cabinet later in the financial year outlining progress and performance.

4.5.5. The crime and anti-social behaviour (ASB) rates only account for the first 6 months of the year. Comparing them to the

same point last year there has been a 5.6% increase in crime (from 28.9 incidents per 1000 to 30.4 incidents per 1000) and a 3% decrease in ASB (from 29.9 incidents per 1000 to 29.1 per 1000). Simultaneously there has been a 4.7% reduction in the percentage of residents with a fear of crime (from 38.1% at year end to 36.3% at the end of June 2014).



4.5.6. Whilst the overall crime trend may appear to be increasing this is likely to be due to 'raising awareness campaigns', for example the White Ribbon Campaign and Crucial Crew, and to changes in Police reporting procedures. The Neighbourhood Delivery Groups have identified key areas/streets within their locality with a history of ASB and/or crime and are beginning to target these areas and develop long term strategies to improve these local neighbourhoods. The Community Safety Partnership is driving forward a greater partnership approach to tackling long-term problems and empowering local communities to report crime and support the victims of crime, thus reducing their fear of crime with current approaches including, for example, Street Pastors and Taxi Marshalls.

4.6. Regenerate those neighbourhoods in need and work to ensure that local people have access to suitable housing

App 1, p12

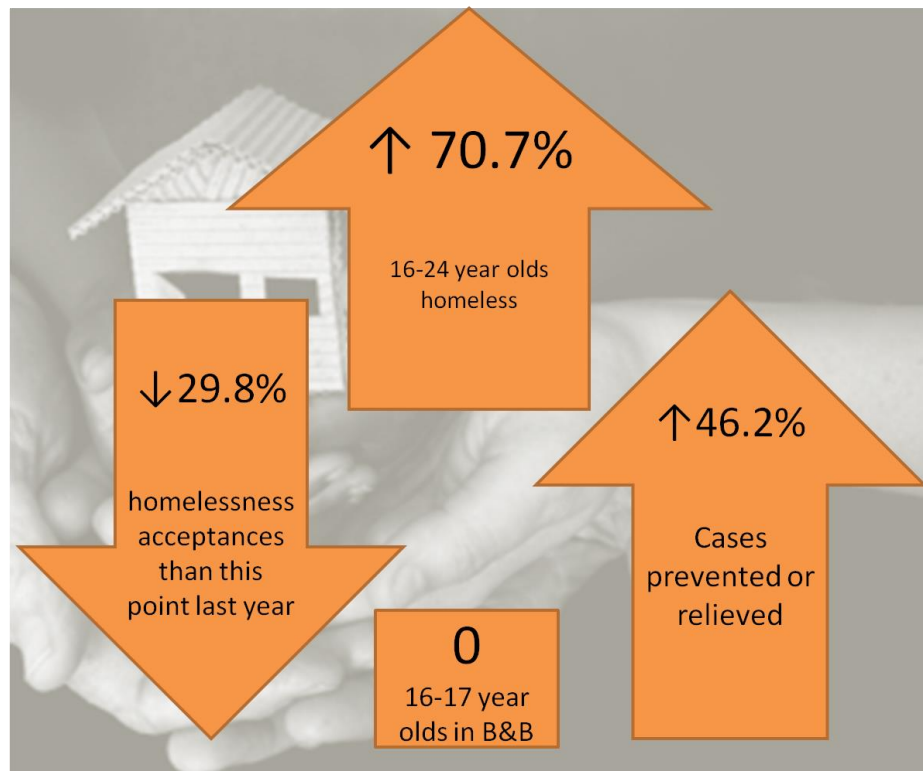
4.6.1. In the first 6 months of 2014/15 417 new homes have been built and it is estimated that this will rise to 1000 by year end, of which 30% will be 'affordable homes'.

4.6.2. There remain 219 stalled housing units within the Borough and it is estimated that this will drop to 195 by the end of March 2015. To combat this issue the Council is looking at establishing a funding mechanism to bring forward housing delivery on stalled sites through the New Homes Bonus.



4.6.3. The rate of 'households accepted as homeless' is 0.59 per 1,000 households. This is a 29.8% reduction from the same point in 2013 (17 less households). Of the 40 households accepted as homeless in the first 6 months, 31 were 16-24 year olds (77.5%); this is an increase of 70.7% from the end of 2013/14 where the percentage of 16-24 year olds was 45.4%. This is mainly due to the impact of the welfare reforms and the bedroom tax.

4.6.4. The Homelessness Partnership is monitoring the progress, and ensuring the delivery of, a sixteen unit accommodation targeting 16-25 year olds with complex needs that will be offering 24/7 support. This is a partnership approach and involves key housing partners across the Borough as well as the Council. The rate of cases being prevented or relieved has increased from 1.3 at year end to 1.9; this equates to 74 homelessness cases being prevented or relieved.



4.6.5. The partnership’s Homelessness Strategy 2013-16 will address both statutory and non-statutory homelessness issues in the Borough. There has been significant progress in the area since the strategy was first agreed in November 2013:

- Telford Housing Options Tool has replaced the Wrekin Housing Trust’s Choose Your Home Scheme and went live on 7th July 2014.
- The development of a gypsy and traveller site in Snedshill has significantly reduced the number of unlawful encampments across Telford and Wrekin.
- The development of the Foyer which will be called ‘The Woodlands’ (a 16 unit accommodation targeting 16-25 year olds with complex needs offering 24/7 support).

4.7. Improve the health and wellbeing of our communities and address health inequalities

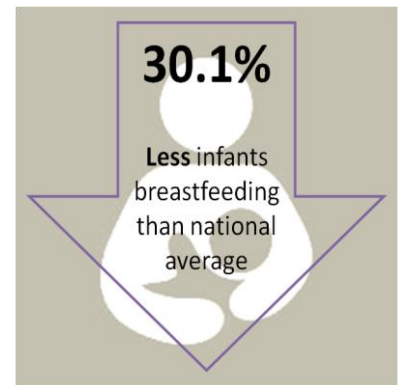
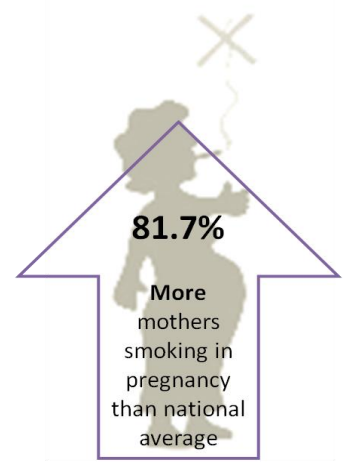
App 1, p13

4.7.1. As reported in the 2013/14 year end performance report, health inequality is a long standing challenge within the Borough. The Living Well and the Early Help Partnerships will be driving forward the required improvements. Where 6 month data is available, it shows a mixed picture:

- Provisional data for excess weight shows a worsening picture. The percentage of reception children that are classed as having ‘excess weight’ has increased from 24.2% to 25.9% and the percentage in Year 6 has increased from 35.0% to 37.3%.
- The percentage of mothers smoking at time of delivery has reduced slightly since year end, from 22.4% to 21.8%. Although this is a small reduction it is still significantly worse than the national average (12%). New services were put in place in September 2013 and we would expect the impact of these to show further improvement during 2015/16. Simultaneously new initiatives have been

implemented, such as the delivery of quit smoking sessions at the hospital during consultant led clinics.

- The percentage of infants being breastfed at 6-8 weeks has dropped from 33.9% at year end to 32.0% at the end of September 2014. This is still significantly lower than the national average of 45.8%. The Council are working in partnership with maternity services and Shropshire Community Health NHS Trust to increase breastfeeding rates. For example, from December 2014, an appointment with a Health Visitor at 28 weeks pregnancy will be offered to all expecting mothers which will include information and advice about the benefits of breastfeeding and available support.
- For substance misuse the rate success of opiate treatment has remained stable at 8.3% which is comparable to the national average of 8.2%. Non-opiate treatment success has increased 15.4% since year end (from 37.7% to 43.5%), and is now 8.2% higher than the national average.



4.7.2. Two other measures have been included in this section which relate to some of the Council's mandatory Public Health functions:

- NHS Health Checks are aimed at people aged between 40 and 74 to assess risk of heart disease, stroke, diabetes, kidney disease and certain types of dementia. At the end of 2013/14 it was noted that 21% of eligible residents were offered health checks, this increased to 31.6% at the end of 6 months and is significantly better than the national average (18%). Although the number of health checks offered is high, the take up is significantly worse than the national average, 38.6% compared with 49%.



- The rate of young people diagnosed with Chlamydia (aged 15-24) has increased from 2012/13 (1,456) to 2013/14 (1,719). Although this has increased Telford and Wrekin are still below the national average (2,016). Young males are significantly lower with a rate of 1,008, compared with young females at 2,477. An improvement plan will be established to increase testing, especially amongst men.

5. MOVING FORWARD IN 2014/15

Strategic Risk Register 2014/15

5.1. 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 2 sets out the key risks which have been identified for 2014/15 and the mitigating actions in place to manage these risks. It is vital that the register is reviewed and updated as necessary on a regular basis to ensure appropriate management of these risks.

Performance Reporting 2014/15

5.2. It is proposed that performance against the Council's priorities will be reported to Cabinet two further times in 2014/15:

- 9 month reporting March 2015 Cabinet
- 12 month reporting July 2015 Cabinet

6. PREVIOUS MINUTES

- 24th July 2014: 2013/14 end of year performance analysis and strategic risk register.

7. BACKGROUND PAPERS

- Medium Term Council Plan 2013/14 to 2015/16.
- "*Tackling Youth Unemployment – progress to date*" report presented to Cabinet on 18th September 2014.

Report prepared by Sarah Constable, Partnership and Planning Officer, Telephone: 01952 380599.

Appendix 2: Strategic Risk Register

**Strategic Risk Register
September 2014**

Ref	Risk	What are we doing to manage the risk? (Controls)	Lead Director
1.	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"> • Child Sexual Exploitation (CSE) – Multi-agency pathway overseen by a strategic partnership group. Ongoing awareness raising amongst partners and Council Cabinet, Senior Management Team and the wider workforce. • 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

Ref	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 • Deprivation of Liberty Safeguards (DoLS) – a review of DoLS arrangements is being undertaken in light of a supreme court judgement which challenged the way in which DoLS is implemented by local authorities. 	
2.	Not managing the impact of organisational and culture change in the Council and partner organisations within the constraints of the public sector economy	<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 • 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 (see 8 below) 	RP

Ref	Risk	What are we doing to manage the risk? (Controls)	Lead Director
		<ul style="list-style-type: none"> • Strategic Commissioning Board + Commissioning and Transformation Partnerships 	
3.	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 service and financial planning and regular monitoring through S&FPG, SMT and Policy Review Group. • Savings programme, service reviews and restructuring • In-year savings exercise as necessary • Rationalisation of Council assets and accommodation • Delivery capital receipts/rigorous monitoring of capital receipts realisation and impact on the budget 	RP
4.	Failure to deliver financial strategy: <ul style="list-style-type: none"> ○ capital receipts ○ delivery of Council savings 	<ul style="list-style-type: none"> • 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 • 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 • Specialist legal advice as required • Cabinet Members regularly briefed 	RP
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 • Community Loans 	RP

Ref	Risk	What are we doing to manage the risk? (Controls)	Lead Director
		<ul style="list-style-type: none"> • Telford Crisis Network/Food Bank • Youth Unemployment Programme • “Pride in your community” Project • Target Intervention Area programme • Public Health Grant to drive improvements in health of population/address health inequalities (Public Health outcomes) • Health & Wellbeing Board and Commissioning & Transformation Partnerships 	
6.	Major emergency affecting the community, and/or 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 Continuity Plan. These plans would be coordinated corporately and the emergency plan activated if necessary. • 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. The risk of landslides in the Gorge is the highest risk identified by the Local Resilience Forum. 	PT

Ref	Risk	What are we doing to manage the risk? (Controls)	Lead Director
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
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 though 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 	PT

Ref	Risk	What are we doing to manage the risk? (Controls)	Lead Director
		<p>Team and significant findings reported to Health and Safety Committee. Other findings reported back to relevant Service area management</p> <ul style="list-style-type: none"> • 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. 	
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 Information Governance module on OLLIE forms part of induction • Established procedures for investigating and recording data breaches including identifying and communicating lessons learnt • Information Governance 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 Information Governance • ICT Security Group in place which considers Information Governance matters of new developments/issues arising 	RP

Existing Strategic Risks Being Managed Through Appropriate Significant Projects

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