

## CABINET

Decision Notices and Minutes of a meeting of the Cabinet held on Monday, 2<sup>nd</sup> June 2008 at 5.00 p.m. in the Reception Suite, Civic Offices

PUBLISHED ON FRIDAY, 6<sup>th</sup> JUNE 2008

(DEADLINE FOR CALL-IN WEDNESDAY, 11<sup>th</sup> JUNE 2008)

**PRESENT:** Councillors A.J. Eade (Chairman), S. Bentley, S. Burrell, E.J. Carter, A. Lawrence and J.M. Seymour

**ALSO PRESENT:** Councillors R.K. Austin, W.L. Tomlinson and V. Tonks. Plus Cllrs V A Fletcher and T J Hope; and Caroline Oakes (Locality Manager)

### **CB-1            MINUTES**

**RESOLVED** - that the minutes of the meeting of the Cabinet held on Monday, 12<sup>th</sup> May 2008, be confirmed and signed by the Chairman.

### **CB-2            APOLOGIES FOR ABSENCE**

Councillors D.G. Allen, and G.M.Green

### **CB-3            DECLARATIONS OF INTEREST**

None

### **CB-4            CAMPUS TELFORD & WREKIN: PRIMARY CAPITAL PROGRAMME – STRATEGY FOR CHANGE**

**Key Decision** identified as **Campus Telford & Wrekin – Primary Strategy for Change** in the Forward Plan published on 14<sup>th</sup> May 2008.

Councillor S.Burrell, Cabinet Member for Children & Young People, presented the report of the Interim Head of Policy, Resources and Social Regeneration, which sought approval for the submission of the Primary Capital Programme Strategy for Change, to the Department for Children, Schools and Families (DCSF).

The Government was committed to renewing at least half of all primary school buildings by 2022/23 through the Primary Capital Programme. The aim was to create primary schools that were equipped for 21<sup>st</sup> century teaching and learning, and were at the heart of their communities with children's services in reach of every family.

The primary capital investment would support a wide range of policies with the Children's Plan at its heart. The investment would support the transformation of education, including raising standards and improving the life chances and well being of all children, the removal of surplus places, inclusion, Every Child

Matters, and the provision of extended services for the local community. Schools that did not benefit directly from the Primary Capital Programme would continue to receive funding via the devolved programme and, where appropriate, the targeted capital fund. Every Council must submit a Strategy for Change which detailed their proposals for the provision of primary education in their area. Telford & Wrekin's proposed submission was attached to the report before the Cabinet.

Members generally welcomed the report and the initiatives proposed. Comments had been electronically received from Cllr G Green and they would be taken into account with the Strategy. It was also stated that the Council were at the cutting edge of education in the region.

**RESOLVED - That the proposed strategy for primary school provision, as detailed in the Primary Strategy for Change document, be approved for submission to DCSF by 16<sup>th</sup> June 2008.**

#### **CB-5            ADULT HEALTH & WELL BEING PARTNERSHIP**

**Key Decision** identified as **Adult Health & Well Being Partnership Board** in the Forward Plan published on 14<sup>th</sup> May 2008.

Councillor J.M.Seymour, Cabinet Member for Adult & Consumer Care, presented the report of the Corporate Director: Adult & Consumer Care that sought approval of the revised Adult Health & Well-being Partnership terms of reference that had been reviewed by the Partnership Executive. It was also proposed that there should be changes in the arrangements for pooled budgets that reflected current funding and management arrangements

The report provided details of proposals for governance of the Adult Health & Well-being Partnership which had been up-dated following review of the present arrangements.

Approval was also requested for changes in Section 31 Health Act 1999 pooled budgets so that the continuing nature of those successful arrangements was consolidated into renewed agreements; together with proposals that the management of the pooled budget for the joint commissioning teams be transferred to the Council following the initial period from 2003 in which the PCT accounted for the budget

#### **RESOLVED –**

- (a) that the arrangements proposed in the report be approved;**
- (b) that the terms of reference and pooled budget changes be approved; and**
- (c) that delegated authority be granted to the Leader to approve nominations for membership of the Adult Health & Well-being Partnership.**

**CB-5            TRANSFORMING TELFORD QUARTERLY MONITORING REPORT**

**Non-Key Decision**

Councillor E.J. Carter, Cabinet Member: Regeneration, presented the report of the Corporate Director: Environment & Regeneration that provided an overview of performance and update on the key performance activities of Transforming Telford Ltd for the period April 2007 – March 2008.

The report provided the appropriate level of detail to be able to judge the company's performance against the contractual Service Level Agreement with the Council. The performance report demonstrated a reasonable performance for the year end, as out-turns on all key performance indicators had improved. Some annual targets had already been achieved, and others were forecast to meet target by year-end. The performance of Transforming Telford also had to be set within a wider trend of population and job increases within the local economy. As stated by the Cabinet Member on a previous occasion, the report now included more information on job creation opportunities in the Borough, and to identify whether those new jobs were directly attributable to the activities of Transforming Telford. He also stressed that the local business community recognised the valuable role that Transforming Telford played in promoting economic development in the Borough.

**RESOLVED – that the current performance of Transforming Telford Ltd, in relation to its performance against economic development services and company led capital projects, be noted.**

Prior to the next item, Councillor S Bentley left the room during its consideration.

**CB-6            POST OFFICE CONSULTATION**

**Non Key Decision.**

Councillor V.A.Fletcher, on behalf of the Cabinet Member: Community Services, presented the report of the Corporate Director: Community Services that conveyed information gathered from the post offices that had been proposed for closure in Telford and Wrekin, and recommended how Telford and Wrekin Council should respond to the proposals.

On April 1<sup>st</sup> 2008 Post Office Ltd announced the proposed closure of 4 post offices in the Telford and Wrekin area. The post offices affected were at Church Aston, Randlay, Sambrook and Wellington Park Corner.

Consultation with parish councils and post masters had highlighted concern over the consultation process and the evidence that had been used to make the decisions on which post offices should be closed.

Randlay had a large campaign in operation, working with the community and Hollinswood & Randlay Parish Council. Church Aston and Wellington had petitions circulating in the community and Wellington Town Council and Church Aston Parish Council had written letters opposing the closures. The Council were not aware of any campaign that had been developed by the local community against the closure of Sambrook Post Office. The Chetwynd and Woodcote Parish Council had not made any public statement and the post master was not making a case to remain open.

Members commented on the particular merits, both community and business, of the Randlay Post Office together with the other proposed closure sites and stated their role as a vital part of the community. It was also stated that the Council should comment that if certain Post Offices were saved from closure as a result of the consultation, other sites should not be selected for the same closure measures.

**RESOLVED –**

- (a) **That the Post Offices which are under threat and opposing closure be supported in their case to remain open through a submission from Telford and Wrekin Council to Post Offices Ltd.**
- (b) **That the Network Development Manager for Post Offices Ltd and Post Watch be invited to meet the Council to hear the cases against closure prior to the consultation period ending.**

Councillor S.Bentley returned to the meeting room.

**CB-7            EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED - that the press and public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.**

**CB-8            STREET LIGHTING & ILLUMINATED SIGNS MAINTENANCE CONTRACT**

**Key Decision** identified as **Street lighting & Illuminated Signs Maintenance Contract** in the Forward Plan published on 16 April 2008.

Councillor S.Bentley, Cabinet Member for Environment, presented the report of the Head of Mobility & Development, which updated members on the Council's street lighting services, including performance and its impact on the environment. The report also sought approval for delegated authority to award the above contract.

The report summarised the important role that street lighting played in the Council's Community and Road Safety initiatives together with its impact on

Council reputation. There was a need to ensure future service provision offers best value for money and aims to minimise adverse environmental impact.

The report further sought approval to let a contract for Street Lighting & Illuminated Signs Maintenance for a period of 4 ¾ years. There was also an option for the contract to be extended for an additional 3 years.

Members supported the proposals.

**RESOLVED** – that delegated authority be granted to the Head of Mobility & Development, following consultation with the Cabinet Member: Environment, to award the above contract.

## **CB-9            HORSEHAY VILLAGE GOLF CENTRE**

**Key Decision** identified as **Horsehay Village Golf Centre – Awarding of Management Contract** in the Forward Plan published on 16<sup>th</sup> April 2008.

Councillor V.A Fletcher, on behalf of the Cabinet Member for Community Services, presented the report of the Corporate Director: Community Services, that appraised the Cabinet of the findings of the procurement process undertaken in respect of Horsehay Village Golf Centre and also sought approval to appoint a preferred contractor.

Horsehay had experienced a decline in the number of rounds of golf played and subsequent reduction in income leading to an increase in level of subsidy. Consultants were requested to undertake a strategic review of the facility. The consultants brief was to produce an options appraisal for the sustainable provision of accessible, high quality, affordable municipal golf. The findings of which were presented to members on 16<sup>th</sup> July 2007.

Outsourcing the service through a partnership arrangement was recommended by the consultants as the most sustainable option in the medium to long term.

A soft market testing exercise identified significant interest from potential operators, which could produce additional capital investment at Horsehay together with revenue savings for the Council. Confirmation was also provided that the Council's social objectives around accessible pay and play provision could continue to be delivered.

In December 2007 members approved the undertaking of a formal procurement process and requested that final proposals for the management of Horsehay Village Golf Centre be brought back to Cabinet for approval.

Following approval by Cabinet in December 2007 a formal procurement process had been undertaken in respect of identifying a partner to operate Horsehay Village Golf Centre.

The results of the procurement process identify that the Council's objectives of providing accessible and sustainable pay and play golf for the community, and generating ongoing revenue efficiencies, and capital investment could be achieved through a partnership arrangement.

Evaluation of tender submissions had identified the preferred bidder, as stated within the report.

Members welcomed the report as a positive way forward for the Horsehay facility but emphasised the need to retain the municipal golf usage at the site.

**RESOLVED** – that the appointment of the preferred bidder, as identified in the report, be approved and that delegated authority be given to the Corporate Director: Community Services, after consultation with the Cabinet Member for Community Services, to award a contract for the management of Horsehay Village Golf Centre.

**CB-10            DISPOSAL OF THE FORMER BRIDGE SPECIAL SCHOOL,  
BROOKSIDE AVENUE, BROOKSIDE**

**Key Decision** identified as **Disposal of Land – Various Sites** in the Forward Plan published on 16<sup>th</sup> April 2008.

Councillor S.Burrell, Cabinet Member for Children & Young People, presented the joint report of the Head of Asset & Property Management and the Interim Head of Policy, Resources and Social Regeneration, which sought approval for the disposal of the former Bridge Special School, Brookside Avenue, Brookside.

The report indicated that the land was surplus to requirements and consent for its disposal was sought. The site was located adjacent to the Holmer Lake Primary School and was the former site of the Bridge Special School, Brookside (its location was detailed on a plan attached to the report).

**RESOLVED** – that the land, as indicated on the plan attached to the report, be disposed of in accordance with terms to be agreed by the Head of Asset & Property Management and the Head of Legal Services.

**The timing of the disposal was to be recommended by the Head of Asset & Property in the light of current market conditions to maximise the capital receipt. The capital receipt would be treated corporately to address previously identified priorities as part of the Council's overall capital strategy.**

The meeting ended at 5.49 p.m.

**Signed for the purposes of the Decision Notices**

**Ken Clarke**  
**Head of Audit & Democracy**  
**Date: 6<sup>th</sup> June, 2008**

**Signed:** .....

**Date:** .....

**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.

**Report by:** Hilary Knight -Corporate Performance Manager 380134,  
Pauline Harris - Corporate Finance Manager 383701,  
Heather Gumsley, Principal Risk Officer 383112

### 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
<b>Telford &amp; Wrekin</b>	<b>50</b>	<b>59</b>	<b>26</b>	<b>1008.5</b>	<b>19</b>	<b>322</b>	<b>17</b>	<b>344</b>	<b>39</b>	<b>32.0</b>	<b>5</b>
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"> <li>- 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 &amp; Sustainability BP) and installation of a 'power perfector' unit at Civic Offices using Invest to Save funding (Asset &amp; Property Management BP)</li> <li>- <b>External funding secured (£30k) from CLG to fund a new scheme to tackle youth homelessness (Housing Needs BP)</b></li> <li>- 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 &amp; Renewal BP)</li> <li>- <b>£50k saving in environmental maintenance costs - achieved through increased litter bin provision and stronger enforcement/education (Environmental Maintenance BP)</b></li> <li>- Combined savings of &gt;£40k re: highways/street lighting maintenance e.g. through use of recyclable materials</li> <li>- <b>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)</b></li> <li>- Secured external funding for a range of engineering</li> </ul>	<ul style="list-style-type: none"> <li>- <b>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 &amp; Sustainability BP)</b></li> <li>- <b>Continued strong performance against environmental promises (Environmental Maintenance BP)</b></li> <li>- <b>Amount of litter remained at a very low level (Environmental Maintenance BP)</b></li> <li>- <b>Mobile working/online reporting introduced for various environmental services (Environmental Maintenance BP)</b></li> <li>- 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)</li> <li>- Improved performance on Government planning application targets despite an increase in applications – resulting in allocation of &gt;£130k in Planning Delivery Grant (Development &amp; Design BP)</li> <li>- LDF Core Strategy adopted – first in West Midlands (Development Plans &amp; Sustainability BP)</li> <li>- Our Home Improvement Agency was externally assessed in March 2008 and was the first agency in the country to score maximum points (Housing Quality &amp; Renewal BP)</li> <li>- 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)</li> <li>- First phase of land stabilisation project completed (Highways BP)</li> </ul>

	<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"> <li>- S.106 agreements used to secure environmental improvements e.g. additional children's play areas (Environmental Maintenance BP) &amp; traffic calming measures (Highways BP)</li> </ul>	<ul style="list-style-type: none"> <li>- <b>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)</b></li> <li>- Successful deployment of Ironbridge Flood Defences on 3 separate occasions preventing the flooding of residential and commercial properties (Highways BP)</li> </ul>
<p>Giving Children &amp; Young People the Best Possible Start in their Lives</p>	<ul style="list-style-type: none"> <li>- 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)</li> <li>- 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)</li> <li>- Income generated by sale of Learning Mentor Co-ordinator time to regional network – used to support T&amp;W Learning Mentor programme for vulnerable children and families (Education Improvement Service BP)</li> <li>- 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)</li> <li>- £200k saving achieved through rationalisation of school catering staff (Facilities Management BP)</li> </ul>	<ul style="list-style-type: none"> <li>- Successfully delivered new Shortwood primary school on time and budget (Capital &amp; Facilities BP)</li> <li>- Improved performance re: surplus secondary school places (Capital &amp; Facilities BP)</li> <li>- 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)</li> <li>- Telford Culture Zone has led to the doubling of creative arts opportunities for CYP over the last year (Creative Arts BP)</li> <li>- 70% of schools offering core Extended Schools offer (compared to Government target of 50%) (Extended Learning BP)</li> </ul>

<p>Creating a Safe, Strong and Cohesive Community</p>	<ul style="list-style-type: none"> <li>- 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 &amp; Culture BP), £156k Big Lottery funding to support 3-year Play Strategy (Sport &amp; Recreation BP)</li> <li>- Increased income generation from The Place (Arts &amp; Culture BP) and Multi-Sport Programme (Sport &amp; Recreation BP)</li> <li>- Comprehensive review of pricing for Registration Service, increasing some prices in line with competitors (Registration Service BP)</li> <li>- New library stock supply contract awarded by consortium achieving improved discounts on key stock areas of 4% (Library Services BP)</li> </ul>	<ul style="list-style-type: none"> <li>- We have exceeded our 3-year crime reduction target, achieving a reduction of 28.3% against the baseline year (Safer Communities BP)</li> <li>- 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)</li> <li>- 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)</li> <li>- Early intervention work has contributed to Telford having the lowest number of ASBOs in West Mercia (Safer Communities BP)</li> <li>- Strategic Locality Management pilots in operation in South Telford, Newport and the rural areas (Locality Management BP)</li> <li>- 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)</li> <li>- Leaps &amp; Bounds project – arts project for 35 vulnerable young people, jointly funded with partners (Arts &amp; Culture BP)</li> <li>- Telford &amp; 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 &amp; Technical Ability (To our knowledge we are the only service to receive this level of scores to date within the UK)</li> </ul>
<p>Promoting Healthy Communities and Improving the Quality of Life of</p>	<ul style="list-style-type: none"> <li>- Range of successful bids to Learning &amp; Disability Fund and Learning &amp; Skills Council to fund services/projects e.g. funding from LSC for a specialist computer suite/IT programme (Access &amp;</li> </ul>	<ul style="list-style-type: none"> <li>- All in-house registered services for Adults with Learning Disabilities rated as excellent by CSCI (Adults with Learning Disabilities BP)</li> <li>- Increase in number of carers' assessments and services</li> </ul>

<p>Vulnerable &amp; Older People</p>	<p>Inclusion BP)</p> <ul style="list-style-type: none"> <li>- 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)</li> <li>- <b>Improved financial performance of leisure centres, including Aspirations (Leisure &amp; Physical Activity BP)</b></li> <li>- <b>Efficiencies at leisure centres e.g. replacement of equipment lease cost savings (£18k) and management restructure (£15k) (Leisure &amp; Physical Activity BP)</b></li> </ul>	<p>(Adults with Learning Disabilities BP)</p> <ul style="list-style-type: none"> <li>- Increase in number of person-centred plans (Adults with Learning Disabilities BP)</li> <li>- Achieved more than double target improvement for 07 / 08 re: uptake of direct payments (Older People &amp; Disability BP)</li> <li>- Improved performance in the provision of Carers Services (Older People &amp; Disability BP)</li> <li>- Successful partnership implementation of smoke-free legislation with 98% compliance (Environmental Health BP)</li> <li>- <b>Continued increase in usage of leisure centres by target groups and increased uptake of Flex card (Leisure &amp; Physical Activity BP)</b></li> </ul>
<p>Strengthening the Local Economy &amp; Skills</p>	<ul style="list-style-type: none"> <li>- Funding of £350k has been secured for the delivery of the City Strategy in Donnington &amp; Malinslee (Lifelong Learning BP, Locality Management BP)</li> <li>- Capital funding of £67,000 secured from Learning &amp; Skills Council Neighbourhood Learning in Deprived Communities fund for period January-July 2008 (Lifelong Learning BP)</li> <li>- £64k savings through review of ICT charges for community learning (Locality Management BP)</li> </ul>	<ul style="list-style-type: none"> <li>- 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)</li> <li>- Over 500 people received information advice and guidance on learning, training and employment opportunities and 30 people supported back into employment (Locality Management BP)</li> <li>- External inspection report published by OFSTED in 2007 graded the Lifelong Learning service as Grade 1 (outstanding) re: Leadership &amp; Management &amp; Equal Opportunities (Lifelong Learning BP)</li> <li>- New business unit investments completed at Newport, Hadley Park &amp; 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 &amp; Property Management BP)</li> </ul>
<p>Building an Effective, Efficient Council</p>	<ul style="list-style-type: none"> <li>- 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</li> </ul>	<ul style="list-style-type: none"> <li>- 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 &amp; Partnership BP)</li> <li>- Improvements to LSP governance and management</li> </ul>

	<p>income for the Authority (Architecture, Landscape &amp; Building Services BP)</p> <ul style="list-style-type: none"> <li>- E-procurement (Government Procurement Card and e-tendering pilot) introduced Council-wide - £9.25 saving per transaction (Customer Services &amp; Business Transformation BP, Finance &amp; Accountancy BP)</li> <li>- Review of advertising expenditure leading to reduced costs (Customer Services &amp; Business Transformation BP)</li> <li>- Efficiencies resulting in increased number of people accessing Council services via the Website – £262k approximately (Customer Services &amp; Business Transformation BP)</li> <li>- 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 &amp; Benefits BP)</li> <li>- 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 &amp; Investments BP)</li> <li>- Re-tendered liability insurance resulting in significant savings on insurance premiums - £50k in 2008/09 (Finance and Accountancy BP)</li> <li>- £300k benefit through active treasury management (Finance and Accountancy BP)</li> <li>- Over £140k 'Human Resources' efficiencies delivered through a range of initiatives e.g. single agency contract, in-house assessment centres (Human Resources BP)</li> <li>- Deployment of multi-functional printers across Civic Offices &amp; Darby House leading to reduced printing costs (ICT BP)</li> </ul>	<p>arrangements (Policy, Performance &amp; Partnership BP)</p> <ul style="list-style-type: none"> <li>- Largest ever programme of community consultation and successful 'Get Involved' campaign – 23,500 households consulted in total (Policy, Performance &amp; Partnership BP)</li> <li>- Opened new first point @ Hadley, free phones at a number of sites and implemented first phase of corporate contact centre (Customer Services &amp; Business Transformation BP)</li> <li>- <b>Implemented wireless mobile working in revenues &amp; 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 &amp; Benefits BP)</b></li> <li>- <b>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 &amp; Benefits BP)</b></li> <li>- <b>Improved performance in fraud detection despite reduction in staffing levels (Revenues &amp; Benefits BP)</b></li> <li>- <b>Increased benefit take-up amongst over 60s - £1.6m over 2 years (Revenues &amp; Benefits BP)</b></li> <li>- Investors in People re-accreditation achieved (Human Resources BP)</li> <li>- Improved score against 'duty to promote race equality' – improved from 74% in 06/07 to 84% in 07/08 (Equalities &amp; Diversity BP)</li> </ul>
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## **TELFORD & WREKIN COUNCIL**

**CABINET – 16 JUNE 2008**

### **PERFORMANCE MANAGEMENT – INITIAL ANALYSIS OF END OF YEAR PERFORMANCE 2007/08**

#### **REPORT OF HEAD OF POLICY, PERFORMANCE & PARTNERSHIP**

## **1. PURPOSE**

- 1.1. This report aims to give an initial overview of performance against the Council's priorities at end of year 2007/08.

## **2. SUMMARY OF KEY MESSAGES**

- Performance in 2007/08 continues to improve. At this stage, based on unaudited outturns, the current performance position is:
  - 64% of statutory PIs have improved since 2006/07
  - The average rate of improvement per PI is 8.7%.
  - 75% of statutory PIs have improved over 3 years (since 2004/05)
- The proportion of PIs that have improved is more than last year. However the annual improvement figure of 64% is around last year's average rate of improvement for the Audit Commission's PI Profiles for single tier authorities. The 3 year improvement figure of 75% is above last year's AC PI Profile average. These figures will be a major influence on our CPA Direction of Travel judgement this year;
- This improvement is in the context of a quartile analysis for 2006/07 which shows that T&WC has a higher than average proportion of BVPIs in the upper two quartiles, and a substantially lower proportion of BVPIs in worst quartile position (compared with all single tier and 'excellent' single tier authorities).
- Through identifying 'Priority indicators' during 2007/08 we can show that targeted improvement has taken place in key indicators and services.

## **3. BACKGROUND**

- 3.1. Members have received information on performance indicators and projected performance against targets throughout the year at regular intervals. This report sets out initial views of the Council's performance at year end. It is provisional at this stage because:

- Further work is taking place to validate the data provided. Internal Audit are currently checking a number of performance indicators identified through a risk analysis (this takes place very year). However we do not anticipate that there

will be any significant changes to performance outturns as a result of internal audit work.

- There are a small number of indicators where we have no data (7 indicators). These are road and footway indicators which require surveys and cost figures in waste and adult social care. These figures should be available by early June.
- Some indicators are still projections and may change slightly, however significant changes are unlikely:
  - PAF indicators in adult and children's social care, as work is still going on to finalise data prior to submission to CSCI and OFSTED at the end of May;
  - Recycling figures as these are now provided to the Council by Waste DataFlow and have not yet been received;
  - 2 other indicators are projections (BV213 homelessness preventions and BV106 homes built on brown field sites)

#### **4. UPDATE ON DATA QUALITY**

- 4.1. Updates on progress on data quality have been reported to Members throughout the year. As Members know we received the final audit report on the 2007 data quality audit from our external auditors, KPMG, in March 2008. This was very positive about the Council's approach to data quality. There are a number of recommendations to improve data quality further which are being taken forward.
- 4.2. The 2008 audit is due to begin in June, when KPMG will be checking out a small number of statutory indicators (probably only four indicators). This will be followed by a check on our management arrangements following the Council's self-assessment of developments since last year's audit.

#### **5. PERFORMANCE BACKGROUND – THE POSITION IN 2006/07**

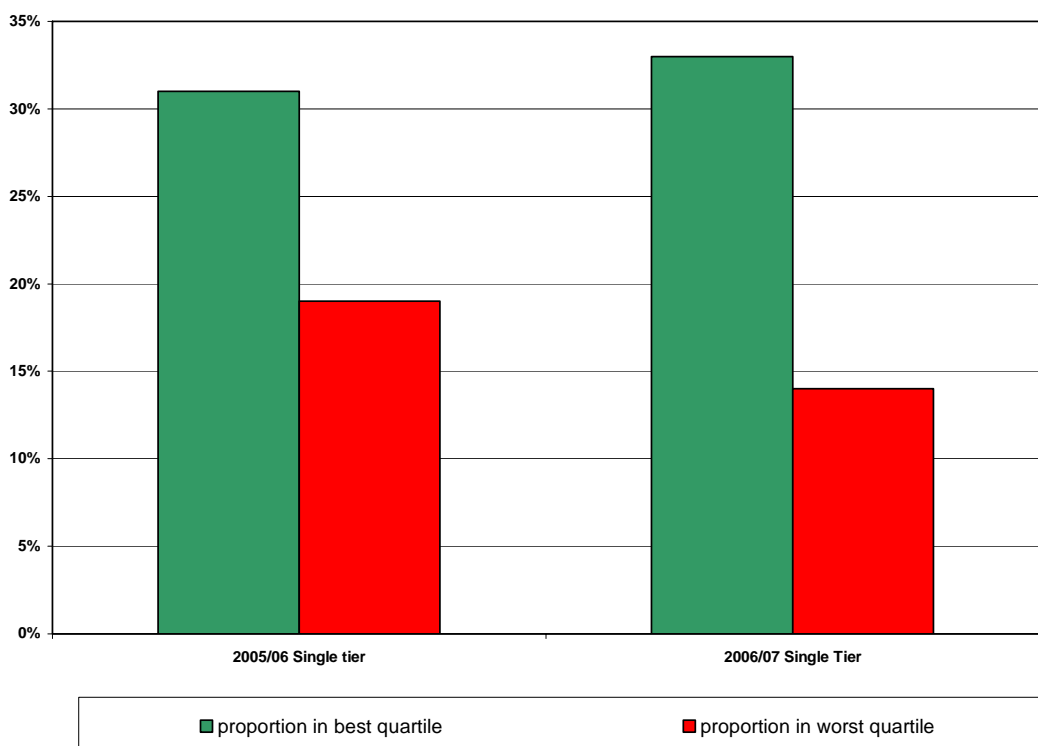
##### **5.1. The position in 2006/07.**

- As part of the January report on performance management Members were given information on the PI Profiles produced by the Audit Commission, and the Direction of Travel judgement for 2007 made as part of the annual CPA assessment.
- For the Direction of Travel judgement T&WC were assessed as "improving well" which is a score of '3' out of a possible '4'. Although T&WC's performance improved in 2006/07, the Audit Commission's profile showed that our rate of improvement was lower than for other single tier authorities. It is important to note that this was based on the smaller 'basket' of indicators used by the Audit Commission, rather than the full basket of all statutory Best Value and PAF indicators that we use to monitor and manage performance throughout the year.
- Using all the statutory indicators in 2006/07, **the rate of improvement since the previous year** was 60% for all statutory PIs. (The Audit Commission's smaller basket of indicators shows our improvement rate as 55% against the single tier average banding of 61%-63%).

- Looking at **performance improvement over a three year period** the rate of improvement for 2003/04-2006/07 was 68%. (The Audit Commission's smaller basket of indicators shows our improvement rate as 57% against the single tier average banding of 62%-64%).

5.2. **The national quartile position – best and worst quartiles.** It is also important that we compare our performance with that of other authorities.

- Breaking down T&WC quartile positions for all available BVPIs in 2006/07 shows that, compared with other single tier authorities, 33% were in **best quartile** position (this equates to 47 indicators including 9 from the BVPI Satisfaction Survey). This is above the single tier average of 29% for **all** available statutory indicators. (Using the smaller basket of indicators analysed by the Audit Commission, T&W had 26% of PIs in best quartile position against an average of 29% for single tier authorities).
- In 2006/07 T&W had **15% in worst quartile** position (23 indicators including 3 from the BVPI Satisfaction Survey), compared with the single tier average of 26%. A breakdown of indicators in best and worst quartile positions with their current performance can be seen at **Appendix 1**.
- The chart below shows how the proportions of statutory indicators in best and worst quartile positions have changed over the last two years: AS can be seen we have increased the proportion in best quartiles and reduced the proportion in worst quartile positions.



5.3. **The national quartile position –Comparisons with other single tier and 4 Star single tier authorities.** Looking more broadly at quartile breakdowns compared with other single tier authorities, the charts at **Appendix 2** show that:

- T&WC have a higher proportion of BVPIs in the **upper two quartiles** (61% compared with 58% (4 star single tier) and 53% (average single tier));
- T&WC have substantially less BVPIs in the **bottom quartile** of performance (15% compared with 22% (4 star single tier) and 26% (average single tier));
- T&WC compares very favourably with other **4 Star ‘excellent’** single tier authorities, having more indicators in the top 2 quartiles and less indicators in worst quartile.;
- T&WC’s **quartile position improved** between 2005/06 and 2006/07 (the last year for which we have such comparisons).

## 6. **OVERVIEW OF PERFORMANCE IN 2007/08 – KEY MESSAGES**

6.1. Looking at the available information on statutory PIs (BVPIs and PAF indicators):

- Performance on **64%** of statutory PIs have improved – (60% in 2006/07). Using the available indicators that are in the Audit Commission’s smaller basket of indicators shows 64% improvement.
- Performance on **29%** of statutory PIs are deteriorating – (31% in 2006/07)
- **7%** of statutory PIs are staying the same – (9% in 2006/07)
- The average improvement per PI is predicted as **8.7%** - (8.5% in 2006/07)
- Performance on 94% of PIs that were in worst quartile position has improved in 2007/08, 0% have deteriorated (we don’t have information for 2 PIs)
- 53% have come out of worst quartile position (compared with 2006/07 quartiles)
- Taking a longer term view, **75%** of statutory PIs are likely to improve between 2004/05 and 2007/08 – (68% between 2003/04 and 2006/07).
- We have achieved **56%** of our targets this year.

Overall current performance data shows that we have **improved since last year.** However it must be remembered that we have no information for 8 PIs and that some outturn data is based on projections. Using our ‘key tests of performance’ the performance position is set out below as follows:

- By Council Priority
- By Council Portfolios.

A full breakdown of performance information against each statutory indicator can be seen in the Performance Health Check Report at **Appendix 3.**

**PORTFOLIO DELIVERY: BV and PAF indicators broken down by portfolio:** Figures for 2006/07 are shown in brackets. Analysis excludes “satisfaction” BVPIs as these were not measured in 2007/08:

	<b>Council</b> 136/143* Pls	<b>CYP</b> 37/37 Pls	<b>E&amp;R</b> 44/48 Pls	<b>Res</b> 10/10 Pls	<b>A&amp;CC</b> 27/30 Pls	<b>CS</b> 7/7 Pls	<b>Corporate</b> 11/11
<b>Success Rate</b> (ie % Pls improved)	<b>64%</b> (60%)	<b>68%</b> (39%)	<b>71%</b> (67%)	<b>40%</b> (55%)	<b>70%</b> (72%)	<b>29%</b> (67%)	<b>55%</b> (45%)
Stayed the same	<b>7%</b> (9%)	<b>5%</b> (6%)	<b>4%</b> (12%)	<b>10%</b> (5%)	<b>4%</b> (9%)	<b>14%</b> (7%)	<b>18%</b> (10%)
<b>Failure Rate</b> (ie % Pls deteriorated)	<b>29%</b> (31%)	<b>27%</b> (55%)	<b>25%</b> (21%)	<b>50%</b> (40%)	<b>26%</b> (19%)	<b>57%</b> (26%)	<b>27%</b> (45%)
<b>Average Improvement</b> (since 06/07)	<b>8.7%</b> (8.5%)	<b>7%</b> (-6.3%)	<b>11.7%</b> (16%)	<b>2.2%</b> (0.58%)	<b>12.5%</b> (18.7%)	<b>-18.5%</b> (5.7%)	<b>15.2%</b> (7.1%)
<b>On target</b>	<b>55%</b>	<b>54%</b>	<b>56%</b>	<b>50%</b>	<b>63%</b>	<b>71%</b>	<b>27%</b>
<b>Direction of Travel</b> (improved 05/06-07/08)	<b>75%</b> (71%)	<b>74%</b> (69%)	<b>83%</b> (78%)	<b>63%</b> (71%)	<b>75%</b> (71%)	<b>80%</b> (77%)	<b>60%</b> (40%)

\* missing Pls are those where no data is available at this time.

**PROGRESS AND ACHIEVEMENT ON PRIORITIES: BV and PAF indicators broken down by Council Priorities:** There are no statutory indicators for priorities 1 and 6. The analysis excludes “satisfaction” BVPIs as these were not measured in 2007/08.

	<b>Priority 2</b> 37/37 Pls Giving C&YP the best possible start in their lives	<b>Priority 3</b> 43/47 Pls a high quality, attractive, sustainable environment	<b>Priority 4</b> 11/11 Pls Creating a safe, strong, cohesive community	<b>Priority 5</b> 23/26 Pls Promoting healthy communities/	<b>Priority 7</b> 22/22 Pls efficient, effective customer-focused council
<b>Success Rate</b> (ie % Pls improved)	<b>68%</b>	<b>70%</b>	<b>55%</b>	<b>65%</b>	<b>50%</b>
Stayed the same	<b>5%</b>	<b>5%</b>	<b>9%</b>	<b>5%</b>	<b>14%</b>
<b>Failure Rate</b> (ie % Pls deteriorated)	<b>27%</b>	<b>25%</b>	<b>36%</b>	<b>30%</b>	<b>36%</b>
<b>Average Improvement</b> (since 06/07)	<b>7%</b>	<b>11.8%</b>	<b>-3.2%</b>	<b>9.8%</b>	<b>8.9%</b>
<b>On target</b>	<b>54%</b>	<b>55%</b>	<b>73%</b>	<b>61%</b>	<b>41%</b>
<b>Direction of Travel</b> (ie improved 2004/05-2007/08)	<b>74%</b>	<b>82%</b>	<b>86%</b>	<b>72%</b>	<b>63%</b>

## 7. **SUMMARY OF PERFORMANCE 2007/08.**

7.1. Specific observations on performance against the Council’s key priorities follow:

## **Priority 2 – Giving children & young people the best possible start in their lives**

For **early years and childcare** the proportion of leaders with graduate training has increased from 27% to 34%, exceeding the target (this is a Priority PI). We have exceeded our target for babies breastfed at birth, but failed to meet the 6 week target. There has been an increase in the turnover of childminders and day nurseries, both of which are likely to fail to meet their LAA targets at the end of year.

There is one school in **special measures**, however the proportion of schools with “notice to improve” is set to fall from 2.5% to 1.25% (one school).

**Surplus places** at secondary level have been reduced to 0% as capacities at Abraham Darby, Lord Silkin and Sutherland schools have been reduced in advance of BSF. Surplus places at primary level remain at the same level- 6.89%.

**Attendance** overall has improved this year, with authorised absences coming down, however unauthorised absences increased - we are unlikely to meet our targets this year (NB this is an LPSA2 target which is broken down into 3 years - it will be an extremely demanding target to meet next year which is based on the 2007-08 academic year). Permanent **exclusions** have come down however fixed term exclusions look unlikely to meet target this year – this is an LPSA2 target for the academic year 2007/08.

Summer 2007 **exam results** were mixed. Progress has been made at KS2 English and Maths which improved again at level 4. At GCSE pupils attaining 5 GCSE passes including English & Maths improved by over 4%. Average point scores for schools with 6<sup>th</sup> forms increased substantially from 940 to 956. ‘Value Added’ results for KS2 to KS3 and KS3 to KS4 have improved again. The proportion of young people accessing post-16 education and training has increased by 5% this year.

Statements of special educational need (**SEN**) in 18 weeks have exceeded end of year targets (these were Priority PIs).

Figures for children & young people not in education, employment or training (**NEET**) remain at a high level. We are unlikely to meet our LPSA2 target in November 2008. These are Priority PIs and the Action Plan shows that a Task Group has been set up to look at ways of improving performance.

In **youth development** the recorded and accredited outcomes indicators have improved but are unlikely to achieve target (these are Priority PIs). Contact with young people by the youth service has improved but is not expected to achieve target this year.

In **youth justice**, the number of first timers and recidivism appears to be improving, however there are some national data quality issues which are being addressed and figures may change. Figures for young offenders who are NEET remain high, in line with the Telford overall NEET statistics.

Teenage conceptions have fallen from the 1998 deadline (-15.7%), however this year’s target has not been achieved.

For **Children in Need** there has been an increase in the number of referrals and re-referrals which is thought to be reflective of better identification within the clusters.

There has been an improvement in the number of re-registrations on the child protection register, and reviews of cases on the register (which are predicted to meet the 100% target). These are Priority indicators. Stability of placements for looked after children and adoptions of looked after children have met improvement targets this year – these are Priority indicators.

There is a mixed picture on the 2007 exam results of Looked After Children (these are LPSA2 targets which are an average of 3 years ending in summer 2008). KS2 results have improved while KS3 results have not. GCSE results have improved and achieved target. The proportion of Looked After Children absent from school has improved and exceeded target (this is a Priority indicator), however there has been a rise in the number of warnings and convictions of looked after children. The proportion of Looked After Children who are engaged in education, training or employment at 19 has risen and exceeded target. Relative spend on family support and the cost of looked after children (a Priority indicator) have also met target this year. Attendance by looked after children at the Football Foundation's Vulnerable Children's programme has exceeded target.

The number of primary pupils paying for a **school meal** has increased this year, however free school meal take-up at primary and secondary schools has fallen slightly and the overall uptake of school meals has fallen – the national picture mirrors this result.

### **Priority 3 – Maintaining a high quality, attractive and sustainable environment;**

**Information not available** – some information is obtained through annual surveys – ie condition of roads and footways. Final 'Cost' information is not ready at this stage.

All five **environmental promises** are performing well (4 achieved 99-100%, the other (potholes) achieved 98%). **Cleanliness** indicators continue to perform well, three out of the four have improved further and targets have been exceeded. 'Enforcement actions taken to deal with fly tipping' is likely to fall from 'very effective' (top performance) to 'effective this year, due to a change in definition.

For **waste management**, overall recycling figures have not quite achieved target, there was a drop in the proportion of waste composted due to the wet summer, and roll-out of additional receptacles for recycling was delayed due to the Waste Review. This means that we have not quite met our target to reduce the amount of waste landfilled further this year. A small amount of waste is being used to generate heat/power (0.17%) for the first time. The amount of waste collected per household has fallen by 1.6% this year however despite improvement, it is still likely to be in worst quartile position. Unfortunately we may not achieve the LPSA2 target for recycling non-biodegradable waste.

**Road casualties** have fallen substantially in 2007/08, including a significant fall in numbers of children killed or seriously injured (-86% since 1994-98). The number of slight injuries has risen slightly since last year (+2%).

The number of **bus journeys** has fallen since last year. Following investments made during the LTP1 period (2001/2006) and the fact that we have not introduced any new high profile services since 2005, we believe we have now reached saturation point with the existing bus patronage. We expect performance to improve with the implementation of future projects, such as the plans for new housing developments, the LTP new quality bus routes (2008/2011) and the introduction of concessionary

travel scheme (April 2008). Ironbridge Park and Ride scheme numbers have increased since last year.

The average time taken to repair a **streetlight** under the control of the LA (a priority indicator) has improved from 6.6 days to 4.9 days and has achieved target.

In **Planning** the speed of dealing with planning applications for all types of application are all better than last year. However the number of appeals is not meeting target due to low numbers and a high number of refusals relating to telecommunications masts (this was in best quartile position in 2006/07). The proportion of homes built on brown field sites is projected to be considerably above target and better than last year, (which was worst quartile). The planning quality checklist (a 'Priority indicator') is not predicted to improve in 2007/08 (it is currently 94%), as improvements are dependent upon the implementation of the new MIS system towards the end of 2008.

**Accessible** rights of way have improved from 70% to 76% this year (this is a Priority Indicator). The proportion of accessible Council buildings has improved again this year from 63% to 68%.

#### **Priority 4 - Creating a safe, strong and cohesive community;**

**Information not available.** A large proportion of information in this priority is drawn from the BVPI satisfaction survey (5 out of 18 statutory PIs), the last survey was in 2006. There is no data available for adult offenders.

The **Safer Communities Partnership** has significantly over-achieved on their target of reducing key BCS comparator crimes by 20% over 3 years, the outturn is a 28.3% reduction against the 2003/04 baseline. However violent crime, robberies and car crime are showing a small increase this year, while domestic burglaries have increased significantly, due to the release from prison of a number of prolific offenders. The West Mercia Crime & Safety Survey results for 2007 show that people are more worried about crime than last year (increased from 55% to 64%), but are less worried about being assaulted (fallen from 18% to 15%), less people think that local drug use and dealing is a problem (down from 43% to 41%). The numbers of drug users in treatment and the proportion retained in treatment have both exceeded targets.

The Council is meeting its promise to remove all incidents of racial and homophobic **graffiti** within 2 hours.

There has been an improvement in our score against a checklist for the Charter for the Bereaved. User satisfaction with the Town Park has fallen from 89% to 84% (an action plan is in place and additional investment has been identified). Satisfaction with Borough parks is high at 95%. Satisfaction with parks and open spaces is a Priority indicator.

Improvement targets for **Library standards** have been met. The number of active borrowers (a Priority Indicator) target has not been met because of the closure of Telford Library for refurbishment at the end of 2007.

In **Consumer Services** the majority of indicators are expected to achieve target in Trading Standards, however in Environmental Health visits to medium and low risk food premises' and health & safety inspections of medium and low risk premises have fallen behind due to staff resources. The indicator concerning information for sites of

potential concern for land contamination has improved this year and exceeded target. The indicator relating to pollution control improvements has improved this year (it was in worst quartile position) but has not met target.

**Priority 5 – promoting healthy communities and improving the quality of life for vulnerable and older people;**

3 cost indicators are not available.

The picture in **adult social care** is largely positive. The proportion of older people helped to live at home and receiving intensive home care has fallen slightly, due to increasing numbers of older people and resourcing issues (this was the subject of a 'performance challenge' report to Directors in January), however both indicators are currently still in 'good' band. As a result of this the proportion of 'assessments leading to a service' (a priority indicator) has not met target this year although the indicator remains within the 'best band'. 'Delayed transfers of care' have continued to rise this year, (largely due to reasons outside our control) although performance is still good. The proportion of adults helped to live at home continues to be in the 'best band' across all categories. 'Waiting times for care packages' (a priority indicator) is exceeding target this year, while 'waiting times for assessment' is similar to last year and unlikely to quite reach target. 'Carers services' (a priority indicator) is improving and is expected to meet target when all activity has been recorded. The number of clients receiving direct payments is rising and has exceeded target. The proportion of drug users retained in treatment for 12 weeks is exceeding target.

The LPSA2 target to move clients into independent living accommodation may not be met - the opening of the Park Lane scheme has been delayed to 2009 due to planning and design issues. The Wrekin Housing Trust (WHT) Extra Care housing scheme in Park Lane started in January 2008 and is progressing well. The scheme will provide 53 units of supported accommodation for older people. Meanwhile, we have appointed a reviewing officer with a remit to identify older people in residential/nursing care who could move back to their own homes or to vacancies in the existing extra care schemes or supported housing.

In the **Housing Needs and Homelessness** service key indicators are showing improvement – improvement targets for households accepted as 'priority need', repeat homelessness and prevention indicators have all been met. The domestic violence indicator (a checklist) has improved. However the average length of stay in b&b has risen, and the length of stay in hostel accommodation has improved but not met target. This is due to a lack of movement in other forms of temporary accommodation. We have developed an action plan for the reduction of temporary accommodation which will be reviewed and updated every six months and includes actions to improve move on rates, and intend to develop further move on initiatives with partners during the first year of the new homelessness strategy action plan 2008-2013. However, as always, the opportunities for move on are limited by the general shortage of social and affordable housing in the borough. This was the subject of a 'performance challenge' session at corporate directors in March 2008.

In **housing quality and renewal**, all indicators are on target. The number of private sector dwellings failing the housing rating system which have been made fit or demolished, and the number of vacant private sector homes returned to occupation or demolished have both substantially exceeded target.

Usage of the Council's **leisure facilities** by targeted groups is improving for bme

customers, women and older people, and the number of Flexcard users and proportional usage by holders has risen – exceeding end of year targets. However overall usage of our leisure centres is currently 5% below target, and we have not met our targets for usage by children & young people and people with disabilities. This is largely due to the wet summer, the closure of Wellington Pool for maintenance in November and lift replacement at Stirchley Leisure Centre.

### **Priority 6 –Strengthening the local economy and skills:**

**NB** all indicators in this Priority are local indicators.

Performance against targets for new investments, business expansions and jobs safeguarded has improved. The annual targets for investment enquiries, jobs safeguarded and network meetings have been met. Targets for company visits and businesses supported have been met. Although performance is not yet meeting the targets set out in the LAA (which are higher than those in the contract) the majority of targets within the contract have been met.

The development of Telford Town Centre is continuing, although some milestones have slipped. The financial assessment for Southwater core area is being agreed with Transforming Telford, English Partnerships and Advantaged West Midlands. Procurement will be delayed until financial assessment is agreed between partners - anticipated autumn 2008. The first phase of Southwater core area will be on site 2011. A mix of leisure and cultural facilities in the development will be partly informed from the Central Telford Area Action Plan consultation responses. Alternative procurement options are being evaluated, which could change the programme for procurement and delivery. Outline planning permission was granted in October 2007 for the Lakeside development at Priorslee.

### **Priority 7 – Delivering an efficient, effective and customer focused Council that delivers value for money for the community.**

**NB** a large proportion of indicators in this priority are local indicators.

**Customer strategy** indicators are mixed, it is important to note that targets were set for 2007/08 without the benefit of baselines as these were new indicators for the Customer Charter. Phone calls to extensions answered within 10 seconds has improved significantly from 65% to 74%, but has not achieved the target of 85% - ongoing performance improvement puts us in a strong position to meet this target in future. The average answer delay at contact centres (76% answered within one minute) is better than the target. The target of achieving less than 5% abandoned phone calls at contact centres is being exceeded by 3 out of our 6 mini call centres. The average is 9.3%, which has come down over the year. The Revenues and Benefit Service continue to experience high levels of demand for their service resulting in a 21% abandoned rate - they are looking at best practice before remodelling the contact centre. Highways Services (7%) have been working with Business Transformation to identify more efficient processes that will improve performance. Complaint response times are on target, however Fol and Data Protection requests have not met the 100% target (achieving 86% and 88%, although this is not end of year data).

Corporate communications have exceeded the majority of their targets.

Progress is being made on the action plans to improve race, disability and gender **equality issues**. The race equality checklist has improved from 74% to 79% this year. For the Equality Standard we are looking to external verification to clarify our achievement at Level 3 (which was top quartile performance in 2006/07).

There is a mixed picture for the **Human resources** indicators, although many have improved some have not met target at end of year. The top 5% staff from ethnic minorities and disabled staff have improved. The overall proportion of staff from ethnic minorities has improved since last year, while the proportion of disabled staff has slightly worsened. Sickness absence is slightly higher than last year (from 9.04 days to 9.3 days). Early retirements have improved (from 1.85 to 1.1, this includes schools), while the target for sickness retirements has been exceeded (from 0.15 to 0.11)

In **Benefits** the majority of indicators have achieved target at end of year. There has been a small drop in the number of fraud investigators due to the decision not to fill a vacant investigator's post, however the number of fraud investigations and sanctions and prosecutions has risen this year. The number of days taken to process new claims has come down again (from 29.6 days to 26.9 days, exceeding the target of 29 days). The LPSA2 target for increasing the number of older people claiming key benefits is likely to be exceeded for 3 out of the 4 benefits – however there are problems with the transfer of data from the DWP and it is unlikely that we will have the final figures until later in the year. We still have some concerns about our ability to meet the BFI target for reducing the number of benefit claims despite the reduction in the target. Lobbying is continuing on this issue.

A further increase in performance has been achieved in the collection of **Council Tax** this year.

## 8. **PRIORITY INDICATORS**

8.1. Every year Members and Corporate Directors agree a basket of 'Priority' indicators that are a focus for performance management throughout the year. These include indicators that are in worst quartile position and others that are focuses for improvement (they may be in the lower quartiles or a particular improvement priority). Progress against these indicators, including progress against their Action Plans, has been monitored every 2 months throughout the year.

8.2. **Indicators in worst quartile position.** In 2006/07 there were 23 indicators in worst quartile position compared with other single tier authorities. Three indicators were triennial satisfaction indicators, therefore cannot be repeated in 2007/08, three PIs have no information at this stage. Performance results from 2007/08 show that:

- 94% have improved (16/17), one has stayed the same.
- 53% (9/17) have come out of worst quartile position (compared with 2006/07 quartiles).
- Where indicators have not come out of worst quartile position, action plans which are in place for all these indicators show that progress is being made and performance is on course to improve in the longer term.

**NB** all information relating to quartile positions can be seen in the Performance Health Check Report at **Appendix 3**

8.3. Overall, in relation to our 'Priority Indicators':

- 76% have improved (41/54 indicators, where there was an existing baseline);
- 7% stayed the same (4/54 indicators);
- 17% deteriorated (9/54 indicators);
- 59% have achieved the target set (41/69 indicators).

8.4. A short summary of the current situation at year end is provided below.

	<b>Improving?</b>	<b>Achieving target?</b>	<b>No information</b>
<b>Customers (17 PIs)</b> NB - all of these indicators were new in 2007/08 therefore there is no baseline and target setting was difficult.	There is little previous information on which to base improvement in 2007/08.  5/6 indicators have improved.	10/15 PIs are on target. .	2/17 PIs have no current information (satisfaction with complaint handling local and BVPI).
<b>Equalities (26 PIs)</b> 6 are contextual PIs 4 have no baselines	10/16 have improved, (1 is the same)	13/20 have achieved target,	
<b>Employees (5 PIs)</b>	3/5 have improved	2/5 have achieved target	
<b>High Risk PIs in Community Services (3 PIs)</b> 2/3 PIs were satisfaction BVPIs.	0/1 has improved (active borrowers)	0/1 has achieved target.	No information is available for the two satisfaction BVPIs.
<b>High Risk PIs in Resources–</b> 1 PI in Revenues & Benefits	There is no previous performance for this PI.	0/1 has achieved target (this is the subject of representation to DWP)	
<b>High Risk PIs in A&amp;CC (8 PIs)</b>	6/7 have improved	5/7 PIs have achieved target	There is no current information about 1 PI.
<b>High Risk PIs in E&amp;R (9 PIs)</b> 2 are satisfaction BVPIs.	3/4 have improved  1/4 is the same	2/4 have achieved target	There is no current information on 3 PIs which rely on annual condition surveys + 2 satisfaction BVPIs
<b>High Risk PIs in CYP (16 PIs)</b>	14/16 PIs have improved 1 is the same	9/16 PIs have achieved target	

9. **LPSA2 TARGETS**

- 9.1. This is the final year for many of the LPSA2 targets. A separate report looking at the impact of projected performance on the Council's LPSA2 targets will be brought to CAPS/Cabinet in July.

10. **NEXT STEPS IN PERFORMANCE MANAGEMENT**

- 10.1. End of Year performance information is a vital component of the 2008/09 Council Plan. The data in this report will be finalised when the audit is completed and put into the Council Plan. The Council Plan will be brought to Full Council on 26 June. .

- 10.2. The new National Indicator Set has been introduced from April 2008, these indicators replace the Best Value and PAF indicators in this report. Discussions are taking place with all Portfolios following the finalisation of Business and Priority Plans to identify the key indicators that will be monitored as part of the corporate performance management framework in 2008/09.

11. **Equal Opportunities.**

Some of the performance indicators measure our performance regarding equal opportunities issues.

12. **Environmental Impact.**

Some of the financial outturns and performance indicators monitor environmental issues.

13. **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.

14. **Links with corporate priorities.**

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

15. **Financial Implications.**

This report sets out the performance which the Council has achieved with its 2007/08 budget. A full report which brings together service, financial and risk performance will be brought for Members' consideration in early June.

16. **Ward Implications.**

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

17. **Opportunities and Risks.**

In monitoring our service performance, we are identifying and managing risks to service delivery and the achievement of our priorities.

Report prepared by: Hilary Knight, Corporate Performance Manager  
Policy, Performance & Partnership 3-80134.

## Performance Indicators in Best Quartile in 2006/07

In 2006/07 there are 47 Best Value and PAF indicators in best quartile comparing our performance with **single tier** local authorities in 2006/07 (39 in 2005/06). The analysis includes triennial satisfaction BVPIs (9 are in best quartile following the 2006 BVPI survey)

	T&W Outturn 2006/07	BQ break:
<b>Children &amp; Young People</b>		
• BV43a – SENs in 18 weeks excluding exceptions	100%	100%
• BV 222a – leaders of integrated early years and childcare settings with a level 4 qualification	49.18%	45.5%
<b>Adult &amp; Consumer Care</b>		
• BV195 – acceptable waiting time for assessment	95.35%	89.65%
• PAF C29 – adults with physical disabilities helped to live at home	6.73	5.23
• PAF C73 – admission of supported adults 18-64 to residential/nursing care	1	1.31
• PAF D40 – clients receiving a review	79.28	75.27
• PAF D41 – delayed transfers of care	13.33	13.89
• PAF A80 Retention in drug treatment programmes	108	104.34
• BV 166a – score against a checklist of good enforcement practice for environmental health	100%	100%
• BV 166b – score against a checklist of good enforcement practice for trading standards	100%	100%
<b>Community Services</b>		
• BV175 - % Racial incidents resulting in further action	100%	100%
• BV 126 – domestic burglaries per 1000 households	6.89	11.3
• BV 127a – violent crime per 1000 population	19.03	19.8
• BV 127b – robberies per 1000 population	0.77	0.8
• BV 128- vehicle crimes per 1000 population	9.32	12.1
• BV 118a – library users who found a book	90%	89%
• BV 118b – library users who found information	83%	80%
• BV 118c satisfaction with library overall (users)	94%	?
• BV 119a – satisfaction with sports and leisure facilities	62%	60%
<b>Environment and Regeneration</b>		
• BV165 – Pedestrian crossings with facilities for disabled	100%	100%
• BV 82b(i) and b(ii) Proportion and tonnage of household waste composted	15.26% 13,103.41	14.31% 13,034.31
• BV 90b – satisfaction with recycling	74%	72%
• BV 90c – satisfaction with civic amenity sites	84%	84%
• BV 199a – street cleanliness – detritus and litter	4.26%	10%
• BV 199b – street cleanliness – graffiti	2%	5%
• BV 199c – street cleanliness – fly posting	0%	0%
• BV 199d – street cleanliness – fly tipping	Band 1	Band 1
• BV 89 – Satisfaction with cleanliness	69%	68.5%
• BV 218b – removal of abandoned vehicles in 24 hrs	98.98%	98.36%
• BV 215b – average time to repair a street light under the control of the DNO	3.57 days	14.81 days
• BV 223– condition of principle roads % defective	2%	7%

• BV99 (ai) – No of casualties (all killed and si)	58	73
• BV99 (aii) - % change in no of people killed and si	-33%	-15.4%
• BV99 (aiii) - % change in no of people killed and si since 1994-98 average	-59%	-44.25%
• BV99 (ci) – no of people slightly injured	457	607
• BV99 (cii) - % change in no of people slightly injured	-22%	-10.15%
• BV 219b – conservation areas with an up to date character appraisal	57%	56.75%
• BV 204 – successful planning appeals	26%	27.73%
<b>Corporate</b>		
• BV 8 – Invoices paid on time	96.58%	94.09%
• BV 11a – Top 5% earners who are women	48.95%	47.83%
• BV 15 – Ill-health retirements	0.15%	0.15%
• BV 16a/b – disabled people in the workforce	23.72% *	23.5% *
<b>Resources</b>		
• BV 9 – Council tax collected	97.4%	97.1%
• BV 78b – average time for changes of circumstances	8.5 days	10.15 days
• BV 80b – satisfaction with service in the benefits office	83%	81%
• BV80d – satisfaction with staff in the benefits office	85%	82%

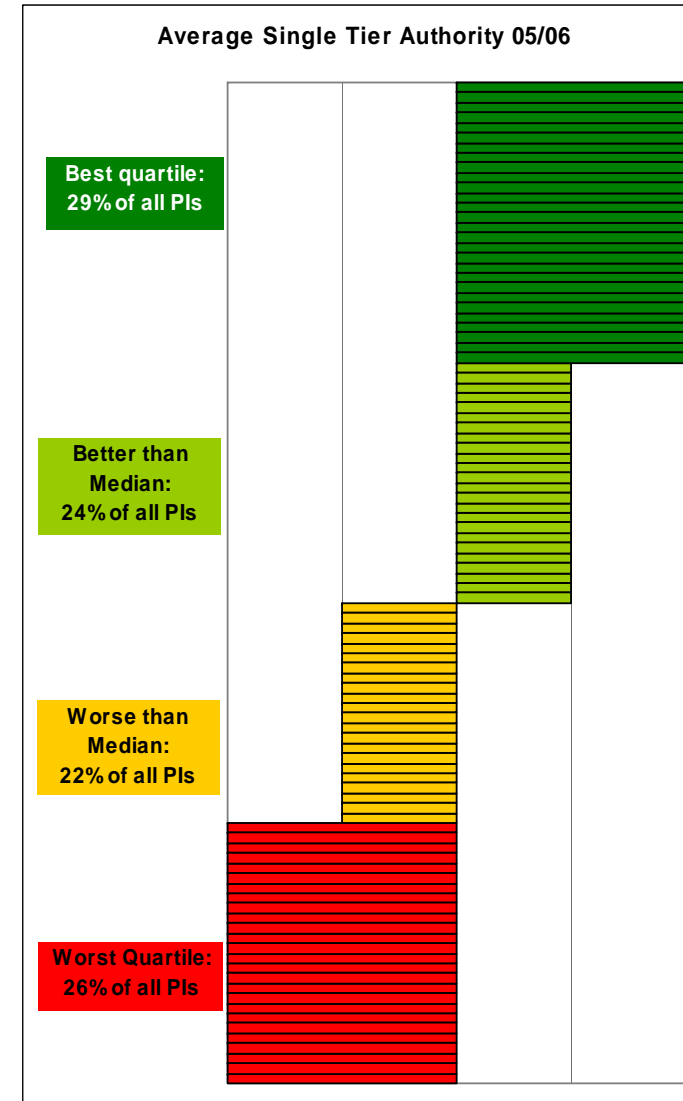
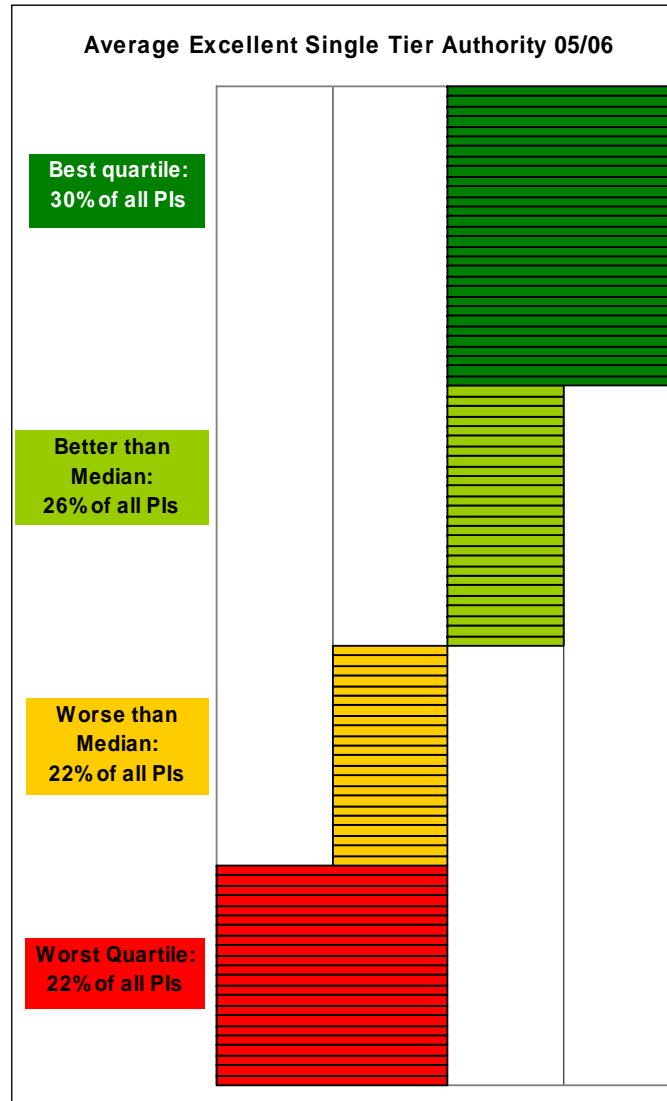
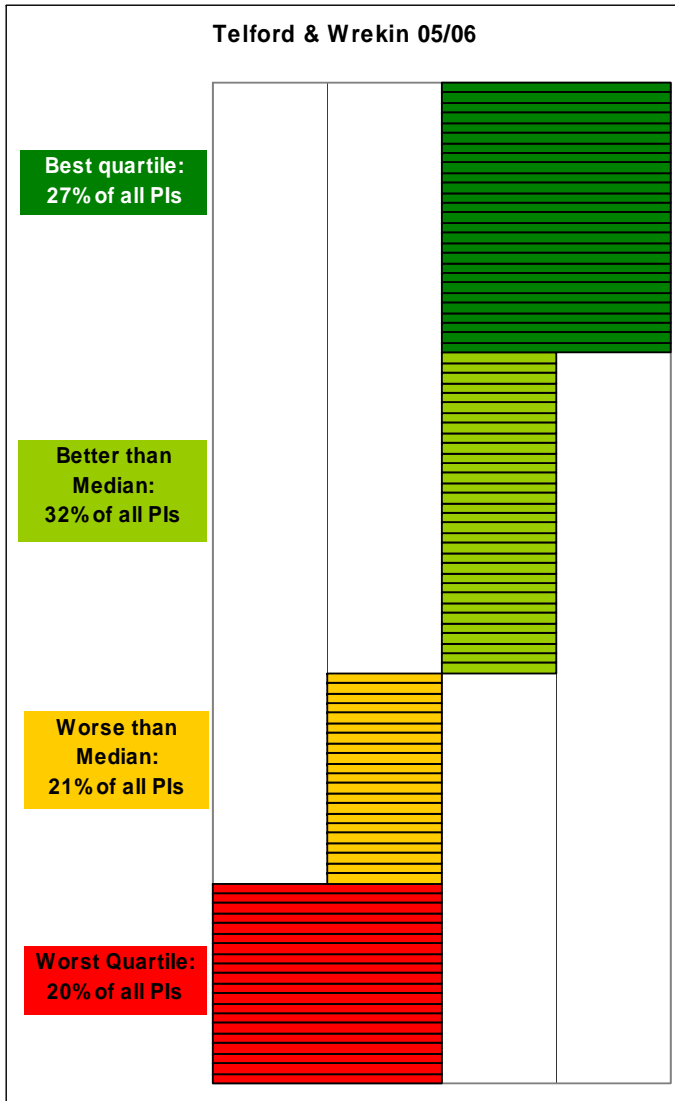
## Performance Indicators in Worst Quartile in 2006/07

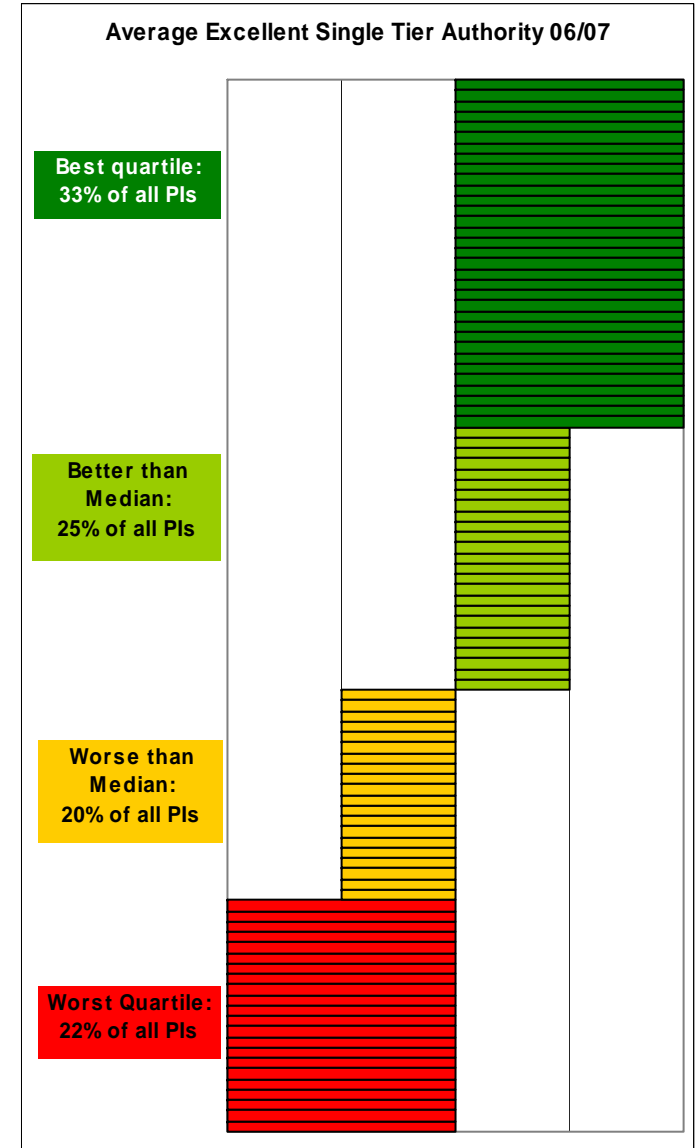
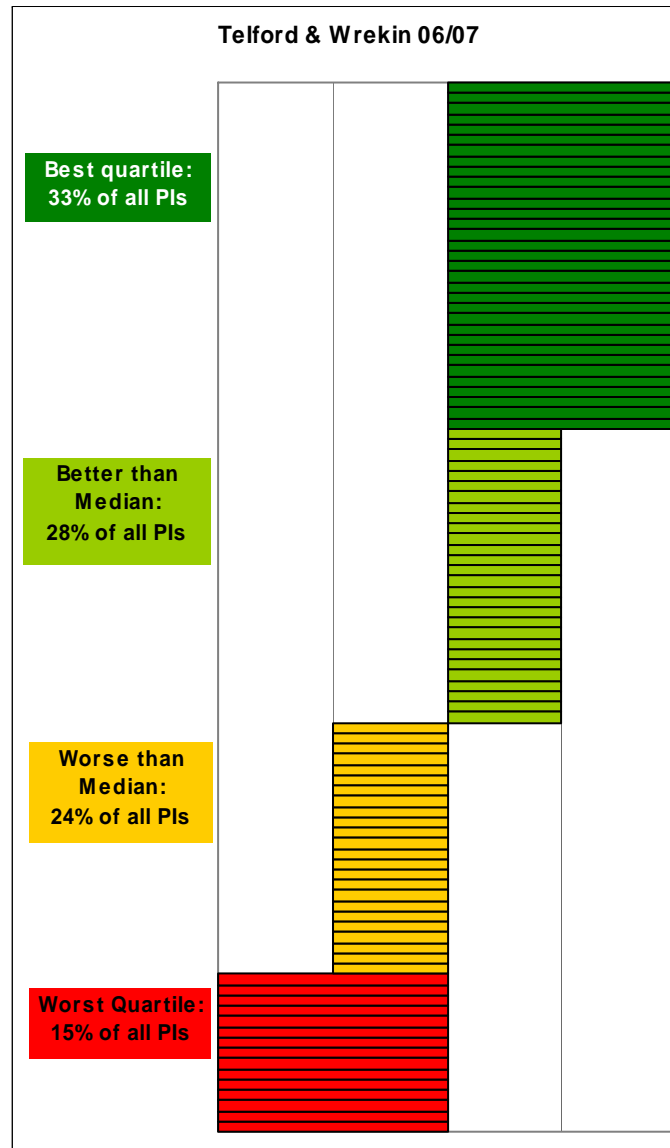
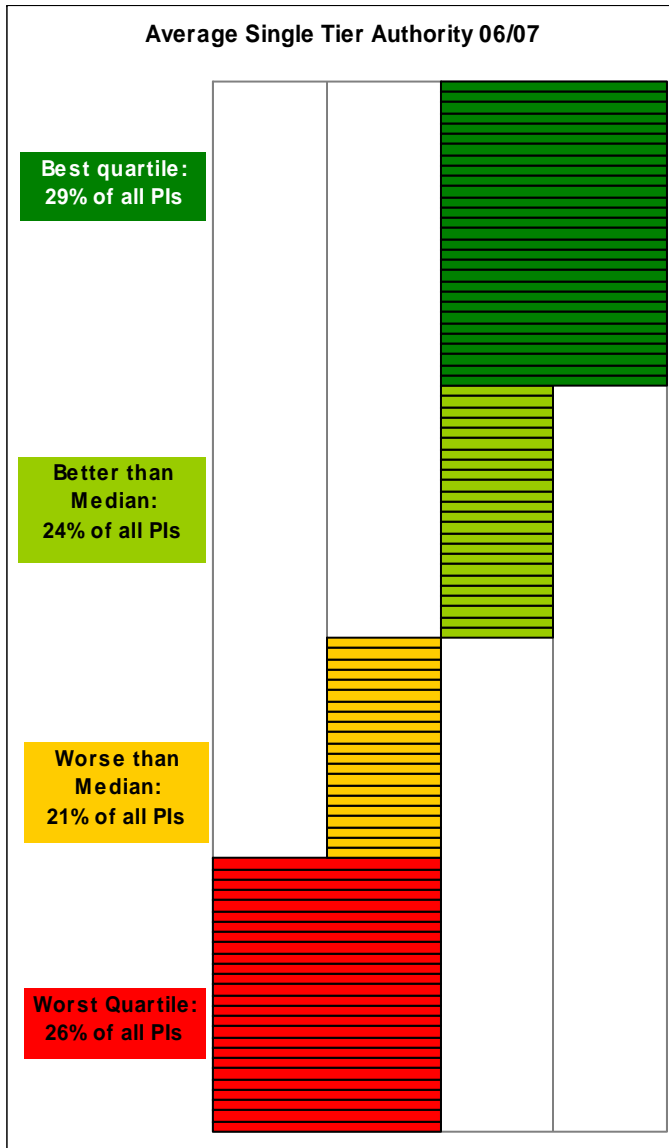
In 2006/07 there are 23 statutory BVPI and PAF indicators in worst quartile comparing our performance with **single tier** local authorities in 2006/07 (25 in 2005/06). Please note that the analysis includes triennial satisfaction BVPIs (3 are worst quartile in 2006/07, following the 2006 BVPI survey).

**Pale green = improved, dark green = moved out of worst quartile position**

	T&WC 2006/07	WQ break:	In WQ before?	2007/08 outturn
<b>Corporate</b>				
• BV 17a/b – bem in the workforce as a proportion of bem in the community	58.33%	64.71%	Yes	63.15%
• BV 14 – early retirements	1.85%	0.94%	no	1.1%
<b>Adult &amp; Consumer Care</b>				
• BV183b – length of stay in hostel accommodation	18 wks	12 wks	Yes	16.26 wks
• BV214 – % of homeless households accepted as homeless in the last 2 years	4.74	3.61	Yes	2.73
• PAF C31 – adults with mental health problems helped to live at home per 1000 pop	2.45	2.83	no	3.85
• PAF C62 – carers receiving specific carers' services	7.16	8.05	no	10.11
• BV 217 – pollution control improvements	75%	90%	Yes	85%
<b>Environment &amp; Regeneration</b>				
• BV 84a – amount of waste collected per head of pop	536.1	512.00	Yes	527.46
• BV 86 – cost of waste collection	£61.66	£54.76	Yes	No info
• BV91a – households served by kerbside collection of one recyclable	92.9%	93.15%	No	93.02%
• BV 205 – quality of planning checklist	94%	94.4%	No	94%
• BV 90a – satisfaction with waste collection	69%	74%	n/a	n/a
• BV 187 – surface footways in need of repair	46%	30.25%	Yes	No info
• BV 106 – houses built on brown field sites	81%	81.13%	no	85%
• BV 215a – average time to repair a street light (T&WC)	6.63 days	6.57 days	Yes	4.91
• BV 103 – satisfaction with public transport information	67%	71%	n/a	n/a
<b>Community Services</b>				
• BV 4 –satisfaction with complaint handling	28%	29%	n/a	n/a
<b>CYP</b>				
• BV 221a – young people gaining recorded outcomes	24.52%	39.07%	No	33.53%
• BV 221b – young people gaining accredited outcomes	9.17%	13.00%	No	11.39%
• BV 222b – leaders of integrated early education and childcare with graduate qualification	27.87%	33.25%	No	33.87%
• BV 49 (PAF A1) – children with 3+ placements	15.2%	14.35%	no	10.34%
• BV 162 – reviews of cases on Child Protection Register	98%	100%	No	100%
• BV 163 - adoptions of Looked After Children	5.18%	6.44%	No	10.10

Comparison of BVPIs quartiles - T&WC compared with all 4 Star single tier authorities and all single tier authorities.





## **COUNCIL-WIDE - All statutory PIs broken down by corporate priorities**

### **PERCENTAGE IMPROVEMENT BETWEEN 06/07 AND 07/08**

Average improvement	<b>8.72%</b>
Number of PIs that have Improved	<b>87</b>
Number of PIs that have Stayed the Same	<b>9</b>
Number of PIs that have Deteriorated	<b>40</b>
Total number of PIs	<b>136</b>

### **DIRECTION OF TRAVEL BETWEEN 04/05 AND 07/08**

Number of PIs that have Improved	<b>74</b>
Number of PIs that have Stayed the Same	<b>2</b>
Number of PIs that have Deteriorated	<b>23</b>
Total number of PIs	<b>99</b>

### **TARGET 07/08**

Number of PIs that hit their target	<b>74</b>
Number of PIs that have missed their target	<b>61</b>
Number of PIs where target data is not available/applicable	<b>43</b>

### **SINGLE TIER AVERAGE QUARTILE 06/07**

**3**

Quartile 4 = Best quartile,  
Quartile 1 = Worst quartile

### **Notes**

Where a PI is on maximum performance for any analysis timeframe, then it has been scored as having "improved"

Single Tier Quartile ranks are shaded to demonstrate direction of travel from previous year (red = deterioration and green = improvement)

Single Tier quartiles are based on 06/07 final audited data published December 2007

Satisfaction PIs are not included in the performance analysis



## Optimising the health and well-being of all children

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
197	Change in the number of conceptions to females aged under 18, resident in an area, per 1000 females 15-17	-16.20	-19.10	-16.90	-15.70	✗	✗	3	3
PAF A70	Progress made towards a comprehensive children and adolescents Mental Health Services	N/A	N/A	15.00	16.00	✓			
PAF B79	Looked after children between 10 and 16 in foster placements or placed for adoption	N/A	N/A	71.70	72.30	✓			
PAF B8	Cost of services for children looked after	900.00	835.00	805.00	800.00	✓	✓		
PAF C19	Health of children looked after	82.73	83.00	90.50	90.10	✓	✓		
PAF C63	% of children looked after who communicated their views to a statutory review	N/A	77.00	98.40	91.70	✗			
PAF C64	% of core assessments that were completed within 35 working days of their commencement	78.50	83.40	96.20	87.00	✗	✓		
PAF C69	Distance children newly looked after are placed from home	N/A	11.00	21.60	18.33	✓			
PAF D78	Improved stability for children looked after	N/A	71.60	69.00	73.91	✓			
PAF E44	Relative spend on family support - gross expenditure on children in need but not looked after as a % of gross expenditure on children's services	29.00	32.00	32.00	34.00	✓	✓		

### Optimising the health and well-being of all children

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				

Average % change in performance between 06/07 and 07/08 1.27

### Ensuring children and young people grow up in safety and security

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
162	% of child protection cases that should have been reviewed that were reviewed. - PAF C20	97.22	100.00	98.00	100.00	✓	✓		1
163	% of looked after children who are adopted - PAF C23	10.60	8.80	5.18	10.10	✓	✗		1
49	% of looked after children with 3+ placements - PAF A1	14.10	12.00	15.20	10.34	✓	✓		2
PAF A3	The % of children entered on the child protection register in the year who had previously been on the register	23.98	19.00	22.60	18.18	✓	✓		
PAF C21	% of children de-registered from the CPR during the year who had been on the register continuously for longer than 2 years	10.00	5.90	4.70	5.11	✗	✓		

Average % change in performance between 06/07 and 07/08 27.97

### Maximising their achievement and enjoyment through school and college life and through play, sport, leisure and cultural activities

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				

**Maximising their achievement and enjoyment through school and college life and through play, sport, leisure and cultural activities**

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
181a	% of pupils achieving level 5 or above in KS3: English	72.00	77.00	70.00	70.00	x	x	2	3
181b	% of pupils achieving level 5 or above in KS3: Mathematics	72.00	74.00	75.00	72.00	x		3	2
181c	% of pupils achieving level 5 or above in KS3: Science	65.00	72.00	69.00	69.00	x	✓	3	2
181d	% of pupils achieving level 5 or above in KS3: ICT assessment	76.40	76.00	64.00	69.10	x	x	2	1
194a	% of pupils achieving level 5 or above in KS2: English	25.00	25.00	33.00	31.00	✓	✓	3	4
194b	% of pupils achieving level 5 or above in KS2: Maths	27.00	29.00	30.00	29.00	x	✓	2	2
222a	% leaders of integrated early education and childcare settings with a level 4 qualification	N/A	18.18	49.18	53.23	✓		4	4
222b	% leaders of integrated early education and childcare settings which have input from staff with graduate or post graduate training	N/A	25.76	27.87	33.87	✓		1	2
38	% of pupils achieving 5 or more GCSE's, A*-C	49.50	53.80	55.40	55.20	x	✓	3	3
39	% of pupils achieving 5+ GCSEs, A*-G including English & Maths	87.80	87.10	87.90	92.30	✓	✓	2	2
40	% of pupils achieving level 4+ KS2 Maths	67.00	73.00	73.00	74.00	x	✓	2	2

### Maximising their achievement and enjoyment through school and college life and through play, sport, leisure and cultural activities

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
41	% of pupils achieving level 4+ KS2 English	74.00	76.00	77.00	78.00	✗	✓	2	3
43a	% of SENs in 18 weeks without exceptions	97.37	100.00	100.00	100.00	✓	✓	4	4
43b	% of SENs in 18 weeks with exceptions	61.29	87.96	85.00	91.40	✓	✓	2	1
45	% half days missed due to total absence in secondary schools	7.96	7.70	8.53	8.31	✗	✗	2	1
46	% half days missed due to total absence in primary schools	5.33	5.20	5.70	5.11	✗	✓	3	3
50	% of children leaving care with 1 or more A*-G GCSE's or GNVQs - PAF A2	50.00	54.20	54.00	55.00	✓	✓		2
PAF C24	Children absent from school (LAC 12 +) who have missed at least 25 days schooling for any reason during previous school year	0.93	8.70	24.13	18.46	✓	✗		

Average % change in performance between 06/07 and 07/08 4.56

### Encouraging children and young people to make a positive contribution in supporting the community

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
221a	% young people aged 13 - 19 gaining a recorded outcome compared to the % of young people	N/A	34.91	24.52	33.53	✗		1	1

**Encouraging children and young people to make a positive contribution in supporting the community**

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
221b	% young people aged 13 - 19 gaining an accredited outcome compared to the % of young people	N/A	11.19	9.17	11.39	✗		1	1
PAF C81	Final warnings and convictions of children looked after (ratio)	N/A	N/A	1.70	3.40	✗			

**Average % change in performance between 06/07 and 07/08 -13.02**

**Securing opportunities and ensuring access to employment and training for 13 - 21 year olds**

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
161	The ratio of looked after young people in education /training /employment to all young people in education/ training /employment - PAF A4	0.81	0.90	0.69	1.11	✓	✓		1

**Average % change in performance between 06/07 and 07/08 60.87**



## Maintaining a clean, quality environment

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
119e	% satisfied with parks & open spaces	72.89	72.89	70.00	70.00			2	2
199a	Proportion of relevant land and highways assessed as having combined deposits of litter and detritus that fall below an acceptable level.	16.00	4.18	4.26	4.11	✓	✓	4	4
199b	% relevant land and highways from which unacceptable levels of graffiti are visible.	N/A	0.93	1.23	0.95	✓		4	4
199c	% relevant land and highways from which unacceptable levels of fly-posting are visible.	N/A	0.24	0.00	0.00	✓		4	4
199d	Annual reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'. (Graded 1 - 4, where 1 is best)	N/A		1.00	2.00			4	
218a	% new reports of abandoned vehicles investigated within 24 hours of notification	N/A	96.19	97.95	99.82	✓		3	3
218b	% of abandoned vehicles removed within 24 hours.	N/A	97.68	98.98	100.00	✓		4	3
89	% satisfied with cleanliness standard in their area	57.50	57.50	69.00	69.00			4	4

**Average % change in performance between 06/07 and 07/08 -14.15**

**Promoting sustainable development and enhancing the natural environment**

BVPI ref	Short Definition	BTW Performance				On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
		04/05	05/06	06/07	07/08				
106	% of new homes built on brown field sites	53.00	85.00	81.00	85.00	✓	✓	1	3
109a	% of major planning applications decided in 13 weeks	50.00	77.00	66.00	74.03	✓	✓	2	2
109b	% of minor planning applications decided in government timescales	70.00	71.00	76.00	84.79	✓	✓	2	2
109c	% of other planning applications decided in government timescales	82.00	85.00	87.00	89.02	✗	✓	2	2
111	% applicants satisfied with the Planning service	73.00	73.00	69.00	69.00			2	2
200a	Did the local planning authority submit the Local Development Scheme (LDS) by 28 March 2005 and thereafter maintain a 3-year rolling programme?	N/A	Yes	Yes	Yes				
200b	Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out?	N/A	Yes	Yes	No				
204	% appeals allowed against the authority's decision to refuse planning applications	26.00	19.00	26.00	36.00	✗	✗	4	4
205	Quality of planning service checklist	83.00	94.00	94.00	94.00	✗	✓	1	2
219a	Number of conservation areas in the local authority area.	N/A	7.00	7.00	7.00				

**Promoting sustainable development and enhancing the natural environment**

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
219b	% conservation areas with an up to date character appraisal	N/A	28.00	57.00	57.00	✗		4	4
219c	% conservation areas with published management proposals.	N/A	14.00	14.00	29.00	✗		3	3

**Average % change in performance between 06/07 and 07/08 11.57**

**Reducing waste and pollution**

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
82ai	% of household waste which has been sent for recycling	11.30	17.60	19.82	19.86	✗	✓	3	3
82aii	Tonnage of household waste which has been sent for recycling	N/A	14844.52	17174.32	16958.96	✗		3	3
82bi	% of household waste sent for composting or treatment by anaerobic digestion.	8.40	12.90	15.09	16.58	✗	✓	4	4
82bii	Tonnage of household waste sent for composting or treatment by anaerobic digestion	N/A	10868.54	13070.27	14162.39	✗		4	3
82ci	% of household waste used to recover heat, power and other energy sources	0.00	0.00	0.09	0.17	✓	✓	2	3

## Reducing waste and pollution

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
82cii	Tonnage of household waste arisings which have been used to recover heat, power and other energy sources	N/A	0.00	78.61	146.93	✓		2	3
82di	% of household waste which has been landfilled	80.30	69.60	64.95	63.38	✗	✓	3	3
82dii	Tonnage of household waste which has been landfilled	N/A	58584.48	56268.12	54127.20	✗		3	3
84a	Kilograms of household waste collected per head of the population	542.00	523.50	536.10	527.46	✗	✓	1	2
84b	% annual change in kilograms of household waste collected per head of population	N/A	-3.40	2.41	-1.61	✓		2	3
86	Cost of waste collection per household	59.20	67.34	61.66	No data			1	1
87	Cost of waste disposal per tonne	41.21	46.05	46.49	No data			2	2
90a	% satisfied with household waste collection	80.27	80.27	69.00	69.00			1	1
90b	% satisfied with waste recycling	65.56	65.56	74.00	74.00			4	3
90c	% satisfied with waste disposal (local tips)	80.07	80.07	84.00	84.00			4	3
91a	% households served by kerbside collection recyclables - one recyclable	59.00	97.00	92.90	93.02	✗	✓	1	1

## Reducing waste and pollution

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
91b	% households served by kerbside collection of at least two recyclables	N/A	97.00	92.90	93.02	✗		2	2

Average % change in performance between 06/07 and 07/08 25.09

## Improving access, mobility and public transport within the borough

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
100	Number of days that traffic controls are in place (on traffic sensitive roads)	0.14	0.86	0.55	0.62	✓	✗	2	3
102	Number of bus passenger journeys per year	6331000.00	6369000.00	5,306,000.00	6035000.00	✗	✗	2	2
103all	% satisfied with public transport information	48.66	48.66	50.00	50.00			1	3
103seen	% satisfied with public transport information	62.70	62.70	67.00	67.00			1	3
104	% satisfied with local bus service	59.90	59.90	59.00	59.00			2	3
104users	% of users satisfied with local bus services	67.75	67.75	70.00	70.00			3	3
165	% of pedestrian crossings with disabled facilities	100.00	100.00	100.00	100.00	✓	✓	4	4
178	% of public footpaths that are easy to use	65.00	64.00	70.00	76.00	✓	✓	2	2

### Improving access, mobility and public transport within the borough

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
187	Condition of surface footways - % requiring maintenance	42.49	34.52	46.00	56.00	✗	✗	1	1
215a	Average number of days taken to repair a street lighting fault (under the control of LA)	N/A	8.85	6.63	4.91	✓		1	2
215b	Average time taken to repair a street lighting fault, where response time is under the control of a DNO	N/A	6.67	3.57	7.28	✗		4	4
223	% of principal road network where structural maintenance should be considered	N/A	2.07	2.00	No data			4	4
224a	% of non-principal classified road network where maintenance should be considered	19.58	7.32	13.00	No data			3	2
224b	% of unclassified road network where structural maintenance should be considered	15.65	17.94	16.00	17.00	✗	✗	2	2
99ai	Number of people killed or seriously injured (KSI) in road traffic collisions	82.00	86.00	58.00	52.00	✓	✓	4	4
99aii	Annual % change in the number of people killed or seriously injured (KSI) in road traffic collisions	28.00	5.00	-33.00	-10.00	✓	✓	4	4
99aiii	% change in the number of people killed or seriously injured (KSI) in road traffic collisions from the 1994-98 average	-38.00	-39.00	-59.00	-63.00	✓	✓	4	4

### Improving access, mobility and public transport within the borough

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
99bi	Number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions	14.00	14.00	11.00	3.00	✓	✓	3	2
99bii	Annual % change in the number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions	8.00	0.00	-21.00	-73.00	✓	✓	3	1
99biii	% change in the number of children killed or seriously injured (KSI) in road traffic collisions from the 1994-98 average	-36.00	-36.00	-50.00	-86.00	✓	✓	3	2
99ci	Number of people slightly injured in road traffic collisions	540.00	583.00	457.00	468.00	✓	✓	4	4
99cii	Annual % change in the number of people slightly injured in road traffic collisions	22.00	8.00	-22.00	2.00	✗	✓	4	4
99ciii	% change in the number of people slightly injured in road traffic collisions from the 1994-98 average.	10.00	13.00	-12.00	-10.00	✓	✓	2	2

**Average % change in performance between 06/07 and 07/08 10.16**

# CREATING A SAFE STRONG AND COHESIVE COMMUNITY

## PERCENTAGE IMPROVEMENT BETWEEN 06/07 AND 07/08

Average improvement	-3.25%
Number of PIs that have Improved	6
Number of PIs that have Stayed the Same	1
Number of PIs that have Deteriorated	4
Total number of PIs	11

## DIRECTION OF TRAVEL BETWEEN 04/05 AND 07/08

Number of PIs that have Improved	6
Number of PIs that have Stayed the Same	0
Number of PIs that have Deteriorated	1
Total number of PIs	7

## **TARGET 07/08**

Number of PIs that have hit their target	8
Number of PIs that have missed their target	3
Number of PIs without target data	9

**SINGLE TIER AVERAGE QUARTILE 06/07** 3

Quartile 4 = Best quartile,  
Quartile 1 = Worst quartile

### Notes

Where a PI is on maximum performance for any analysis timeframe, then it has been scored as having "improved"

Single Tier quartile ranks are shaded to demonstrate direction of travel from previous year (red = deterioration and green = improvement)

## Reducing crime

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
126	Domestic burglaries per 1,000 households	15.02	10.98	6.89	12.40	x	✓	4	4
127a	Violent crime per 1,000 population	23.15	20.40	19.03	19.20	✓	✓	4	3
127b	Robberies per 1,000 population	0.87	0.63	0.77	0.90	x	x	4	4
128	Vehicle crimes per 1000 population	13.93	12.45	9.32	10.80	✓	✓	4	4

**Average % change in performance between 06/07 and 07/08 -28.41**

## Reassuring the community and building involvement within neighbourhoods

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
226a	Total amount spent by the Local Authority on Advice and Guidance services provided by external organisations.	N/A	471430.00	477733.00	420973.00				
226b	% spent on advice and guidance services at 'General Help' level	N/A	44.59	56.68	58.02	✓			2
226c	Total amount spent on Advice and Guidance in the areas of housing, welfare benefits and consumer matters	N/A	1561163.00	1830935.48	1461031.00				

**Average % change in performance between 06/07 and 07/08 2.36**

**Promoting equality and diversity and building stronger communities**

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
174	Racial incidents involving the local authority per 100,000 population	116.04	147.00	135.50	148.00				
175	% of racial incidents reported resulting in further action	100.00	100.00	100.00	100.00	✓	✓	4	4

**Average % change in performance between 06/07 and 07/08 No data**

**Engaging local people through cultural and lifelong learning activities**

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
118a	% library users who found a book to borrow	81.66	81.66	90.00	90.00			4	3
118b	% of library users who found the information they were looking for	78.17	78.17	83.00	83.00			4	4
118c	% satisfied with library overall	93.11	93.11	94.00	94.00			4	3
119b	% satisfied with libraries	66.28	66.28	72.00	72.00			3	2
119d	% satisfied with theatres/concert halls	51.25	51.25	42.00	42.00			2	3
220	Compliance against the Public Library Service Standards (PLSS):	N/A	2.00	3.00	3.00	✓			3

**Average % change in performance between 06/07 and 07/08 0.00**

**Protect consumers and the community through effective Trading Standards, Environmental Health and Emergency Planning**

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
166a	% score against a checklist of enforcement best practice for Environmental Health	78.90	89.40	100.00	100.00	✓	✓	4	4
166b	% score against a checklist of enforcement best practice for Trading Standards	97.00	100.00	100.00	100.00	✓	✓	4	4
216a	Number of 'sites of potential concern' (within the local authority area), with respect to land contamination.	N/A	1125.00	1229.00	1203.00				
216b	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'.	N/A	3.00	3.00	5.15	✓		2	3
217	% pollution control improvements to existing installations completed on time.	N/A	60.00	75.00	85.20	✗		1	1

**Average % change in performance between 06/07 and 07/08 42.63**

# PROMOTOING HEALTHY COMMUNITIES AND IMPROVING THE QUALITY OF LIFE AND OLDER PEOPLE

## PERCENTAGE IMPROVEMENT BETWEEN 06/07 AND 07/08

Average improvement	9.85%
Number of PIs that have Improved	15
Number of PIs that have Stayed the Same	1
Number of PIs that have Deteriorated	7
Total number of PIs	23

## DIRECTION OF TRAVEL BETWEEN 04/05 AND 07/08

Number of PIs that have Improved	13
Number of PIs that have Stayed the Same	1
Number of PIs that have Deteriorated	4
Total number of PIs	18

## **TARGET 07/08**

Number of PIs that have hit their target	14
Number of PIs that have missed their target	9
Number of PIs without target data	6

**SINGLE TIER AVERAGE QUARTILE 06/07** 3

Quartile 4 = Best quartile,  
Quartile 1 = Worst quartile

### Notes

Where a PI is on maximum performance for any analysis timeframe, then it has been scored as having "improved"

Single Tier quartile ranks are shaded to demonstrate direction of travel from previous year (red = deterioration and green = improvement)

### ***Ensure good access for all to good quality, affordable housing***

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
183b	Average length of stay in hostels (weeks)	11.00	18.00	18.30	15.83	✗	✗	1	1
202	The number of people sleeping rough	2.00	0.00	3.00	2.00	✓		3	3
213	Number of households who considered themselves as homeless, where housing advice casework intervention from local authority resolved their situation	N/A	2.22	3.53	4.00	✓		2	3
64	Number of vacant private sector dwellings returned to occupation or demolished	342.00	103.00	161.00	181.00	✓	✗	3	4

**Average % change in performance between 06/07 and 07/08 18.14**

### ***Providing preventative health and social care***

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
PAF A80	Retention in drug treatment programmes	N/A	N/A	108.00	107.00	✓		4	

**Average % change in performance between 06/07 and 07/08 -0.93**

### ***Supporting older and vulnerable people to live independently***

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				

## Supporting older and vulnerable people to live independently

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
195	% of clients receiving assessment within acceptable waiting time	82.84	94.52	95.35	94.56	✗	✓	4	4
196	% of clients receiving all services in care packages in 4 weeks of completion of assessment PAF D43	66.73	77.78	87.00	92.20	✓	✓	2	3
201	Total number of adults and older people receiving direct payments per 100,000 population aged 18+	39.33	68.65	102.73	140.55	✓	✓	3	3
225	Actions against domestic violence (checklist)	N/A	63.60	63.60	73.00	✓		1	1
53	Households receiving intensive home care per 1,000 population (65+) - PAF C28	15.05	15.00	14.99	14.43	✗	✗	3	4
54	Older people helped to live at home per 1,000 population aged 65+ - PAF C32	91.99	102.14	99.76	97.10	✗	✓	3	3
56	% of equipment delivered within 7 working days - PAF D38	73.68	89.56	90.20	95.98	✓	✓	3	4
PAF B11	Intensive home care as a % of intensive home and residential care	N/A	28.00	30.34	No data			3	
PAF B12	Cost of intensive social care for adults (adults/elderly people)	522.64	548.44	567.84	No data			2	
PAF B17	Unit cost of home care for adults and older people	N/A	16.00	16.36	No data			2	

## Supporting older and vulnerable people to live independently

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
PAF C29	Adults with physical disabilities helped to live at home per 1,000 population	6.47	6.70	6.73	6.80	✓	✓	4	
PAF C30	Adults with learning disabilities helped to live at home per 1,000 population	2.70	3.08	3.15	3.10	✓	✓	3	
PAF C31	Adults with mental health problems helped to live at home per 1,000 population	2.65	2.77	2.45	3.85	✓	✓	1	
PAF C62	Number of carers receiving specific carers' service as a % of clients receiving community based services	0.50	4.59	7.16	10.11	✓	✓	1	
PAF C72	Admissions of supported residents aged 65 or over to residential/nursing care	N/A	86.42	76.85	65.00	✓		3	
PAF C73	Admissions of supported residents aged 18-64 to residential/nursing care per 1,000 population	N/A	1.39	0.69	0.96	✗		4	
PAF D37	% of single adults going into residential care allocated a single room	94.88	94.22	95.50	95.50	✗	✓		
PAF D39	% of people receiving help from the authority who have been given a statement of what their needs are and how they will be met	94.75	96.00	96.73	97.61	✗	✓	2	
PAF D40	Clients receiving a review as a % of adult clients receiving a service	68.56	81.77	79.28	81.38	✗	✓	4	

### ***Supporting older and vulnerable people to live independently***

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
PAF D41	Delayed transfers of care	5.00	8.49	13.33	18.00	✗	✗	4	
PAF E82	Assessments of adults and older people leading to provision of service	25.62	42.36	65.70	61.93			2	

**Average % change in performance between 06/07 and 07/08 5.84**

### ***Promoting healthy lifestyles and narrowing health inequalities***

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
PAF E47	Ethnicity of older people receiving assessment	1.27	1.14	1.15	1.79	✓	✓	2	
PAF E48	Ethnicity of older people receiving services following an assessment compared with local population	0.96	1.10	0.77	0.95			1	

**Average % change in performance between 06/07 and 07/08 55.65**

### ***Encouraging participation in leisure activities***

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
119a	% satisfied with sports/leisure facilities	57.43	57.43	62.00	62.00			4	3

**Average % change in performance between 06/07 and 07/08 No data**

# AN EFFICIENT, EFFECTIVE AND CUSTOMER FOCUSED COUNCIL THAT DELIVERS VALUE FOR MONEY FOR OUR COMMUNITY

## PERCENTAGE IMPROVEMENT BETWEEN 06/07 AND 07/08

Average improvement	<b>8.89%</b>
Number of PIs that have Improved	<b>11</b>
Number of PIs that have Stayed the Same	<b>3</b>
Number of PIs that have Deteriorated	<b>8</b>
Total number of PIs	<b>22</b>

## DIRECTION OF TRAVEL BETWEEN 04/05 AND 07/08

Number of PIs that have Improved	<b>12</b>
Number of PIs that have Stayed the Same	<b>0</b>
Number of PIs that have Deteriorated	<b>7</b>
Total number of PIs	<b>19</b>

## **TARGET 07/08**

Number of PIs that have hit their target	<b>9</b>
Number of PIs that have missed their target	<b>13</b>
Number of PIs without target data	<b>10</b>

**SINGLE TIER AVERAGE QUARTILE 06/07** **3**

Quartile 4 = Best quartile,  
Quartile 1 = Worst quartile

### Notes

Where a PI is on maximum performance for any analysis timeframe, then it has been scored as having "improved"

Single Tier quartile ranks are shaded to demonstrate direction of travel from previous year (red = deterioration and green = improvement)

### ***Purposeful strategic and operational people management***

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
11a	% of top paid 5% earners that are women	46.72	46.72	48.95	48.44	x	✓	4	3
11b	% of top paid 5% earners that are from ethnic minorities	3.27	3.77	1.81	2.09	x	x	2	2
11c	Percentage of the top paid 5% of staff who have a disability	N/A	0.75	1.81	3.08	x		2	1
12	Average sickness (days) per member of staff	8.44	9.21	9.04	9.31	x	x	3	3
14	% of employees retiring early	0.75	0.57	1.85	1.10	x	x	1	1
15	% of employees retiring due to ill health	0.18	0.38	0.15	0.11	✓	✓	4	3
16a/b	% of disabled people employed (%) compared with the local disabled population (%)	8.31	6.73	23.72	23.29	✓	✓	4	4
17a/b	% of minority ethnic staff employed (%) compared with local working age minority ethnic population (%)	62.53	57.14	55.90	63.15	x	✓	1	1

**Average % change in performance between 06/07 and 07/08 20.00**

### ***Ensuring that our customers are put at the centre of all that we do and that we listen and engage effectively with local people and res***

BVPI ref	Short Definition	04/05	BTW Performance			On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
			05/06	06/07	07/08				
3	% satisfied overall with the Council	55.05	55.05	50.00	50.00			2	2

**Ensuring that our customers are put at the centre of all that we do and that we listen and engage effectively with local people and res**

BVPI ref	Short Definition	BTW Performance				On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
		04/05	05/06	06/07	07/08				
4	% complainants satisfied with the handling of their complaint	30.05	30.05	28.00	28.00			1	1

Average % change in performance between 06/07 and 07/08 No data

**A strong commitment to promoting equality and diversity and providing opportunities for 'hard to reach' groups**

BVPI ref	Short Definition	BTW Performance				On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
		04/05	05/06	06/07	07/08				
156	% of buildings with facilities for people with disabilities	49.00	55.00	63.60	68.00	✓	✓		2
2a	The level of the Equality Standard for Local Government to which the authority conforms	2.00	3.00	3.00	3.00	✓	✓	4	4
2b	% score against a race equality checklist	100.00	100.00	74.00	79.00	✗	✗	2	2

Average % change in performance between 06/07 and 07/08 4.56

**A customer focussed proactive, effective and secure Revenues & Benefits Service**

BVPI ref	Short Definition	BTW Performance				On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
		04/05	05/06	06/07	07/08				
10	% of non-domestic rates collected (NNDR)	98.49	98.60	99.00	99.00	✓	✓	3	2
76b	Number of benefit fraud investigators/1000 caseload	0.41	0.41	0.39	0.32	✗	✗		4

**A customer focussed proactive, effective and secure Revenues & Benefits Service**

BVPI ref	Short Definition	BTW Performance				On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
		04/05	05/06	06/07	07/08				
76c	Number of benefit fraud investigations/1000 caseload	37.11	40.53	41.32	45.42	✓	✓		3
76d	No. of benefit prosecutions & sanctions/1000 caseload	4.43	5.54	4.68	6.75	✓	✓		3
78a	Average time for new benefit claims (days) - National Performance Standard = 36 days	35.04	31.94	29.61	26.97	✓	✓	3	2
78b	Average time for processing notifications of changes of circumstance for benefits claims (National performance standard = 9 days)	8.33	14.36	8.54	8.86	✗	✗	4	3
79a	% of benefits claims processed accurately (National performance standard = 98%)	98.60	98.00	98.00	97.80	✗	✗	2	2
79bi	% of Housing Benefit over-payments recovered during the year.	N/A	81.37	70.36	67.96	✗		3	3
79bii	HB overpayments recovered as a percentage of the total amount outstanding	N/A	32.70	32.09	26.86	✗		3	3
79biii	Percentage of recoverable overpayments written off	N/A	11.02	7.93	4.31				
80a	Benefits User satisfaction surveys - Contact/access facilities at benefit office	73.22	73.22	76.00	76.00			3	3
80b	Service in benefit office	79.49	79.49	83.00	83.00			4	4

***A customer focussed proactive, effective and secure Revenues & Benefits Service***

BVPI ref	Short Definition	BTW Performance				On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
		04/05	05/06	06/07	07/08				
80c	Telephone service	60.90	60.90	68.00	68.00			3	3
80d	Staff in benefit office	81.70	81.70	85.00	85.00			4	4
80e	Clarity etc. of forms & leaflets	59.29	59.29	62.00	62.00			3	4
80f	Time taken for a decision	72.36	72.36	71.00	71.00			3	3
80g	Overall satisfaction	79.66	79.66	78.00	78.00			3	3
9	% of Council Tax collected	96.28	97.01	97.40	97.90	✓	✓	4	4

**Average % change in performance between 06/07 and 07/08 2.20**

***A corporate approach to financial and performance management to deliver value for money***

BVPI ref	Short Definition	BTW Performance				On target? 07/08	Direction of Travel 04/05-07/08	Single Tier Quartile 06/07	Family Quartile 06/07
		04/05	05/06	06/07	07/08				
8	% of invoices paid on time	94.00	95.42	96.58	96.58	✗	✓	4	4

**Average % change in performance between 06/07 and 07/08 0.00**

## **TELFORD & WREKIN COUNCIL**

**CABINET - 16<sup>TH</sup> JUNE 2008**

**ANNUAL REPORT ON RISK MANAGEMENT 2007/08**

**REPORT OF THE CORPORATE DIRECTOR RESOURCES**

### **1 PURPOSE**

- 1.1 To provide Cabinet with an update on Risk Management activities for 2007/08.

### **2 RECOMMENDATIONS**

- 2.1 That Cabinet approve the Annual Report demonstrating their continued commitment to the Council's risk management processes and good governance.**

### **3 SUMMARY**

- 3.1 Good governance and the Council's Risk Management Strategy require an annual report on Risk Management activity to be agreed by Members.
- 3.2 This is the fourth annual report to the Council and it sets out the key risk management activities for 2007/08.
- 3.3 Risk management is now well embedded within the Council's management processes and further work to support this has taken place during the year.

### **4 PREVIOUS MINUTES**

Cabinet – 18<sup>th</sup> June 2007

Standards and Audit Committee – 19<sup>th</sup> June 2007

### **5 BACKGROUND AND ACHIEVEMENTS FOR 2007/08**

- 5.1 Risk management continues to be a key component of good governance and is incorporated into the Council's local Code of Corporate Governance.
- 5.2 The Council has integrated risk management into service and business planning which demonstrates good management practice. The risk management function promotes the corporate risk management process and supports the whole Council in ensuring risks and opportunities are identified and managed appropriately.
- 5.3 **Key Achievements**  
**Strategic Level:**
1. Induction training for new members was provided in May 2007 with further follow up dates arranged.
  2. Strategic risks were reviewed by Corporate Directors in May 2007, September 2007, January 2008 and May 2008 and Key Risks were approved by Cabinet and reported to Standards and Audit Committee for information.
  3. **For the second year running, the Council achieved a top score of 4** for the Risk Management section in the CPA Use of Resources for 2007.
  4. In February 2008 a Risk Workshop was facilitated with the Agenda Group of the Local Strategic Partnership to formulate the Risk Register for the Partnership. Telford and

Wrekin's methodology was used and a review process for this has been established with all Partners.

5. Once again as the Council is considered to be a leader in local government risk management, the Principal Risk Officer was invited to address the national LGC Conference in January 2008 to share the Council's risk management experiences with other local authorities and public bodies.
6. The Risk Management Strategy was reviewed and updated and agreed at Cabinet in November 2007
7. The Corporate Risk Management Group has met regularly and update reports on its activities have been reported to Standards and Audit Committee
8. Achieved top score for satisfaction in the Corporate Support Services Survey 2007/08 out of 16 support services, improving from a score of 85% to 88%. Risk management was also the top improving service and in the top 4 for value for money.

#### **Portfolio Level:**

9. All portfolios have Risk Registers which are subject to robust quarterly reviews. The results of these reviews are included in the review of the Strategic Risk Register.
10. Risk management training has been provided to senior managers, first line managers and employees at all levels.
11. Several sessions have been held with business managers and portfolio teams to increase their understanding of risk management and how to include risks in their business plans.

#### **Business Units, Projects and Partnerships:**

12. A wide variety of work has been undertaken with business units, projects and partnerships across the Authority to ensure that the management of risks and opportunities is embedded in these areas.
13. The function continued to service the SLA established with Transforming Telford to:
  - Offer risk management support and guidance
  - Review their risk management strategy
  - Establish rigorous risk management processes throughout their organisation.
  - Generate additional income for the Council

#### **How Risk Management is making a difference:**

14. A detailed risk workshop was held with the relevant stakeholders of the Small & Medium Enterprise Warehouse Project (which was part of Donnington Rail Freight Project). The results of this were presented to the Rail Freight Project Board and it was agreed that the Warehouse Project was not a viable proposition for the Council. Consequently the Project was withdrawn.

#### **Communicating and embedding risk management:**

15. A total of 200 risk workshops and risk reviews were undertaken during 2007/08.
16. The Risk Management Page on the new Intranet has been further developed and maintained throughout the year. All relevant information on risk management can be accessed on this page by officers and members.

#### **Benchmarking:**

17. The Authority continued to be a member of ALARM, the Association of Local Authority Risk Managers.
18. Process benchmarking has been undertaken with the Midlands Risk Management Forum which meets quarterly. The Council has continued to play a key part in the work of this group and the risk management strategy was updated in line with best practice.

#### **Risk Based Approach to Internal Audit:**

19. The Internal Audit Plan for 2008/09 has been developed based on the strategic risk register.

20. During 2007/08 Internal Audit and Risk Management have worked closely together with bi-monthly meetings to exchange information about controls and risks. Members of the Audit Team have also attended Risk Workshops.

**6 KEY ISSUES FOR 2008/09:**

- To ensure that risk management is used effectively throughout the Council, so that the Council achieves its community ambitions
- To continue to review and develop the corporate risk management strategy and risk management processes in line with good practice and good governance.
- To continue to embed and support risk management processes, enhancing the existing good management practices of the Council.
- To effectively support the Chief Executive and Corporate Directors in maintaining the Strategic Risk Register and their Portfolio Risk Registers.
- To retain a Use of Resources risk management KLoE score of 4

**7 OTHER CONSIDERATIONS**

<b>AREA</b>	<b>COMMENTS</b>
Equal Opportunities	The identification of risks and proper management of them helps to ensure that the Council's commitments in respect to equalities are met.
Environmental Impact	The identification of risks and proper management of them in respect to environmental issues will ensure that legislative requirements and the Council's policies and ambitions in respect to the environment are met.
Legal Implications	The proper management of risks should reduce the likelihood of litigation and claims against the Council.
Risk Management	The risks attached to the Corporate Risk Management Function have been reviewed and updated in the Corporate Governance and Risk Management Business Plan for 2008/09 and these are being managed appropriately.
Links with Corporate Priorities	Managing risks as per the Council's risk management processes will help the Council to deliver effectively the Council's priorities.
Financial Implications	The management of risks in respect to claims and litigation and reviewing how risks are controlled could result in reduced financial costs to the Council. Good risk management contributes to the efficient use of resources. The Risk Management Fund is available to support initiatives across the Council which manage risks.
Ward Implications	Good management of the key strategic risks and Portfolio Risks will impact on the Council and therefore all the wards within the Borough.

**8 BACKGROUND PAPERS**

Risk Management Strategy 2007  
 Strategic Risk Register May 2007, September 2007, January 2008 and May 2008  
 Business Plan for Risk Management 2008/11

Report by Heather Gumsley, Principal Risk Officer 01952 383112

## **TELFORD & WREKIN COUNCIL**

**CABINET 16<sup>th</sup> JUNE 2008**

**THE ANNUAL GOVERNANCE STATEMENT 2007/08**

**REPORT OF THE CORPORATE DIRECTOR RESOURCES**

### **1 PURPOSE**

- 1.1 For the Cabinet to agree the Annual Governance Statement 2007/08 prior to the statement being signed by the Leader and Chief Executive and being presented to the Council for approval with the 2007/08 annual accounts.

### **2 RECOMMENDATIONS**

- 2.1 **That members of the Cabinet agree the Annual Governance Statement 2007/08, attached as Appendix B, and note the information that supports the report.**

### **3 SUMMARY**

- 3.1 Under the Accounts and Audit (Amendment)(England) Regulations 2006 and the SORP 2007<sup>1</sup> the Council is required to produce an Annual Governance Statement that is signed by the Chief Executive and Leader of the Council. This statement must be included in the Annual Accounts.
- 3.2 This is a new requirement for English Authorities in 2007/08 but the Council has produced a combined Assurance Statement (Annual Assurance and Statement on Internal Control) since 2004/05 covering governance and internal control – which is what has now been defined in the new requirement.
- 3.3 CIPFA/SOLACE issued their revised governance framework – ‘Delivering Good Governance in Local Government’ in June 2007 which incorporated the requirement of an Annual Governance Statement. The Council updated its Local Code of Corporate Governance in May 2008 to reflect this guidance but little change was required due to the previous review in September 2006 against the ‘Good Governance Standard for Public Services’<sup>2</sup>. The revised Code is attached for your information at Appendix A.
- 3.4 The Annual Governance Statement for 2007/08 is attached at Appendix B and has been developed based on the requirements of the regulations and the guidance received from CIPFA in late April 2008<sup>3</sup>. (Due to the late publication of this guidance the full scope will be included in the 2008/09 statement). The statement includes an

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<sup>1</sup> CIPFA Code of Practice on Local Authority – The Statement of Reporting Practice

<sup>2</sup> This document was published in late 2004 by the Office of Public Management, CIPFA and the Joseph Rowntree Foundation

<sup>3</sup> The CIPFA Finance Advisory Network – THE ANNUAL GOVERNANCE STATEMENT – Meeting the requirements of the Accounts and Audit Regulations 2003, *incorporating Accounts and Audit (Amendment)(England) Regulations 2006* – Rough Guide for Practitioners with effect from 2007/08

action plan (Annex 1) to ensure that we continue to improve our current robust governance arrangements.

- 3.5 The action plan attached to the 2006/07 statement (implemented during 2007/08) has been reviewed and updated during the year and the current position is attached as Appendix C to this report. Where appropriate outstanding actions (shaded grey in Appendix C) have been included in the action plan attached to the 2007/08 statement (Annex 1).
- 3.6 The Annual Governance Statement outlines that the Council has been adhering to its Local Code of Corporate Governance, continually reviewing and improving its procedures to maintain and demonstrate good corporate governance and that it has in place robust systems of internal control.
- 3.7 Assurance for the annual governance statement is provided by all areas of the Council including:
- a) Chief Executive and Leader – who sign the statement;
  - b) Senior management – Directors and Heads of Service;
  - c) Chief Financial Officer;
  - d) The Monitoring Officer;
  - e) Members – Scrutiny, Standards & Audit Committee, other Regulatory Committees;
  - f) Internal Audit ;
  - g) Partners;
  - h) External Audit; and
  - i) Other external inspection agencies.

#### **4 PREVIOUS MINUTES**

- 4.1 Cabinet 19<sup>th</sup> June 2006  
Cabinet 18<sup>th</sup> June 2007

#### **5 BACKGROUND**

- 5.1 As mentioned in paragraph 3.7 above there are several areas which provide assurance for the annual governance statement.
- 5.2 Actions and operational activity are ultimately derived from the objectives of the Council. The Council's governance and risk management process should consider the risks to achieving these objectives and ensure that controls are in place to mitigate these risks. The system of internal control should help to manage and control governance and risk rather than eliminate it. The annual governance statement can only be expected to **provide reasonable and not absolute assurance** of the effectiveness of the systems of corporate governance and internal control.
- 5.3 Assurance from senior management has been evidenced during the year by a certification process undertaken half way through the year and at year end. All senior managers (Directors and Heads of Service) have signed to confirm adherence within their portfolio/service area to good corporate governance procedures and the operation of internal controls. At the year end they have signed

to re confirm this and agreement to the Annual Governance Statement, subject to the action plan included in the 2007/08 statement.

- 5.4 The Chief Financial Officer will be signing the accounts and providing assurance on the financial aspects of governance and control.
- 5.5 The Monitoring Officer has ensured throughout the year that all Council activity has been proper and legal within the requirements of his statutory governance and control responsibilities.
- 5.6 Members have provided assurance through the scrutiny process, Standards & Audit Committee and the other regulatory committees.
- 5.7 Internal audit have provided assurance by:
- a) The production of an Annual Internal Audit Report 2007/08 which contains an opinion on the systems of internal control based on the work they have undertaken;
  - b) An on-going review of corporate governance activities; and
  - c) A review of the corporate risk management arrangements.
- 5.8 The External Auditors have provided various opinions during the year within their Annual Governance Report 2006/07 (Standards & Audit Committee 11<sup>th</sup> September 2007) and their Annual Audit & Inspection Letter 2006/07 (Standards & Audit Committee 3<sup>rd</sup> April 2008). Within these they have reported that:
- Telford and Wrekin Council is an Excellent Council that is improving well.
  - The services provided to Children and Adults are strong.
  - There is strong leadership and innovation from Members and Officers to further develop service.
  - The Council has strong governance and internal control arrangements.
  - There was an unqualified opinion of the accounts and a conclusion on the vfm arrangements to say that these arrangements are adequate
  - The Best Value Performance Plan has been audited to ensure that it was prepared and published in line with legislation and guidance.
  - The assessment of data quality concluded that the Authority has good arrangements in place.
- 5.9 The External Auditor also reported the results of the Use of Resources judgement. The Use of Resources judgement includes sections on financial reporting, management and standing, internal control and value for money. The Council scored 3 or 4 (top score 4) in all eleven sub sections and maintained an overall score of 3. The Council scored the top score of 4 for 3 of the sub sections – asset management, risk management and the arrangements that promote and ensure probity and propriety. The Internal Control section retained its top score of 4. These combined and improved results indicate continued and improved sound governance arrangements and systems of internal control.
- 5.10 Other external inspectors have provided assurance and identified actions for improvement in their reports during the year.

- 5.11 The Council is awaiting the results of its Comprehensive Performance Assessment and Joint Area Review which took place in May 2008. These results may further inform the actions within the annual governance action plan.
- 5.12 A requirement of the Accounts and Audit (Amendment) (England) Regulations 2006 is for an annual review of the system of internal audit. Despite a lack of guidance the format of this was agreed with the Standards and Audit Committee and the evidence to support this was presented to members of that Committee in June 2007. The action plan was reviewed by the Committee in January 2008. There has still been no official guidance on how to undertake a review during 2007/08 and the Council's system of internal audit has not changed. The action plan has therefore been reviewed and any outstanding actions have been incorporated in the action plan in Annex 1.
- 5.13 The assurances in paragraphs 5.3 to 5.10 above provide assurance to the Leader and Chief Executive when they sign the statement.

## **6 OTHER CONSIDERATIONS**

<b>AREA</b>	<b>COMMENTS</b>
Equal Opportunities	One of the principles in the Local Code of Corporate Governance is inclusivity.
Environmental Impact	None
Legal Implications	Accounts and Audit (Amendment) (England) Regulations 2006 and CIPFA guidance SORP 2007 and Delivering Good Governance for Local Government. Operating good corporate governance and internal control systems should demonstrate high ethical standards and minimise some forms of claims against the Council.
Links with Corporate Priorities	The Local Code of Corporate Governance should ensure improved links with the community and the delivery of appropriate corporate priorities in an open and accountable manner.
Opportunities and Risks	Reviewing the Council's corporate governance and internal control systems and identifying areas for improvement will ensure that the Council's risks have been and will be effectively managed.
Financial Implications	Good corporate governance and internal controls reduce the risk to the Council of financial loss.
Ward Implications	None.

## **7     BACKGROUND PAPERS**

Local Code of Corporate Governance 2006 and updated May 2008

CIPFA – Delivering Good Governance in Local Government June 2007

CIPFA’s Financial Advisory Network –ANNUAL GOVERNANCE STATEMENT - Meeting the Requirements of the Accounts and Audit Regulations 2003, incorporating the Accounts and Audit (Amendment) (England) Regulations 2006 – Rough Guide for Practitioners with effect from 2007/08

Annual Audit & Inspection Letter 2006/07

Annual Internal Audit Report 2007/08

Report by Jenny Marriott, Audit & Risk Manager 383101



## LOCAL CODE OF GOOD GOVERNANCE

### What do we mean by GOVERNANCE?

Governance is about how the Council ensures that it is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises the systems and processes, and cultures and values, by which the Council is directed and controlled and through which it accounts to, engages with and leads the community.

The Council will at all times seek to comply with the six principles of good governance for local government<sup>4</sup>. What this means in practice is that the Council will seek to live up to Good Governance by—

**Focusing on the Council's purpose of making a positive difference for citizens and service users.** For example by —

- having clear aims & objectives and communicating our intended outcomes for citizens and service users;
- providing high quality services; and
- making best use of resources to deliver excellent value for money.

**Effective working relationships between Members and officers.** For example by

- having clearly defined roles and responsibilities;
- showing mutual respect and behaving in a professional manner; and
- having a clear and accessible interface between the Council and the public so that each knows what to expect of the other.

**High Ethical standards for Members and Officers.** For example by

- promoting and practising high standards of conduct and behaviour;
- holding members and officers to account for their behaviour; and
- ensuring value, fairness and trust in service delivery across the Council and to the public.

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<sup>4</sup> CIPFA/SOLACE – Delivering Good Governance in Local Government – Framework June 2007. The comprehensive six principles as set out in the CIPFA/SOLACE document are available on the Council's website alongside this local code.

**Effective decision making.** For example by

- rigorous and transparent processes;
- high quality evidence, advice and support that informs decision making and is related to community needs and aspirations;
- having effective risk management systems; and
- using our legal powers to the full benefit of our citizens and communities.

**Developing the capacity and capability of Members and employees.** For example by

- making sure that Council members and employees have the right skills, knowledge, experience and resources to perform their roles effectively;
- regularly developing and evaluating the capability of those with power and influence; and
- encouraging new talent with different skills and resources to join the Council.

**Engaging with local people and other stakeholders to ensure accountability.** For example by

- a meaningful scrutiny function which engages with local people, stakeholders and partners;
- taking an active and planned approach to dialogue with and accountability to the public to ensure effective service delivery; and
- making best use of our workforce and being proactive in meeting our responsibilities to them.



## ANNUAL GOVERNANCE STATEMENT 2007/08

### 1. Standards of Governance

- 1.1 The Council expects all of its members, officers, partners and contractors to adhere to the highest standards of public service with particular reference to the formally adopted Codes of Conduct, Constitution, and policies of the Council as well as the applicable statutory requirements.

### 2. Scope of Responsibility

- 2.1 Telford & Wrekin Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively to secure continuous improvement.
- 2.2 To this end the Council has approved and adopted a local code of corporate governance which was updated during 2006 and again in 2008 to ensure that it is consistent with the principles of the CIPFA/SOLACE Framework Delivering Good Governance in Local Government. Within this code and to meet its responsibilities, the Council (members and officers) are responsible for putting in place proper arrangements for the governance of its affairs including risk management and ensuring the effective exercise of its functions.
- 2.3 The Council continues to review its arrangements against best practice and implement changes to improve the governance framework (including the system of internal control) - see paragraph 5.

### 3. The Purpose of the Governance Framework

- 3.1 The governance framework comprises the systems and processes, and cultures and values, by which the Council is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost effective services. The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to:
- a) identify and prioritise the risks to the achievement of the Council's policies, aims and objectives;

- b) evaluate the likelihood of those risks being realised;
- c) evaluate the impact should they be realised; and
- d) manage them efficiently, effectively and economically.

3.2 The governance framework has been in place at the Council for the year ended 31<sup>st</sup> March 2008 and up to the date of approval of the annual report and statement of accounts.

#### **4. The Governance Framework**

4.1 The key elements of the systems and processes that comprise the authority's governance framework include:

- Vision 2026 – Transforming Telford & Wrekin: From New Town to Modern City, the Community Strategy, the Council Plan and the Best Value Performance all outline the Council's ambitions and priorities based on stakeholder feedback and these inform the business planning process with supporting plans at Portfolio, service, business and personal levels;
- The Constitution (which includes the financial regulations and contract standing orders, Information Communication & Technology information and security policies), Forward Plan and decision making processes;
- Continuous improvement through the Best Value Performance Plan and the Council's well established Performance management and data quality systems. These provides regular monitoring reports to Directors, Cabinet and Scrutiny;
- Legal Services ensure that the Council operates within existing legislation and is aware of and acts upon proposed changes to legislation;
- The democratic decision making and accountability processes contained within the Constitution;
- The Standards and Audit Committee, scrutiny function and other regulatory committees;
- The development of internal controls and checks within new systems and when existing systems are reviewed;
- The Council's People Strategy (HR) supported by rigorous recruitment processes. These are followed up by induction training (which includes information on the constitution, key policies, procedures, laws and regulations appropriate to the post and experience of the post holder) and on going training and development in line with Investors in People;
- Member and Officer Code of Conduct and the Officer/member protocol underpin the standards of behaviour expected by members and officers;
- Member development programme to ensure members are properly equipped and have the capacity to fulfil their roles;
- The Council's communication and consultation strategies ensure that the local community knows what the Council is doing, receives feedback from them including the identification of their needs for incorporation into the Council's priorities;
- The Cabinet Member for Resources is responsible for Corporate Governance and Risk Management and the key officer is the Corporate Director Resources. The corporate risk management function has integrated risk management into the service and financial planning process including the provision of appropriate awareness and training for officers and members;

- Comprehensive budget strategy and robust budget monitoring process provides sound financial management and regular reporting of financial management information;
- Internal audit review controls based on risk to provide assurance and recommendations for improvement;
- Anti-fraud and Corruption, Speak Up and Prosecution policies support the council's governance processes and anti-fraud and corruption culture;
- The Council's Partnership protocol and agreed governance and reporting arrangements for the Council's significant partnerships;
- Projects are managed within the PRINCE 2 methodology, as appropriate, which includes risk identification and management. Projects use the Corporate Risk Management methodology as appropriate for the management and reporting of their risks.

## **5. Review of Effectiveness**

- 5.1 Telford & Wrekin Council has responsibility for conducting, at least annually, a review of the effectiveness of the governance arrangements including the system of internal control. The review of the effectiveness is informed by:-
- a) the senior managers within the authority who have responsibility for the development and maintenance of the governance environment;
  - b) the work of internal audit; and also
  - c) by comments made by the external auditors and other review agencies and inspectorates.
- 5.2 The Cabinet monitors the effectiveness of the governance framework through the consideration of regular performance, financial and risk management information reports from senior management. Individual Cabinet members receive regular feedback from the senior officers within their portfolios on the progress of objectives and the management of risks linked to their objectives. Issues of strategic and corporate importance are referred to the Cabinet.
- 5.3 During 2007/08 the co-ordination of the Council's Scrutiny function continued to be provided through the Scrutiny Management Board. The Council's Scrutiny function continues to review the decision making process and areas of concern. The subjects for the areas of concern are informed from corporate community consultation, direct feedback to members from the citizens of the Community and the results of review and inspection (both external and internal).
- 5.4 For the last four years internal audit have planned their work on the outputs from the risk management and performance management processes, CPA improvement areas, the requirements of the External Auditor, comments from senior management and their opinion of the current state of the governance arrangements and internal control system. During 2007/08 the Internal Audit team achieved 90% of their planned work (best practice is 90%) and this has been used with the relevant output from unplanned work to form their opinion on the systems of internal control.
- 5.5 Internal Audit report regularly to the Standards and Audit Committee. During the year a review of these reporting arrangements was undertaken. It was agreed that for the 2008/09 municipal year that a separate Audit Committee would be set up to further improve the effectiveness of the Audit Committee.

- 5.6 The External Auditor (KPMG) during 2007 revisited the Corporate Performance Assessment (CPA) Use of Resources for the Council based on again more challenging criteria. The Council scored 3 or 4 (top score 4) in all eleven sub sections and maintained an overall score of 3. The Council scored the top score of 4 for 3 of the sub sections – asset management, risk management and the arrangements that promote and ensure probity and propriety. The Internal Control section retained its top score of 4. These combined and improved results indicate continued and improved sound governance arrangements and systems of internal control.
- 5.7 The External Auditor also reviewed the Data Quality arrangements and concluded that they were good.
- 5.8 This Use of Resources assessment and data quality review contributed to the Council being judged as 4 stars (excellent) by the Comprehensive Performance Assessment process.
- 5.9 As mentioned in paragraph 2.2, the Council has revised again the local code of Good Governance to ensure that it reflects good practice. There is now some work outstanding to raise renewed awareness of the revised code across the Council. This is included in the action plan in Annex 1.
- 5.10 In addition to reviewing the code, during the year the Council has continued to review and put into place improved policies, management processes and reporting arrangements to enable it to satisfy itself that its approach to corporate governance is both adequate and effective in practice and that sound systems of internal control are operating. However there are still areas where improvements can be made and actions to address. The annual review by Internal Audit of the key systems, corporate governance and risk management arrangements have reported that at the time of the reviews the internal control systems were operating subject to minor recommendations identified. Appropriate corporate actions are included in the action plan attached to this statement (Annex 1).
- 5.11 All Directors and Heads of Service have signed two assurance statements (half year and year end) confirming that governance framework has been operating within their areas of responsibility, subject to the actions outlined in Annex 1.
- 5.12 As the system of internal audit has not changed and we are still waiting for guidance on how to undertake a review of the effectiveness of the system of internal audit the Council has updated the review from 2007. The action plan from this review has been reviewed and updated. The outstanding improvement actions are included in the action plan to this statement. A full review will be undertaken in 2008/09 when guidance has been provided (this is currently being worked on by CIPFA).
- 5.13 In addition to the CPA assessment, the Council has again received a very positive Annual Audit & Inspection letter from the Audit Commission which included that:
- Telford and Wrekin Council is an Excellent Council that is improving well.
  - The services provided to Children and Adults are strong.
  - There is strong leadership and innovation from Members and Officers to further develop service.

- The Council has strong governance and internal control arrangements.
- There was an unqualified opinion of the accounts and a conclusion on the vfm arrangements to say that these arrangements are adequate
- The Best Value Performance Plan has been audited.
- The assessment of data quality concluded that the Authority has good arrangements in place.

5.14 We have been advised on the implications of the review of the effectiveness of the governance framework by the Cabinet, Standards & Audit Committee, Scrutiny, senior managers, Internal Audit and external review, and plan to address weaknesses and ensure continuous improvement of the framework as outlined in the action plan attached as Annex 1.

5.15 The action plan will be monitored and reviewed during the year by the Audit Committee.

Leader of the Council.....

Chief Executive.....

Date.....

**ACTION PLAN FOR 2007/08 ANNUAL GOVERNANCE STATEMENT**  
**(for implementation 2008/09)**

<b>No.</b>	<b>ACTION</b>	<b>Resp.</b>	<b>Date</b>	<b>Additional Comments</b>
1.	Develop and implement a communication and awareness plan for the revised Code and roles and responsibilities in respect to corporate governance once agreed by Council 26 <sup>th</sup> June 2008.	Audit & Risk Manager	30/09/08	Leaflet to be developed as part of this and further enhancements to the intranet page.
2.	Corporate Business Continuity plan – a) review; and b) test.	CD ACC and Head of P&P	31/03/09	Testing of the corporate BCP has slipped due to the absence of a dedicated resource to lead this work, sickness absence of the responsible business manager and consequent delays in appointing a time limited project officer. The project officer will take up their post in Summer 08. A new British Standard has been introduced since the corporate BCP was approved in March 2007 and therefore a review and update of the plan has been commissioned through an external consultant.
3.	Revised ICT business continuity plan to be produced during 2008/09	Head of ICT	31/03/09	This is work that is continuing to completion in 2008/09.
4.	Ensure that ICT infrastructure projects supports the corporate & service continuity plans	Head of ICT	31/03/09	Implementation of the ICT infrastructure is currently being planned. This will provided improved business continuity arrangements for servers in scope. Plans will need to be developed for servers not in scope.

**ANNEX 1 (continued)**

<b>No.</b>	<b>ACTION</b>	<b>Resp.</b>	<b>Original Date</b>	<b>Comments as at 31/03/08 &amp; revised date</b>
5.	Catering - Implement the outstanding areas from the internal audit review and on-going system/processes update.	Head of BSF, Resources & Regeneration	31/08/08	There are still some issues with the new computer system. Internal Audit is continuing to work with catering to improve the systems and controls.
6.	Develop and agree a corporate procedure for the appointment, induction and control of consultants.	Head of HR	31/07/08	Agency contract implemented but still further work required on corporate procedures.
7.	Develop a specific confidential reporting statement for contractors	Audit & Risk Manager	31/07/08	Speak Up policy updated again March 2008 therefore contractor statement delayed.
8.	Ensure robust evidence for CPA Use of Resources 2008 (2007/08)	CD Resources; Head of Finance; Head of PPP; Audit & Risk Manager	30/09/08	Action plan from 2007 feedback report being worked on along with evidence for 2008 requirements.
9.	Continue the implementation of the actions from the review of the effectiveness of the system of internal audit 2007 and undertake a full review when guidance received for 2008/09.	Audit & Risk Manager	31/10/08  31/03/09	Reviewed January 2008 and outstanding actions included in 2008/9 action plan. Guidance awaited for 2008/09 review.
10.	Review and agree revised scrutiny arrangements and provide appropriate additional training when appropriate.	Head of Audit & Democracy	31/12/08	To be presented to Council in November 2008

**ANNEX 1 (continued)**

<b>No.</b>	<b>ACTION</b>	<b>Resp.</b>	<b>Original Date</b>	<b>Comments as at 31/03/08 &amp; revised date</b>
11.	a) Review the results of the Ethics, Standards and Conduct Survey undertaken in March 2008 and develop an action plan b) implement actions as per the action plan.	Audit & Risk Manager	31/07/08          31/03/09	This survey was undertaken in March 2008 based on an IDEA/ Audit Commission toolkit to assess levels of awareness and understanding of members and officers down to business level in these areas.
12.	Implement any governance recommendations from the 4 external inspections: a) CPA b) JAR c) Enhanced Youth Inspection d) Youth Offending Service	Chief Exec & CD C&YP	31/03/09	Final reports to be received by the Council over the next 3 – 4 months. Action plans will then be developed.

**ASSURANCE ACTION PLAN 2007/08 (from 2006/07 Assurance Statement)  
Position at 31<sup>st</sup> March 2008**

No.	ACTION	Resp.	Original Date	Comments as at 31/03/08 & revised date
1.	Develop a communication plan and awareness for the revised Code and roles and responsibilities in respect to corporate governance.	Audit & Risk Manager/ Monitoring Officer	31/10/07	Communication Plan and awareness to be developed & implemented as revised code to be agreed by Council 26 <sup>th</sup> June 2008. This was delayed due to the re-prioritisation of tasks due to vacant posts.
2.	Corporate Business Continuity plan – c) review; and d) test.	CD ACC and Head of H&CS	31/12/07 31/03/08	Testing of the corporate BCP has slipped due to the absence of a dedicated resource to lead this work, sickness absence of the responsible business manager and consequent delays in appointing a time limited project officer. The project officer will take up their post in Summer 08. A new British Standard has been introduced since the corporate BCP was approved in March 2007 and therefore a review and update of the plan has been commissioned via an external consultant.
3.	Service and business level business continuity plans in place, tested and reviewed.	All HOS	31/07/07 31/03/08	Incorporated in business plans for 2008/09. Revised ICT business continuity plan to be produced for 2008/09
4.	Ensure that ICT infrastructure projects supports the corporate & service continuity plans	Head of ICT	31/03/08	Implementation of the ICT infrastructure is currently being planned. This will provided improved business continuity arrangements for servers in scope. Plans will need to be developed for servers not in scope.

No.	ACTION	Resp.	Original Date	Comments as at 31/03/08 & revised date
5.	The Information Governance Framework is being reviewed and supporting policies developed. These include Acceptable Use Policies for officers and members, Information Security Policy (together with the induction leaflet to reflect changes) and policies around roles and responsibilities in Information Management. E-Business is working closely with the Policy Unit on the production of a Data Quality Policy/Strategy which will support the delivery of the Customer Service Strategy and ensure the integrity of key performance data.	CD CS	31/07/07	Complete
6.	Catering - Implement the outstanding areas from the internal audit review and on-going system/processes update.	Head of Resources & Regeneration	31/10/07	There are still some issues with the new computer system. Concerns exist around the reconciliations between the computer systems and the accounting records. Internal Audit is continuing to work with catering to improve the systems and controls.
7.	Update induction information to ensure that it is consistent and ensure the use of the Senior Management Induction Checklist.	Head of HR	31/10/07	New intranet up and running, information being kept up to date.
8.	Develop and agree a corporate procedure for the appointment, induction and control of consultants.	Head of HR	31/10/07	Agency contract implemented but still further work required on corporate procedures.
9.	Remove the delegations in the 100g(2) to the Head HR for decisions in respect to salary reviews and changes	Monitoring Officer	Council 28/06/07	Complete

	for the Chief Executive, Directors and Heads of Service (Cabinet decision).			
<b>No.</b>	<b>ACTION</b>	<b>Resp.</b>	<b>Original Date</b>	<b>Comments as at 31/03/08 &amp; revised date</b>
10.	Develop a specific confidential reporting statement for contractors	Audit & Risk Manager	30/09/07	Speak Up policy updated again March 2008 therefore contractor statement delayed to 31/07/08
11.	Implement findings of Business Transformation governance review	CD CS	30/09/07	Complete
12.	Ensure robust evidence for CPA Use of Resources 2007 (2006/07) and 2008 (2007/08)	CD Resources; head of Finance & Head of PPP	30/09/07 31/03/08	Formal feedback confirmed score of 3. Action plan from report being worked on along with evidence for 2008 requirements.
13.	Implement actions from the review of the effectiveness of the system of internal audit	Head of Audit & Scrutiny	31/12/07	Reviewed January 2008 and outstanding actions included in current action plan
14.	Address any governance issues arising from the 2007 employee survey	CD Resources	31/03/08	No specific governance issues identified that needed to be addressed
15.	Address any governance issues arising from the IIP re-accreditation	CD Resources	31/03/08	No specific governance issues identified that needed to be addressed
16.	Implement any changes arising from the CIPFA/Solace revised guidance for Local Authorities on Corporate Governance due to be published in June 2007	CD Resources	31/03/08	Updated Local Code of Good Governance agreed by Cabinet 12 <sup>th</sup> May 2008 and to be adopted by the Council on 26 <sup>th</sup> June 2008.

**TELFORD & WREKIN COUNCIL**

**CABINET – 16 JUNE 2008**

**COUNCIL PLAN: 2008/09**

**REPORT OF HEAD OF POLICY, PERFORMANCE & PARTNERSHIP**

**1. PURPOSE**

- 1.1 To seek agreement to the publication of the Council Plan (formerly Best Value Performance & Improvement Plan) for 2008/09.

**(NB. A copy of the draft Council Plan is available for public viewing at Civic Offices and Darby House Receptions and via the internet. The document is also available in the Members' Room and on the Corporate Intranet).**

**2. RECOMMENDATION TO COUNCIL**

**To endorse the draft Council Plan as the basis for publication by the end of June 2008 and to authorise the Head of Policy, Performance & Partnership, in consultation with the Leader of the Council, to finalise the Plan and any supporting information.**

**3. INFORMATION**

- 3.1 The Council Plan 2008/09 is a key corporate document as it sets out:
- An overview of the Borough and Council and the key issues and challenges we face;
  - Details of our Corporate Strategy in terms of our Vision and Community Priorities, our medium-term service and financial planning strategy and our Local Area Agreement 2;
  - An assessment of how the Council performed in 2007/08;
  - A summary of the key targets and actions that the Council is working to achieve in 2008/09 and also over the next three years to progress our Community Priorities;
  - An outline of how we manage and are looking to improve our organisation.
- 3.2 The document brings together, in particular, the performance framework articulated in each of our Priority Plans which were approved by the Cabinet on 12 May 2008. The Plan also sets out our

approach in relation to our corporate priority of being an “efficient, effective and customer-focused Council that delivers value-for-money for the community”.

- 3.3 It is important to note that 2008/09 marks the commencement of the new National Indicator Set (NIS) of some 198 indicators. In some instances, we are unable to set performance targets yet as there are new indicators where baseline data will need to be collected this year. It should also be noted that performance and budget information contained in this Plan remain subject to audit by the Council’s external auditors.
- 3.4 Copies of the finalised Plan will be posted on the website and hard copies will be circulated to key partners and placed in public reception areas, libraries etc. A brief summary of Council performance in 2007/08 was included in the last edition of ‘Insight’ Council magazine which was circulated to every household.

#### **4 LEGAL & OTHER COMMENTS**

- 4.1 While the Council no longer has a statutory duty under the Local Government Act 1999 to publish a Best Value Performance Plan, it is considered good practice to publish an overview of how we are performing and our approach to delivering our Community Priorities and managing the organisation. The Plan covers all aspects of Council business and, as such it has implications across all parts of the Council, its policies and all aspects of its work. The Council’s whole approach to performance planning and management is underpinned by its risk management process.

#### **5. BACKGROUND PAPERS**

Council Plan 2007/08: ‘One Year On’  
Priority Plans 2008/09 – 2010/11

**Report prepared by Hilary Knight, Corporate Performance Manager  
01952 380134**

## TELFORD & WREKIN COUNCIL

CABINET – 16<sup>th</sup> JUNE 2008

REVIEW OF THE KEY STRATEGIC RISK REGISTER – MAY 2008

REPORT OF THE CORPORATE DIRECTOR: RESOURCES

### 1 PURPOSE

- 1.1 For Cabinet to agree the revised key strategic risk register following the review in May 2008.

### 2 RECOMMENDATIONS

- 2.1 That Cabinet approve the proposed changes to existing key risks shown in paragraphs 5.1 - 5.3 and detailed in Appendix A, and note that the revisions to key risks will be reported to the Audit Committee for information.

### 3 SUMMARY

- 3.1 The Council needs to review the Key Strategic Risk Register regularly in order to reflect the constant changes affecting the Council, its risks and the effectiveness of the controls implemented to manage these risks.

### 4 BACKGROUND INFORMATION

- 4.1 The last formal review of Key Strategic Risks was in January 2008. The results of the May 2008 review of Key Strategic Risks are shown in Appendix A. Changes since January are shown in red and bold.

### 5 PROPOSED AMENDMENTS FOR MAY 2008

- 5.1 **New Key Risk – (shown in red and bold and shaded)**  
**Risk ID 18 (Risk 35)** – Outcome of Sub National review of economic development and regeneration adversely impacts on T&W. **Raised by Chief Executive.** The proposed residual risk score is 7 (medium likelihood and High impact).
- 5.2 **Amendments to existing Key Risks** (shown in red and in bold in Appendix A):

Risk	Proposed Changes May 2008
<b>Risk ID 11 (Risk 8)</b> Failure to effectively transform the town centre	<ul style="list-style-type: none"><li>Risk Description has been changed to reflect the current risk the council is facing, and controls and actions have been updated to bring the risk in to line with the risk on the E&amp;R Portfolio Risk Register.</li></ul> <p>Previous risk description was:</p> <p>Failure to transform the Town Centre and Borough towns results in:</p>

Risk	Proposed Changes May 2008
	<ul style="list-style-type: none"> <li>• Failure to retain well educated young people and graduates in the area</li> <li>• Failure to achieve economic growth</li> <li>• Failure to increase jobs in the area</li> <li>• Gives a poorer image of the Borough</li> </ul>
Risk ID 5 and 8	<ul style="list-style-type: none"> <li>• Amended risk description and controls and actions since January 2008</li> </ul>
Risk ID 1, 2, 3, 4, 6, 7, 9, 12, 13, 14, 15, 16 and 17	<ul style="list-style-type: none"> <li>• Amendment to controls and or actions since January 2008</li> </ul>

- 5.3 **Risks Removed** – 2 risks have been removed from the key strategic risk register in this review – details are shown at the bottom of the register:
- Failure to achieve major transport investment – removed as a separate risk as it is covered in the actions of risks 8, 9 and 10
  - Jigsaw fails to deliver the required outcomes for C&YP – no longer a key risk as the residual score has been reduced as a result of additional controls being implemented.
- 5.4 In January 2008, there were **19** Key Strategic Risks identified on the Key Strategic Risk Register. Following the review in May 2008 there are now **18 Key Strategic Risks**. The next review is planned for September 2008.

## **6 OTHER CONSIDERATIONS**

AREA	COMMENTS
Equal Opportunities	The identification of risks and proper management of them in respect to equalities and diversity will ensure that legislation and the Council's policies and ambitions in respect to equality and diversity are met.
Environmental Impact	The identification of risks and proper management of them in respect to sustainability and environmental issues will help ensure that legislation and the Council's policies and ambitions in respect to sustainability and the environment are met.
Legal Implications	The proper management of risks should reduce the likelihood of litigation and claims against the Council.
Risk Management	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 in order to deliver our priorities.
Links with Corporate Priorities	Managing risks as per the Council's risk management processes will help the Council to deliver effectively all the Council's priorities.
Financial Implications	The management of risks in respect to claims and litigation and reviewing how risks are controlled could result in reduced financial costs to the Council. Good risk management contributes to the efficient use of resources.
Ward Implications	Good management of the key strategic risks will impact on the

**7     BACKGROUND PAPERS**

Risk Management Strategy 2007.

Key Strategic Risk Register January 2008

Report by Heather Gumsley, Principal Risk Officer 01952 383112

Key Strategic Risks in Residual Score Order – May 2008

APPENDIX A

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
1.	33	<p>The outcome of Investing for Health and Darzi reviews regionally and nationally results in significant issues on future provision of acute health services</p> <p>Raised Sept 2007 by Corporate Director ACC</p>	OP STRAT FIN PEO REP POL	9	<ol style="list-style-type: none"> <li>1. Current public consultation and strength of previous public and political response to previous consultation</li> <li>2. Council Officers involved in local and regional discussions</li> <li>3. <b>Interim findings have been published with final report due in October 2008.</b></li> <li>4. Regular reviews of issues and implications with PCT</li> <li>5. Richard Webb contributing nationally via Association of Directors of Adult Social Services (ADASS)</li> <li>6. <b>Joint T&amp;W / SCC position statement March 2008</b></li> <li>7. <b>Richard Webb is part of the Clinical Leads Forum</b></li> <li>8. <b>There are T&amp;W representatives on each of the 8 Pathway Development Groups</b></li> </ol>	8	<ol style="list-style-type: none"> <li>1. On-going lobbying, monitoring <b>and involvement</b></li> <li>2. Scrutiny will need to consider final recommendations and could reject the proposals at a local level if they feel the consultation process is inappropriate</li> </ol>	<p>Corporate Director ACC</p> <p>Cabinet Member: Jacqui Seymour</p>	ALL

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
					<b>9. Cabinet Member is Co-Chair of Governance Group</b>				
2.	25	Demographic changes across the Borough in terms of age and complexity of need places increased pressures on budgets and service capacity  Raised Sept 06	OP FIN STRAT REP	9	<ol style="list-style-type: none"> <li>1. Service and financial planning framework</li> <li>2. Transition protocols in place between Children's Services and Adult Services</li> <li>3. Eligibility Criteria for Services.</li> <li>4. Panel and review arrangements for Care Packages.</li> <li>5. New service provision arrangements are being put in place by Capital Programme and BSF Programme (e.g. Jigsaw and new inclusion centres)</li> <li>6. CSR is settled from C&amp;YP point of view in terms of pupil placed planning and BSF Strategy for Change Part 1</li> <li>7. On-going lengthy programme of review is underway of Community Care which focuses on access and re-enablement</li> <li>8. Benchmarking with other Local Authorities and other agencies indicates this is a national trend</li> </ol>	8	<ol style="list-style-type: none"> <li>1. <b>National Consultation on the future of Adult Social Care funding – T&amp;W will contribute to this debate</b></li> <li>2. Further develop transition protocols between C&amp;YP, ACC and partner agencies (e.g. Connexions and LSC)</li> <li>3. Further develop transitions for Young People with complex social circumstances who may need assistance as they leave school environment</li> <li>4. <b>Rethinking Community Care will consider implications of Personal Budgets and the move towards universal social care services.</b></li> <li>5. <b>The work of the integrated housing project is also contributing to addressing this risk.</b></li> </ol>	Corporate Directors Adult and Consumer Care and Children & Young People  Cabinet Members: Stephen Burrell and Jacqui Seymour  ACC Portfolio Risk and CYP Portfolio Risk	2,5,6

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
					9. Improved links between Children with Disabilities Services and Adults with Learning Disabilities Services (ALD) 10. Transition Team has been established – led by ACC 11. Workshop held with ALD staff on service pressures and budgets 12. <b>On-going implementation of the actions that came out of the joint stock-take between the CYP and ASC senior management teams to review transition, Team around the Child &amp; 16-19 arrangements</b>				
3.	1	Failure to respond effectively to major disaster or emergency  (raised June 06)	OP STRAT FIN REP LEG REG	9	<b>1. Interim structure for Civil Resilience team in place with gaps due to maternity leave and vacant project officer role which has now been filled – start date July 2008.</b> <b>2. Dedicated Emergency Response Centre in place</b> <b>3. Local community risk assessments undertaken &amp; agreed risk register is in place with regular</b>	7	<b>1. Accommodation review for Pergo House to increase working space and provide work base for civil resilience team</b> <b>2. Corporate Directors Board has approved amendments to the Emergency Plan, agreed recruitment &amp; training to roles, and arrangements for exercising the plan during July 2008</b> <b>3. Crisis Commander</b>	Corporate Director Adult and Consumer Care  Cabinet Member: Jacqui Seymour  ACC Portfolio Risk	ALL

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
					<p>reviews</p> <p>4. SMT has exercised the generic emergency plan and agreed amendments in policy &amp; procedure</p> <p>5. A updated generic emergency plan &amp; incident specific plans are in place and are periodically reviewed and updated</p> <p>6. Activation procedures are in place and tested via SF&amp;RS control pager system to an EP duty manager</p> <p>7. EP training programme for 2008/09 agreed and being finalised with delivery focused primarily on the revised E/Plan roles – to be delivered in May &amp; June 2008</p> <p>8. Inter-agency liaison structures are in place &amp; functioning (LRF / GWG / sleeping silver)</p> <p>9. Corporate BCM plan and governance framework in place &amp; approved</p> <p>10. HoS / BM's completed service based BCP's to common</p>		<p>software purchased and initial training completed</p> <p>4. Need to further improve / test communications systems, including role out of phase 2 resilient communications system</p> <p>5. Need to audit 2008/09 business plans or updated service based BCPs for all services</p> <p>6. Need to resolve issues regarding SF&amp;RS activation of EPDM pager</p> <p>7. SMT on-call rota to be implemented by end June 2008</p> <p>8. Procedures for power failures at CO/DH agreed in principle – detail to be developed and implemented by end July 2008</p> <p>9. Consultant commissioned to review the corporate BCP including achieving BSI standard</p>		

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
					<p><b>framework. Now included within business planning template</b></p> <p><b>11. Completed an internal audit of BCPs with agreed actions identified</b></p> <p><b>12. Pandemic flu planning (BCP) event held for the independent sector</b></p> <p><b>13. 'Sleeping silver' has reviewed Operation Tangent plan and agreed significant revisions – ongoing work</b></p>				
4.	29	Land Stability in the Gorge  (raised May 07)	FIN REP PEO	9	<p><b>1. Regular monitoring in place</b></p> <p><b>2. Lloyds Phase 2 and Lloyds Head Stabilisation scheme is under way and Phase 1 is now complete</b></p> <p><b>3. Project Board in place to oversee project</b></p> <p><b>4. Emergency Plan in place</b></p> <p><b>5. High level cross departmental ministerial meetings planned to discuss the issue of stability in the Gorge</b></p>	7	<p><b>1. GOWM is assisting with lobbying the Government at ministerial level for long term funding.</b></p> <p><b>2. In process of submitting a bid to EU for further funding.</b></p>	<p>Corporate Director Environment and Regeneration</p> <p>Cabinet Member: Stephen Bentley</p> <p>E&amp;R Portfolio Risk</p>	ALL

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
5.	5	<p>Failure to deliver an affordable “Beyond Excellence Through People” Strategy</p> <ul style="list-style-type: none"> <li>• Potential significant financial implications for the council to implement the outcome of single status</li> <li>• Potential significant impact on staff morale</li> <li>• <b>Potential loss of key staff before the outcome of single status is announced and after</b></li> <li>• <b>Difficulties in recruiting new staff</b></li> </ul> <p>(Raised June 06, Description amended Sept 2007 <b>and May 2008.</b>)</p>	OP REP PEO STRAT FIN	9	<ol style="list-style-type: none"> <li>1. <b>BETP project Team and Governance Structure is in place with Risks identified and being managed</b></li> <li>2. <b>Detailed project plan now in place with dedicated project manager</b></li> <li>3. <b>Communication and consultation mechanisms with employees and trade unions</b></li> <li>4. <b>Effective research and management information around issues such as workforce profile, pay rates</b></li> <li>5. <b>Sufficient Job Evaluation expertise has been retained post main phase to complete JE schedule</b></li> <li>6. <b>Member Involvement and buy-in.</b></li> <li>7. <b>Trade Union involvement and buy-in</b></li> <li>8. <b>Structured job evaluation process based on national scheme</b></li> <li>9. <b>Visits undertaken to authorities who have completed Single Status</b></li> </ol>	7	<ol style="list-style-type: none"> <li>1. <b>Resources needed to complete the Project on time need to be made available following revised detailed project plan</b></li> <li>2. <b>Effective budget modelling of Single status impact – check PSE data is accurate</b></li> <li>3. <b>Pilot an appropriate scheme for Senior Managers job evaluation</b></li> <li>4. <b>On-going communication at all levels on progress</b></li> <li>5. <b>On-going review of JE results to ensure there is consistency and rigour in future application of pay strategy</b></li> <li>6. <b>Complete pay modelling</b></li> <li>7. <b>Develop Market factors Policy</b></li> <li>8. <b>Negotiate attractive terms and conditions package</b></li> <li>9. <b>Need to secure agreement of workforce and Trade Unions and Council Members to final proposals</b></li> <li>10. <b>Consider a bid to national government</b></li> </ol>	<p>Corporate Director Resources</p> <p>Cabinet Member: Adrian Lawrence</p> <p>Resources Portfolio Risk</p>	7

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
					<p><b>10. Project is monitored and reviewed to timetable.</b></p> <p><b>11. Updated Scrutiny on the process</b></p> <p><b>12. 2008/09 budget includes additional funding</b></p> <p><b>13. Senior management job evaluation has been undertaken and its calibration with NJC scheme</b></p> <p><b>14. Equality Impact Assessment of current proposed pay and grading structures undertaken</b></p>		<p><b>for dispensation to capitalise back pay if appropriate</b></p> <p><b>11. Introduce systematic support mechanisms for managers and staff (e.g. job re-design)</b></p> <p><b>12. Revise re-deployment policy to include re-skilling and ensure appropriate resources are made available</b></p>		
6.	10	<p>Failure to deliver housing 'growth' target.</p> <p>(raised June 06) Updated description May 2007, description amended Sept 2007).</p>	STRAT REP FIN	9	<p>1. Secured place in BCBC City Region.</p> <p>2. Regional growth targets require increased growth in places such as Telford.</p> <p>3. Received significant funding from New Growth Points initiative to fund Housing Growth Initiatives</p> <p>4. Supportive Development Planning and Framework Control processes in place</p> <p>5. Extensive involvement in Regional Planning activity.</p> <p><b>6. Established Integrated Housing Project</b></p>	7	<p>1. Continue to seek local / political support</p> <p><b>2. Work with partners to develop an approach</b></p> <p><b>3. Complete LDF documents to secure policy framework for future development</b></p> <p><b>4. Adopt and progress Integrated Housing Project</b></p> <p><b>5. Seek further funding for infrastructure / development e.g. Greyhound link</b></p> <p><b>6. Action Plan in place for temporary accommodation with monthly monitoring via Communities and</b></p>	<p>Corporate Director Environment &amp; Regeneration and Corporate Director ACC</p> <p>Cabinet Members: Stephen Bentley and Eric Carter and Jacqui Seymour</p> <p>E&amp;R Portfolio Risk</p>	ALL

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
					7. <b>Cabinet have confirmed support for the level of growth recommended by the West Midlands Regional Assembly as part of the phase 2 revision of the Regional Spatial Strategy</b>		<b>Local Government (CLG) – however, potentially high risk in view of the current market conditions</b> 7. <b>Discussions with CLG and HACA are planned</b> 8. <b>£14m for affordable housing has been agreed over the next 3 years to be delivered by Integrated Housing Project</b> 9. <b>Recruit to HoS Economic Development post</b>		
7.	6	Insufficient financial resources (both Internal and External) in the medium term to deliver services, priorities and ambitions  (raised June 06, amended Sept 06 Description amended Sept 2007 )	FIN REP STRAT	9	1. Prudent financial management controls and reporting. 2. Clear and effective service and financial planning processes 3. Early dialogue with members to clarify priorities in the context of the financial outlook for 08/09 budget and there is on-going consultation 4. <b>Developed and implemented programme of corporate projects / work streams designed to identify significant savings through e.g.</b>	7	1. Maintain effective dialogue with Members with early consideration of implications for later years, especially savings targets 2. Secure English Partnerships (EP), Housing Corporation (HC) and Advantage West Midlands (AWM) resources through Local Area Agreement (LAA). 3. Improve resourcing for partners through continued lobbying 4. <b>Identify and allocate adequate resource to deliver project outcomes</b>	Corporate Director Resources  Cabinet Member: Adrian Lawrence  Resources Portfolio Risk	ALL

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
					<p><b>alternative service delivery models, business transformation and pursuit of additional external funding</b></p> <ol style="list-style-type: none"> <li>5. Received positive RSG settlement for 2008/09</li> <li>6. Secured specific growth funding from Government.</li> <li>7. VfM scrutiny group to provide challenge</li> <li>8. Joint working with other "like" Local Authorities</li> <li>9. Lobbying strategy and campaign advised by Citigate and supported by partners including LGA.</li> <li>10. Achieved BCBC (Black Country, Birmingham and Coventry) City Region approval for West Midlands including Telford and Wrekin</li> </ol>				
8.	31	<p>Failure to <b>implement</b> Infra-Structure Project on time, within budget :</p> <ul style="list-style-type: none"> <li>• <b>Impacts on</b> Business Transformation Programme</li> <li>• <b>Impacts on</b> the development of</li> </ul>	OP REP FIN STRAT PEO INFO	<b>9</b>	<ol style="list-style-type: none"> <li>1. Project Team in place</li> <li>2. Project Board in place with effective governance arrangements including reporting to TTG Board</li> <li>3. Project Plan being finalised</li> <li>4. Money has been earmarked from</li> </ol>	<b>7</b>	<ol style="list-style-type: none"> <li>1. Implementing new governance arrangements</li> <li>2. Project team <b>are working alongside DELL</b> to ensure delivery of the Infrastructure is completed in 2008 and a success</li> </ol>	<p>Corporate Director Resources</p> <p>Cabinet Member: Adrian Lawrence</p>	ALL

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
		<p>key systems in the council</p> <ul style="list-style-type: none"> <li>• <b>Impacts on the ability to deliver continuity across the council</b></li> <li>• <b>Impacts on Revenues and Benefits ability to deliver front line services</b></li> </ul> <p>(Raised Sept 07 description amended May 2008)</p>			<p>Business Transformation Programme and Spend has been agreed by Cabinet</p> <p>5. Cabinet Member Resources will be kept updated</p> <p><b>6. Infrastructure Project Contract now awarded to Dell – 12 month implementation period will now commence</b></p> <p><b>7. HoS currently reviewing the DELL proposals</b></p>			Resources Portfolio Risk	
9.	23	<p>Failure to deliver an effective waste disposal service</p> <p>(Raised Sept 06)</p>	FIN REP STRAT	9	<p>1. Effective waste collection system with high levels of re-cycling and general public support</p> <p>2. Monitoring of performance</p> <p>3. Waste Disposal Project Team and Project Board in place to consider long term disposal issues.</p> <p>4. Long term Procurement process is underway and progressing</p> <p><b>5. External advisors have been brought in to support the procurement process</b></p>	7	<p>1. Identify funding to deliver the project</p> <p>2. Continue to consider partnership options</p> <p>3. Options will be presented to Members</p> <p>4. Continue to support and promote minimisation, re-use and re-cycling of waste</p>	<p>Corporate Director Environment and Regeneration</p> <p>Cabinet Member: Stephen Bentley</p> <p>E&amp;R Portfolio Risk</p>	3

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
10.	4	Death or serious harm or neglect of a vulnerable child or adult (Breach of duty of care)  (raised June 06)	OP STRAT FIN REP LEG	9	<p><b>ACC Controls</b></p> <ol style="list-style-type: none"> <li>1. Key Staff trained and in place with on-going additional Adult protection training and now fully staffed in Protection of Vulnerable Adults Unit (POVA unit.)</li> <li>2. Inspection and Contract compliance (CSCI and BTW)</li> <li>3. Protection of Vulnerable Adults trend monitoring incorporated into Quarterly Performance Board.</li> <li>4. Restructure in ACC strengthens focus in this area.</li> <li>5. Review of Social Work / recruitment and retention is underway via benchmarking with Family Group and Community Care Review</li> <li>6. Commenced sharing of intelligence in two-way link with CSCI – protocol agreed with CSCI.</li> <li>7. Re-thinking Community Care work stream launched, linking to business transformation.</li> <li>8. Increased capacity in the Contract</li> </ol>	7	<ol style="list-style-type: none"> <li>1. Review systems once outstanding post in Contract Compliance is filled</li> <li>2. Further develop MOSS platform for the sharing of information.</li> <li>3. Recruitment of admin support for the POVA process is underway</li> <li>4. Review information sharing protocols between partners as well as internally to ensure that all parties are aware of potential emerging risks or threats to children and or vulnerable adults</li> </ol>	<p>Corporate Directors Adult and Consumer Care and Children &amp; Young People</p> <p>Cabinet Members: Stephen Burrell and Jacqui Seymour</p> <p>ACC Portfolio Risk and CYP Portfolio Risk</p>	2,5

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
					<p>Compliance – one post outstanding</p> <p><b>CYP Controls</b></p> <p>9. Child Protection Procedures</p> <p>10. Effective Local Safeguarding Board.</p> <p>11. Strong performance measures.</p> <p><b>Shared ACC/ CYP Controls</b></p> <p>12. Assessment and Care Management in place.</p> <p>13. Clear management accountability.</p> <p>14. Audit and evaluation of practise and records</p> <p>15. Clear contact points for public and partners.</p> <p>16. Joint protocols with partners.</p> <p>17. Implementation of new computer system in C&amp;YP includes sharing of information with ACC and Emergency Duty Team has access to both</p> <p>18. Ongoing evaluation of the impact of the new computer system in C&amp;YP on information sharing with ACC</p>				

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
11.	8	<p>Failure to <b>effectively</b> transform the Town Centre</p> <p>(raised June 06, description amended Jan 07, description amended September 2007 <b>and May 2008</b>)</p>	OP REP STRAT FIN	9	<ol style="list-style-type: none"> <li>1. <b>Town Centre Project Board and Project Team in place working with EP / AWM.</b></li> <li>2. <b>Transforming Telford. is the lead delivery vehicle for the Southwater Core Project</b></li> <li>3. <b>Quarterly monitoring of Transforming Telford performance to Cabinet</b></li> <li>4. <b>Established priority within T&amp;W and Partners.</b></li> <li>5. <b>Supportive planning framework</b></li> <li>6. <b>New Owners of the Town Centre Shopping Development have made significant proposals for the Town Centre which have been positively received by the public</b></li> <li>7. <b>Established Planning Project Team within T&amp;W to manage the Hark/Apollo application</b></li> <li>8. <b>Key targets and actions in priority Plan which will be monitored four times per year</b></li> </ol>	7	<ol style="list-style-type: none"> <li>1. <b>Project Management and support resources are being established</b></li> <li>2. <b>Scrutiny management Board to review Transforming Telford performance in 2008</b></li> <li>3. <b>Challenge the Regional Spatial Strategy (RSS) retail/office allocations for Telford</b></li> <li>4. <b>Final draft of Central Telford Area Action Plan (CTAAP) to be approved by Cabinet</b></li> <li>5. <b>Project Plan with actions / timetable to be developed and monitored by Project Board</b></li> <li>6. <b>Secure infrastructure funding from partners/CIL</b></li> </ol>	<p>Corporate Director Environment &amp; Regeneration</p> <p>Cabinet Member: Eric Carter</p> <p>E&amp;R Portfolio Risk</p>	1,2,5,6

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
12.	9	Failure to regenerate South Telford  (raised June 06)	OP REP STRAT FIN	9	<ol style="list-style-type: none"> <li>1. <b>Delivery role is undertaken by Transforming Telford with Partnership Board and monitoring in place</b></li> <li>2. <b>Established South Telford as a priority within Regional Housing Strategy.</b></li> <li>3. <b>Support within Regional Housing Board.</b></li> <li>4. <b>EP support secured for Woodside</b></li> <li>5. <b>Set up Integrated Housing Project</b></li> </ol>	7	<ol style="list-style-type: none"> <li>1. Secure longer term Funding.</li> <li>2. Continue Regional / National lobbying</li> <li>3. <b>Develop and promote Housing Prospectus with key partners through the Integrated Housing Project</b></li> </ol>	<p>Corporate Director Environment &amp; Regeneration</p> <p>Cabinet Member: Eric Carter</p> <p>E&amp;R Portfolio Risk</p>	1,2,3,4,5,6
13.	11	Failure to retain / attract investment to provide the skills and jobs to meet the growing local needs.  (raised June 06) Updated description May 2007	STRAT REP FIN	9	<ol style="list-style-type: none"> <li>1. Economic Development Strategy (EDS) in place.</li> <li>2. Transforming Telford now incorporated and focused on delivering the EDS</li> <li>3. On-going effective monitoring of Transforming Telford performance.</li> <li>4. <b>Effective engagement with key partners such as AWM, EP, LSC and the Business Community via LSP</b></li> <li>5. <b>National lobbying activity.</b></li> <li>6. <b>Work within City Region on skills agenda.</b></li> </ol>	7	<ol style="list-style-type: none"> <li>1. Focus on key projects to deliver priority outcomes</li> <li>2. Consolidation is underway of the 'client' role in T&amp;W for Transforming Telford.</li> <li>3. <b>Continue to secure additional funding e.g. from AWM, EP and LSC</b></li> <li>4. <b>Ensure appropriate representation within regional structures</b></li> <li>5. <b>Effective contribution to emerging SIRS (Single Integrated Regional Strategy)</b></li> </ol>	<p>Corporate Director Environment &amp; Regeneration</p> <p>Cabinet Member: Eric Carter</p> <p>E&amp;R Portfolio Risk</p>	1,6

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
14.	14	Major breakdown in Community relations and cohesion  (raised June 06)	OP REP PEO STRAT POL FIN	9	<ol style="list-style-type: none"> <li>1. Effective Race, Equality and Diversity (RED) Partnership.</li> <li>2. Connecting Communities Partnership.</li> <li>3. Established Equalities team.</li> <li>4. Diversity training delivered across 3000 staff of LSP.</li> <li>5. Leadership from Leader, Cabinet, Chief Executive and Directors.</li> <li>6. Clear communication structures in place with Partners and the Community</li> <li>7. Liaising with Police on sharing of information.</li> <li>8. <b>Demonstrable recent evidence of effective on-going co-ordination and monitoring of issues that may act as trigger points to the Community and dissemination of these to the relevant agencies – this will be continually reviewed.</b></li> <li>9. <b>Position statement on Community Cohesion developed.</b></li> </ol>	7	<ol style="list-style-type: none"> <li>1. Target specific multi-agency training <b>on Community Cohesion</b></li> <li>2. On-going development of Equalities Board Work Programme – reporting to Directors <b>on a quarterly basis</b></li> </ol>	<p>Corporate Director Community Services</p> <p>Cabinet Member: Denis Allen</p> <p>CS Portfolio Risk</p>	1,2,4,5,7

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
15.	26	<p>Failure to deliver a financially viable Rail Freight project</p> <p>(Raised Jan 07) Updated description May 07</p>	REP STRAT FIN	9	<ol style="list-style-type: none"> <li>1. Project Team in place with Project Board and governance structures in place.</li> <li>2. Strong project management to manage costs and timetable.</li> <li>3. <b>Financial support from EP and ERDF</b></li> <li>4. <b>Project Plan is established and reviewed regularly</b></li> <li>5. <b>Cabinet approval for project is in place</b></li> </ol>	7	<ol style="list-style-type: none"> <li>1. Continue to undertake risk assessments at every key stage within the project</li> <li>2. Continue to lobby for support from Government Departments and various agencies</li> <li>3. <b>Reviewing Options to deliver the project</b></li> <li>4. <b>Continue to press for funding contributions as set out in Cabinet Report</b></li> <li>5. <b>Maintain dialogue with the preferred operator</b></li> </ol>	<p>Corporate Director Environment and Regeneration</p> <p>Cabinet Members: Eric Carter and Stephen Bentley</p> <p>E&amp;R Portfolio Risk</p>	ALL
16.	2	<p>Failure to deliver all elements of the Building Schools for the Future Programme to re-develop schools for the Borough</p> <ul style="list-style-type: none"> <li>• Potential significant financial shortfalls to fund: <ul style="list-style-type: none"> <li>- Secondary</li> <li>- Primary</li> <li>- Leisure</li> <li>- Community Usage</li> <li>- ICT</li> </ul> </li> </ul>	OP STRAT FIN REP	9	<ol style="list-style-type: none"> <li>1. Confidence of the Government</li> <li>2. Clear vision, agreed with the Schools and Governors.</li> <li>3. Building in capacity to deliver</li> <li>4. Financial Resources set aside</li> <li>5. BSF Project Team and Board in place</li> <li>6. Programme Risks are identified and being managed</li> <li>7. Directors have approved the 'thin' LEP</li> <li>8. Strategy for Change Part 1 has been</li> </ol>	7	<ol style="list-style-type: none"> <li>1. On-going detailed planning</li> <li>2. Agree School improvement Strategy with Office of the Schools Commissioner</li> <li>3. <b>Awaiting approval of SfC 2</b></li> <li>4. <b>Outline Business Case (OBC) is progressing well and the aim is to submit in Sept 2008.</b></li> </ol>	<p>Corporate Director Children &amp; Young People</p> <p>Cabinet Member: Stephen Burrell</p> <p>CYP Portfolio Risk</p>	1,2,6

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
		(raised June 06, description amended Jan 07 and Sept 2007)			<p><b>formally</b> approved</p> <p>9. Strategy for Change Part 2 has been <b>re-</b>submitted.</p> <p>10. Stuart Davidson appointed to take a lead in the project for Community Services</p>				
17.	21	<p>Sustaining the capacity of the Council to identify and deliver its ambitions and priorities as a result of:</p> <ul style="list-style-type: none"> <li>• Failure to identify clear priorities</li> <li>• Failure to allocate appropriate staffing and financial resources</li> <li>• Failure to implement effective project management</li> <li>• Issues with recruitment and retention of key managers.</li> <li>• Failure to implement robust governance and accountability arrangements</li> </ul> <p>(raised June 06,</p>	STRAT REP FIN OP PEO	9	<p>1. Effectiveness of Cabinet and Corporate Management Team</p> <p>2. Budget strategy and funding proposals 2008/09</p> <p>3. Projects are run to the principles of Prince 2</p> <p>4. Trained Project Managers within the Organisation</p> <p>5. Competitive salaries at Senior Levels.</p> <p>6. Suite of HR policies including recruitment policy</p> <p>7. Recruitment of Interim staff for key posts</p> <p>8. People Strategy in place</p> <p>9. <b>Priority Plans have been endorsed by all Portfolios and agreed by Cabinet (12<sup>th</sup> May 2008) – these all have details of actions as well as resources identified in them.</b></p> <p>10. <b>Actions and lessons learnt from Major</b></p>	7	<p><b>1. Deliver actions identified in Priority Plans and identify and seek additional external funding where this has been shown as a need</b></p> <p>2. Establish effective and robust governance structure for all projects which demonstrates accountability</p> <p>3. Create greater opportunities for career progression within T&amp;W, talent spotting etc.</p>	Chief Executive  Leader: Andrew Eade	ALL

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
		description amended January 2008)			<p><b>Projects Master Class are being implemented</b></p> <p>11. <b>Workforce Development Strategy complete</b></p>				
18.	<b>35 New Risk</b>	<b>Outcome of Sub National review of economic development and regeneration adversely impacts on T&amp;W</b>	<b>REP OP STRAT FIN</b>	<b>7</b>	<p>1. <b>Regional Forum of Leaders on which Andrew Eade represents T&amp;W</b></p> <p>2. <b>Steve Wellings is on a number of key task groups of Chief Executives who are working on this and we are therefore in a position to influence the outcome</b></p> <p>3. <b>We are contributing at a regional and local level to the current consultation document – closing date June 2008.</b></p>	<b>7</b>	<p>1. <b>Continue to ensure the regional structures are fit for purpose</b></p> <p>2. <b>Continue to exert influence on the outcomes.</b></p> <p>3. <b>Continue to provide information to inform the development process to ensure that the transition is orderly and effective</b></p>	<p><b>Chief Executive</b></p> <p><b>Leader: Andrew Eade and Cabinet Member: Eric Carter</b></p>	<b>ALL</b>

Key to Risk Categories:

REP – Reputation STRAT – Strategic FIN – Financial INFO – Information PEO – People REG – Regulatory  
 LEG – Legislative OP – Operational

## Deleted Risks:

Risk	Reason for deletion	Date of Deletion
<b>Failure to achieve major transport investment impacts on:</b> <ul style="list-style-type: none"><li>• Town Centre development</li><li>• Housing Growth</li><li>• Regeneration of South Telford</li><li>• Ability to attract investment and jobs to the area</li><li>• Inhibits mobility within the borough</li></ul>	<b>Now covered in actions of risks 8, 9 and 10.</b>	<b>May 2008</b>
<b>Jigsaw fails to deliver the required outcomes for Children &amp; Young People</b>	<b>Controls now implemented and operating so residual risk score has reduced. Not now considered as a key strategic risk.</b>	<b>May 2008</b>

## **TELFORD & WREKIN COUNCIL**

**CABINET - 16<sup>TH</sup> JUNE 2008**

**LSP - 18<sup>TH</sup> JUNE 2008**

### **TELFORD & WREKIN LOCAL AREA AGREEMENT 2008-11**

#### **REPORT OF HEAD OF POLICY, PERFORMANCE & PARTNERSHIP**

#### **1. PURPOSE**

To seek endorsement of the improvement targets for Telford & Wrekin's 'second generation' Local Area Agreement (LAA2).

#### **2. RECOMMENDATION**

**Members endorse the improvement targets, as set out in Annex A, for inclusion in Telford & Wrekin's Local Area Agreement 2008-11.**

#### **3. SUMMARY**

- 3.1 The new Local Area Agreement (LAA2) is a performance contract between the Telford & Wrekin Strategic Partnership (LSP) and the Government to deliver improved outcomes against both national and local priorities.
- 3.2 Through this contract, the Council, as the accountable body, and its LSP partner organisations will use their resources, both mainstream and those provided through an LAA2 Area Based Grant, to achieve a total of 27 'stretched' improvement targets (and 16 Department for Children, Schools & Families mandatory 'stretched' targets), as set out in Annex A, over the 3 year period 2008-11. Not all targets are yet agreed, with some being deferred until 2009, and others subject to revision following the proposed 2008/09 (national) Place Survey or as part of the annual 'refresh' process in 2009.
- 3.3 The Area Based Grant comprises of some 30 existing external funding grants, totalling around £9m in 2008/09, and provides a 'single pot' of funding to support the delivery of LAA2 targets. However, these funding streams are already largely committed and built into the Council's 3 year spending plans.
- 3.4 Achieving these 'stretched' improvement targets will represent a real challenge to the Council, its key partners and Thematic Partnerships. It will require a co-ordinated and focussed approach if we are to succeed in addressing some of the most intractable problems and cross cutting issues in the Borough - teenage pregnancies, young people and adults not in work, educational attainment and low level of skills, alcohol abuse,

violent crime and anti-social behaviour, obesity, homelessness and climate change.

#### **4. PREVIOUS MINUTES**

Cabinet 14<sup>th</sup> April 2008

CB-156 - Local Area Agreement 2: Our priorities for improvement and headline indicators.

#### **5. INFORMATION**

- 5.1 The LAA2 will be a key mechanism through which the Council, working either alone or with its partners, will deliver the key (service) improvement priorities/outcomes/targets as outlined in our Community Strategy (October 2006) and Priority Plans over the next 3 years. It will therefore serve as a clear focus for both Council and LSP partner agencies' mainstream budgets and external funding resources.
- 5.2 Government have yet to publish the guidance as to how the performance reward grant model (for achieving the stretched improvement targets) will be applied, nor clarify how any intervention (for underperformance against agreed targets) will be triggered. Maximum reward grant is likely to be around £1m, payable over the period 2011-13.
- 5.3 The LAA2 will be the means (the contract) through which the Government will ensure the delivery of its national priorities, as set out in the Comprehensive Spending Review (CSR 2007) and new national Departmental Public Service Agreements (PSAs), in localities over the next 3 years 2008-11. This should deliver clarity, in terms of key priorities, and a simplified performance reporting framework between the LSP and Government, which will form a key component of the new Comprehensive Area Assessment from April 2009.
- 5.4 The specific LAA targets have been negotiated between the Government Departmental/policy lead officers within the Government Office and the relevant lead partner agencies and/or Thematic Partnerships within Telford & Wrekin.
- 5.5 The LSP Executive (Agenda Group) endorsed the LAA2 improvement targets at its meeting on 23<sup>rd</sup> May.

#### **6. OTHER CONSIDERATIONS**

<b>AREA</b>	<b>COMMENTS</b>
Equal Opportunities	Equality and diversity issues are integral to the approach taken in developing and agreeing the key priorities and headline indicators set out in the LAA. Specifically the LAA2 seeks to 'narrow the gap' in life chances and quality of life between deprived and prosperous communities and groups.
Environmental Impact	There is a specific focus on reducing waste and the level of greenhouse gases, and so mitigate the impact on climate change.

Legal Implications	The Council has the statutory responsibility and is the accountable body for the LAA.
Risk Management	A Risk Assessment has been carried out on the LSP and the emerging LAA2 (February 2008) and the key risks will be identified within the Council's Corporate Strategic Risk Register. A specific LAA2 Risk Assessment is to be carried out following the signing off of the Agreement by Ministers.
Links with Corporate Priorities	The LAA is based on the Telford & Wrekin Strategic Partnership's Community Strategy (2006) and Community Priorities and the Council's corporate priorities (Council Plan 2007/8).
Financial Implications	<p>The LAA gives the Council and its partners the freedom to pool specific non-mainstream grants (within a new Area Based Grant) in order to better meet agreed Council Plan/Community Strategy targets. These targets are monitored and managed through a performance management framework both within the Council and LSP.</p> <p>Under the LAA2 model, external area-based funding streams will in future either be mainstreamed, as part of local authorities' Revenue Support Grant, 'pooled' within a 'single pot' Area Based Grant (ABG), or remain outside as ring-fenced special grants (e.g. Sure Start and Supporting People Grants). The ABG is worth around £9m in 2008/09, rising to £12m in the following two years (NB This is <u>not</u> new money).</p> <p>The Treasury, through the CSR 2007, has confirmed that financial incentives in the form of Performance Reward Grant (but not pump-priming grant) for achieving stretch targets, currently provided under Local Public Service Agreements (LPSAs) and current LAAs, will again be made available within the new LAA2 model. Government have yet to announce how this will be applied.</p>
Ward Implications	Borough-wide implications.

*Report prepared by John Pay, Partnership Manager (01952 380139)*

## Annex A

Designated Improvement Targets	Baseline	2008/09	2009/10	Target 2010/11
<b>PRIORITY - CHILDREN &amp; YOUNG PEOPLE</b>				
NI 56 Obesity among primary school age children in Year 6	19% (2006/7)	18.5%	18.2%	17.7%
NI 79 Achievement of a Level 2 qualification by age 19	68%	74%	76%	77.9%
NI 80 Achievement of a Level 3 qualification by age 19	41%	47.2%	48.7%	50.2%
NI 111 First time entrants to the Youth Justice System aged 10 – 17		<i>Target setting deferred nationally until 2009</i>		
NI 112 Under-18 conception rate (no. of conceptions per 1000 young women aged 15-17)	54.1%	41.5%	35.2%	28.9%
NI 117 16 to 18 year olds who are not in education, training or employment (NEET)	5.8% (10/04)	7.5%	6.5%	5%
<b>MANDATORY DEPARTMENT FOR CHILDREN, FAMILIES &amp; SCHOOLS INDICATORS</b> <b>(Academic Year 2008/09)</b>				
<i>NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in PSE Development and Communication, Language and Literacy</i>	39%	44%		
<i>NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)</i>	N/A	80%		
<i>NI 74 Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold)</i>	N/A	73%		

<b>Designated Improvement Targets</b>	<b>Baseline</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Target 2010/11</b>
<i>NI 75 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)</i>	N/A	47%		
<i>NI 83 Achievement at level 5 or above in Science at Key Stage 3</i>	69%	77%		
<i>NI 87 Secondary school persistent absence rate</i>	N/A	6.3%		
<i>NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest</i>	N/A	31.1%		
<i>NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2</i>	N/A	90%		
<i>NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2</i>	N/A	86%		
<i>NI 95 Progression by 2 levels in English between Key Stage 2 and Key Stage 3</i>	N/A	39%		
<i>NI 96 Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3</i>	N/A	65%		
<i>NI 97 Progression by 2 levels in English between Key Stage 3 and Key Stage 4</i>	N/A	63.5%		
<i>NI 98 Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4</i>	N/A	35.9%		
<i>NI 99 Children in care reaching level 4 in English at Key Stage 2</i>	46.7%	57%		
<i>NI 100 Children in care reaching level 4 in Maths at Key Stage 2</i>	53.3%	57%		
<i>NI 101 Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)</i>	N/A	7.7%		
<b>PRIORITY - SAFER &amp; STRONGER COMMUNITIES</b>				
NI 1 Percentage of people who believe people from different backgrounds get on well together in their local area.	73% 2006/7 BVPI Survey	Commitment to 'meaningful improvement' but no specific target agreed		

Designated Improvement Targets	Baseline	2008/09	2009/10	Target 2010/11
NI 5 Overall/general satisfaction with local area (% satisfied)	71.4% 2006/7 BVPI Survey	72.4% (2008/09 Place Survey)	<i>Target setting deferred until results of 2008/09 Place Survey available</i>	
NI 17 Perceptions of anti-social behaviour (those reporting it as a problem)	26% BVPI 2006/7 Survey	25%	23%	21%
		<i>(Subject to review following 2008/09 Place Survey)</i>		
NI 20 No. of 'Assault with (less serious) injury' offences per 1000 population	9.4	9.3	9.2	9.1
NI 30 Re-offending rate (% reduction) of Prolific and Priority Offenders (PPOs)	-16% (provisional)	-19%	<i>Target setting deferred until annual baseline cohort information available</i>	
NI 32 Repeat incidents of domestic violence		<i>Target setting deferred nationally until 2009</i>		
<b>PRIORITY - HEALTHIER COMMUNITIES &amp; OLDER PEOPLE</b>				
NI 8 Adult participation in sport (30 minutes x3 times a week)	20.7% (2005/6)		24% (2009 Active People Survey)	N/A
NI 39 Alcohol-harm related hospital admissions	1550 (2006/07)	2014	2109	2123
NI 121 Mortality rate from all circulatory diseases at ages under 75	88.06 (2006/7)	81.5	73.6	69.2
NI 130 Social Care clients receiving Self Directed Support per 100,000 population aged 18+	140.6 (2007/8)	150	160	170

<b>Designated Improvement Targets</b>	<b>Baseline</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Target 2010/11</b>
NI 135 Proportion of carers receiving needs assessment or review and a specific carer's service, or advice and information	14% (2006/7)	16%	19%	23%
NI 142 Proportion of vulnerable people who are supported to maintain independent living	98.69%	98.7%	98.8%	98.9%
<b>PRIORITY - SUSTAINABLE COMMUNITIES</b>				
<b>LOCAL ECONOMY &amp; SKILLS</b>				
NI 152 Proportion of working age people on out of work benefits	13.0% (2007)	12.7%	12.5%	12.2%
NI 163 Working age population qualified to at least Level 2 or higher	65.4% (2006)	67.4%	70.4%	74.9%
NI 165 Working age population qualified to at least Level 4 or higher	22.3% (2006)	24.7% (2009)	25.5% (2010)	26.3% (2011)
NI 172 Percentage of small businesses showing employment growth		<i>Target setting deferred nationally until 2009</i>		
<b>PRIORITY - SUSTAINABLE COMMUNITIES</b>				
<b>ENVIRONMENT</b>				
NI 154 Net additional homes provided	491 (2006/07)	570	700	850
NI 156 Number of households living in Temporary Accommodation	101 (12/04)	90	70	50

Designated Improvement Targets	Baseline	2008/09	2009/10	Target 2010/11
NI 159 Supply of ready to develop housing sites (% of total number of dwellings that can be built on deliverable housing sites)	100.7% (6,670 houses)	120%	120%	120% (4,578 houses)
NI 186 Per capita CO2 emissions in the Local Authority area (cumulative % reduction, local and national measures)	7.9 tonnes per person (2005 DEFRA baseline)	-4.1%	-8.2%	-12.3%
NI 191 Residual household waste per head (kilograms per household)	1046  (2000/1)	837.55	829.17	820.89

## **TELFORD & WREKIN COUNCIL**

**CABINET – 16 JUNE 2008**

**REPRESENTATION ON OUTSIDE BODIES 2008-09**

**REPORT OF THE HEAD OF AUDIT & DEMOCRACY**

### **1.0 PURPOSE**

- 1.1 To request that Cabinet approves or decides upon the nominations of elected members and/or representatives to Outside Bodies, as set out in the Appendix to the report.

### **2.0 RECOMMENDATIONS**

- 2.1 That the Leader of the Council be appointed as the Council's representative on the Shropshire Destination Management Partnership and that a Cabinet Member be nominated as substitute;
- 2.2 That the Leader of the Council or an appropriate Cabinet Member be appointed as the Council's representative on the AFC Telford United Partnership Board;
- 2.3 That the nominations to represent the Council on Outside Bodies, as set out in the Appendix to the report, be approved and decided upon as appropriate.

### **3.0 INFORMATION**

- 3.1 The nominations to represent the Council on Outside Bodies dealt with in this report are those which are appointed on an annual basis. Other organisations on which the Council has representation are appointed for varying periods. Reports requesting nominations in relation to these will be brought to Cabinet as required.
- 3.2 As Members are aware, a number of representations/nominations to Outside Bodies are allocated to Cabinet Member positions. In those instances where it is considered that a non-Cabinet member should be appointed, named councillors have been nominated and Cabinet is requested to approve or decide between nominations as appropriate.

### **4.0 OTHER CONSIDERATIONS**

#### **AREA**

#### **COMMENTS**

Equality & Diversity	Not applicable
Environmental Impact	Not applicable
Legal Implications	Not applicable
Opportunities & Risks	Not applicable
Financial Implications	Not applicable

Links with Corporate Priorities  
Ward Implications

Not applicable  
Not applicable

**5.0 BACKGROUND PAPERS**

None.

**Report prepared by Susan Goater, Democratic Services Officer –  
(01952-383214)**

## NOMINATIONS TO OUTSIDE BODIES

ORGANISATION	MEMBERS REQUIRED	NOMINATIONS
Local Government Information Unit	1 Councillor + 1 Councillor (substitute)	1. Cllr V A Fletcher 2. (Substitute) Cllr E Carter
Local Government Association General Assembly	Three councillors + 1 Observer	1. Cllr R K Austin 2. Cllr A J Eade 3. Cllr J M Seymour 4.(Observer) Cllr E Carter
Local Government Association – Unitary Special Interest Group	1 Councillor	1. Cllr A J Eade
Local Government Association – World Heritage Sites Special Interest Group	1 local Ward Member + 1 Councillor as substitute	1. Cllr L Lomax (Ward Member) 2. (Substitute) Cllr V A Fletcher
West Midlands Local Government Association Council/West Midlands Regional Assembly (politically balanced)	1 Conservative (2 votes) 1 Conservative Substitute 1 Labour Councillor (1 vote) 1 Labour Substitute	1. Cllr E Carter 2. (Substitute) Cllr I T W Fletcher 1. Cllr R K Austin 2. Cllr C F Smith (Substitute)
Local Strategic Partnership	<b>1 Member (Leader)</b>	
Transforming Telford Board	<b>Leader + Chief Executive (or their nominees)</b>	
Telford & Shropshire Marketing Partnership	4 Councillors	1. Cllr D Allen 2. Cllr R Aveley 3. Cllr L Lomax 4. Cllr H Rhodes

## NOMINATIONS TO OUTSIDE BODIES

ORGANISATION	MEMBERS REQUIRED	NOMINATIONS
Shropshire Destination Management Partnership	<b>Leader of the Council</b> <b>Deputy Leader of the Council (Cabinet 260307)</b>	1. <a href="#">Cllr J M Seymour</a> 2. <a href="#">Cllr D G Allen</a>
<b><u>RESOURCES</u></b>		
West Midlands Provincial Council	1 Councillor 1 Councillor as substitute	1. <a href="#">Cllr E Carter</a> 2. <a href="#">Cllr J Dixon</a>
Shropshire Pension Fund Committee	2 Councillors + 2 Councillors as substitutes	1. <a href="#">Cllr A Lawrence</a> 2. (Substitute) <a href="#">Cllr S Bentley</a> 3. <a href="#">Cllr M J Smith</a> 4. (Substitute) <a href="#">Cllr R K Austin</a>
West Mercia Supplies Joint Board	<b>2 Cabinet Members</b> <b>2 Cabinet Members as substitutes</b>	1. <a href="#">Cllr A Lawrence</a> 2. (Substitute) <a href="#">Cllr S Bentley</a> 3. <a href="#">Cllr D G Allen</a> 4. (Substitute) <a href="#">Cllr S Burrell</a>
<b><u>ADULT &amp; CONSUMER CARE</u></b>		
Age Concern Shropshire, Telford & The Wrekin	1 Councillor	1. <a href="#">Cllr V Fletcher</a>
Telford MIND Executive Committee	1 Councillor	1. <a href="#">Cllr D R W White</a>

## NOMINATIONS TO OUTSIDE BODIES

ORGANISATION	MEMBERS REQUIRED	NOMINATIONS
Adult Health & Well-Being Partnership	<b>Cabinet Member: Adult &amp; Consumer Care Cabinet Member: Community Services or their nominated deputies</b>	
Wrekin Landlords Association	1 Councillor	1. <a href="#">Cllr J M Seymour</a>
Strategic Housing Partnership	1 Councillor	1. <a href="#">Cllr J M Seymour</a>
West Midlands LGA Regional Housing Partnership (3 votes politically balanced)	1 Conservative Councillor (2 votes) 1 Conservative Councillor Substitute) 1 Labour Councillor (1 vote) 1 Labour Councillor Substitute	1. <a href="#">Cllr J M Seymour</a> 2. (Substitute) <a href="#">Cllr E Carter</a> 3. <a href="#">Cllr C F Smith</a> 4. <a href="#">Cllr E M Swift</a> (Substitute)
Wrekin Housing Trust	1 Councillor	1. <a href="#">Cllr I T W Fletcher</a>
<b>COMMUNITY SERVICES</b>		
Police & Community Consultative Group	1 Councillor	1. <a href="#">Cllr R Aveley</a>
West Mercia Police Authority Joint Committee	<b>Leader Deputy Leader (sub)</b>	
Racial Equality & Diversity Partnership	1 Councillor	1. <a href="#">Cllr D G Allen</a>
Shropshire Association of Local Councils	1 Councillor	1. <a href="#">Cllr S Bentley</a>

## NOMINATIONS TO OUTSIDE BODIES

ORGANISATION	MEMBERS REQUIRED	NOMINATIONS
Association of Councillors – English Regional Branch	3 Councillors	1. Cllr A A Mackenzie 2. Cllr A Meredith 3.
Telford & Wrekin Council for Voluntary Services		
▪ CVS Projects Ltd	2 Councillors	1. Cllr D G Allen 2. Cllr K S Sahota
▪ Executive Committee	2 Councillors	1. Cllr D G Allen 2. Cllr T J Hope
Telford & The Wrekin Citizens' Advice Bureau – Management Board	2 Councillors	1. Cllr D G Allen 2. Cllr R Picken
Community Health & Enterprise Centre	1 Councillor	1. Cllr G Green
Madeley United Charities of Shropshire	1 Councillor	1. Cllr D Wright
Telford & Wrekin Retirement Association (Mayor)	<b>Mayor</b>	
Meeting Point Trust	3 Councillors	1. Cllr R G Chaplin 2. Cllr V A Fletcher 3. Cllr A McClements
Telford Christian Council – Executive Committee	1 Councillor	1. Cllr R G Chaplin
Community Safety Partnership	1 Councillor	1. Cllr D G Allen

## NOMINATIONS TO OUTSIDE BODIES

ORGANISATION	MEMBERS REQUIRED	NOMINATIONS
Shropshire Playing Fields Association	2 Councillors	1. Cllr D G Allen 2. Cllr J Minor
County Sports Partnership (Energize STW)	1 Councillor	1. Cllr D G Allen
STW 2012 Group	1 Councillor	Cllr D G Allen
Telford Theatre Trust	1 Councillor	Cllr D G Allen
Ironbridge Gorge Museum Trust	1 Councillor	1. Cllr V A Fletcher
Wellington Centre Management Committee	2 Councillors	1. Cllr M Hosken 2. Cllr C F Smith
Shropshire Hills Area of Outstanding Natural Beauty Partnership	1 Councillor	1. Cllr D G Allen
Granville Country Park Management Committee	1 Councillor	1. Cllr D G Allen
<b><u>LEISURE, CULTURE</u></b>		
Telford Trust (8 representatives) (Appointed for life of Council)	<b>Cabinet Member: Community Services</b>	Replacement: 1. Cllr E M Swift

## NOMINATIONS TO OUTSIDE BODIES

ORGANISATION	MEMBERS REQUIRED	NOMINATIONS
<b><u>ENVIRONMENT &amp; REGENERATION</u></b>		
Local Government Association – Urban Commission	1 Councillor	1. Cllr E Carter
Local Government Association – New Towns Special Interest Group	1 Councillor	1. Cllr E Carter
West Midlands LGA – Planning Partnership (3 votes politically balanced)	1 Conservative Councillor (2 votes) 1 Conservative Substitute 1 Labour Councillor (1 vote) 1 Labour Substitute	1. Cllr S Bentley 2. (Substitute) Cllr I T W Fletcher 1. Cllr C F Smith 2. Cllr M Swift (Alternate)
Ironbridge Gorge World Heritage Site Strategy Group	1 Councillor 1 Ward Member	1. Cllr V A Fletcher 2. Cllr L Lomax Ward Member
<b><u>ENVIRONMENT &amp; REGENERATION</u></b>		
Local Government Association – Rural Commission (2 Cllrs or 1 Cllr & 1 Officer)	2 Councillors	1. Cllr T J Hope 2. Officer
Newport Regeneration Partnership	1 Councillor	1. Cllr E Carter
Oakengates Regeneration Partnership	1 Councillor	1. Cllr E Carter
Wellington Town Partnership	1 Councillor	1. Cllr E Carter

## NOMINATIONS TO OUTSIDE BODIES

ORGANISATION	MEMBERS REQUIRED	NOMINATIONS
Woodside Regeneration Partnership	1 Councillor 1 Ward Councillor	1. Cllr E Carter 2. Cllr E M Swift (Ward Member)
Business Link – West Mercia (1 Cllr - no substitute permitted by Constitution)	1 Councillor	1. Cllr E Carter
Severn Gorge Countryside Trust	5 representatives	1. Cllr J Dixon 2. Cllr E J Greenaway 3. Cllr S Kelly 4. Cllr L Lomax 5. Cllr J Seymour
<b><u>CHILDREN &amp; YOUNG PEOPLE</u></b>		
Business Partners Trust Arts Funding Scheme	1 Councillor	1. Cllr S Burrell
The Walker Trust	1 Councillor ( <u>must have education background</u> )	1. Cllr E J Greenaway
Telford & Wrekin Home Start Management Committee	1 Councillor	1. Cllr R G Chaplin
Children & Young Persons Strategic Partnership	1 Councillor	Cllr S Burrell
SACRE	3 Councillors	1. Cllr R G Chaplin 2. Cllr V A Fletcher 3. Cllr K S Sahota

## NOMINATIONS TO OUTSIDE BODIES

ORGANISATION	MEMBERS REQUIRED	NOMINATIONS
New College, Wellington – Governing Body Appointed for 4 years)	Cllr Ian Fletcher 4 years to 24.07.08  Corporate Director: Children & Young People 4 years to 07.03.08	1. Cllr D G Allen  Corporate Director: C&YP – to 07.03.12
Association of Public Sector Excellence	1 Councillor	Cllr S Burrell

ORGANISATION	MEMBERS REQUIRED	NOMINATIONS
AFC Telford United <ul style="list-style-type: none"> <li>Partnership Board</li> <li>Trading Subsidiary</li> </ul>	<b>Cabinet Member: Community Services</b>  <b>1 Local Ward Councillor</b>	- Cllr A J Eade  - Cllr R.E. Groom - Cllr R Aveley
Park Lane Centre, Woodside (formerly Woodside MUC)	1 Councillor	1. Cllr G Ashcroft 1. Cllr D R W White
Sure Start Plus – Project Board	2 Councillors	1. Cllr S Burrell 2. Cllr E J Greenaway 2. Cllr E A Clare

## **TELFORD & WREKIN COUNCIL**

**CABINET – 16 JUNE 2008**

### **DRAFT RESPONSE TO CONSULTATION ON GOVERNMENT'S SUB-NATIONAL REVIEW OF ECONOMIC DEVELOPMENT & PERFORMANCE**

#### **REPORT OF CHIEF EXECUTIVE**

## **1.0 PURPOSE**

To seek approval to the Council's response to the Government's Sub-National Review of Economic Development and Performance (the SNR).

## **2.0 RECOMMENDATIONS**

**That the response detailed in Appendix 1 be approved.**

## **3.0 SUMMARY**

3.1 The Government's SNR proposals are summarised in para 5 below and the Council's suggested response is shown in appendix 1. Consultation responses are required by 20 June 2008.

## **4.0 PREVIOUS MINUTES**

4.1 None

## **5.0 INFORMATION**

5.1 The Government's review of sub-national economic development and regeneration has the aim of helping to maximise prosperity in all parts of England by stimulating economic growth and improving housing supply. It is about places developing their economies and working together to deliver a sustainable economic vision.

In order to deliver these improvements, the SNR sets out a number of structural reforms. These are intended to:

- strengthen the local authority role in economic development, including a new statutory economic assessment duty
- support collaboration by local authorities across economic areas – for example, by establishing Multi Area Agreements or Economic Development Companies (formerly referred to as City Development Companies)

- streamline the regional tier and introduce single regional strategies (outside London), with the Regional Development Agencies (RDAs) designated as the regional planning bodies
  - give regions a greater say in the distribution of funding in each region, through a second, extended regional funding allocations exercise
  - sharpen the focus of central government on sub-national devolution – with clearer objectives and responsibilities within central Government and improved accountability arrangements; and regional Ministers as regional champions.
- 5.2 The Government says that different arrangements could be developed, within a consistent set of principles, reflecting the different circumstances in each region.
- 5.3 RDAs will become more strategic bodies in line with devolved decision-making principles. RDAs will continue to deliver and manage services that are best implemented at the regional level, working with a range of delivery agents and working closely with the private sector. Those services include business support, co-ordinating inward investment, support for innovation and responding to economic shocks. They already work with local authorities and sub-regional partnerships and, as they take on their more strategic role, will be expected to delegate funding, where appropriate, to those best placed to deliver economic improvements provided they have the capacity to undertake this activity. RDAs can provide support to help build capacity. The Government's expectation is that, as capacity increases, RDAs will delegate an increasing amount of their funding to those best placed to deliver economic improvements (local authorities, sub-regions and other delivery bodies), within the framework of the regional strategy.
- 5.4 Within each region, the Government says the RDA will lead the development of the regional strategy and its implementation, working with local authorities and other interests in the region, including business. The Government proposes that a forum of local authority leaders, representing all local authorities in the region, would sign off the draft strategy and help to hold the RDA and its regional delivery partners to account. The Government believes that local authorities themselves should decide the most effective structure for a leaders' forum and this will probably differ between regions. But the Government's wish is that any forum should be a streamlined and manageable body and be representative of local government across the region. The Secretaries of State for CLG and BERR will approve the strategy on behalf of Government.
- 5.5 The new, integrated, regional strategies (the SIRS) will replace and build on the strong foundations laid by the regional economic strategies (RES) and regional spatial strategies. The strategies should set out, for each region, a vision of how and where sustainable economic growth would be delivered. They should steer the activities, plans and investment decisions of the RDA, local authorities and other regional partners and be underpinned by the principles of sustainable development.
- 5.6 The Government believes that local authorities need to play a stronger role in delivering economic development in their area, building on their power to promote well-being. The consultation document consults on the creation of a focused statutory economic assessment duty for upper tier and unitary local authorities. The results of

this assessment would contribute to the analytical underpinning of sustainable community strategies, local development frameworks, local and multi-area agreement targets and the regional strategy.

The assessment would provide an improved shared economic evidence base, enhancing local authority capability and capacity on economic development issues and ensuring more effective prioritisation of economic development and regeneration interventions. It would also help local authorities to contribute to the development of the regional strategy.

- 5.7 It is intended that the first assessments would be undertaken to inform local strategies and local area agreement (LAA) targets for 2011/12, and to contribute to the development of the first regional strategy. The new duty is likely to result in additional costs to local authorities, which will be assessed and met in line with the Government's new burdens principles.
- 5.8 The SNR set out the advantages of economic development decision-making at a sub-regional level. The Government is introducing multi-area agreements (MAAs) to enable local authorities to improve economic prosperity by working across administrative boundaries. It believes there may be advantages in strengthening the statutory basis for sub-regional collaboration between authorities, including more visible leadership.
- 5.9 The Government is committed to legislate to allow development of formal legal status for collaborative arrangements, subject to feedback from this consultation. Any new arrangements should adhere to four fundamental principles – they should:
- not be based on collaboration between elected members of existing local authorities;
  - not include any additional council tax precept;
  - not impose additional net costs on local authorities;
  - and they should provide transparent accountability for residents.
- 5.10 The Government believes that the focus for new sub-regional arrangements should be economic development. However, the Government is prepared to consider a wider range of functions and does not wish to be prescriptive about these nor the functional economic areas that might be covered, believing that interested partners should develop proposals to reflect their local priorities and circumstances.
- 5.11 The Government believes that local authorities should be responsible for arranging the scrutiny of the RDA's role in producing the SIRS.
- 5.12 The Regional Assemblies will be scrapped as a result of the SNR.
- 5.13 The Government expects local authorities and the RDAs to work together with other relevant partner agencies to develop smooth transitional arrangements to bring in the new proposals.

## **6.0 EQUAL OPPORTUNITIES**

- 6.1 The SNR specifically refers to the need to address economic imbalances in society to tackle deprivation. It has introduced a new funding mechanism (The Working Neighbourhoods Fund) to replace the Neighbourhood Renewal Fund, specifically to

address the issues of deprivation. This fund is restricted to those areas with the most severe patterns of deprivation and Telford and Wrekin does not fall into that category.

## **7.0 ENVIRONMENTAL IMPACT**

7.1 The SNR makes specific reference to the need for local authorities to address the issues of climate change within their statutory economic assessments. A new Climate Change Bill will be brought forward to help to shape this.

## **8.0 LEGAL COMMENT**

8.1 There are no specific legal implications arising from this report. However, some of the proposals in the Government's SNR will require new legislation to make them operable.

## **9.0 LINK WITH CORPORATE PRIORITIES**

9.1 There is a clear link with all of the Council's priorities, especially transforming Telford and Wrekin.

## **10.0 OPPORTUNITIES & RISKS**

10.1 These will need to be developed as the process unfolds. However, there is a risk at this stage that the transitional arrangements are not appropriately managed and as a result the influence of local government over the SIRS would be reduced. It is very important that Telford and Wrekin continues to play a strong role because the development of the area will be directly affected by what the SIRS will allow.

## **11.0 FINANCIAL IMPLICATIONS**

11.1 There are no specific financial implications arising from this report at this stage. However, clearly the impact of the proposals over time will need to be reflected in the Council's service and financial planning process for future years.

## **12.0 WARD IMPLICATIONS**

Area-wide

## **13.0 BACKGROUND PAPERS**

Government publications

17 July 2007 SNR publication

21 December 2007 Taking Forward the SNR

22 March 2008 Update and Consultation on implementing the SNR

TELFORD & WREKIN COUNCIL

Response to the Government's Consultation  
on the Sub-National Review of Economic Development & Performance

1. We do not support the transfer of planning powers to the RDAs. These are unelected bodies and they do not have the expertise or capacity to carry out this important role. The Council believes that planning decisions must always be open to public scrutiny, debate and accountability.
2. We do not agree that the Regional Development Agency should have executive sign-off responsibility for the Single Integrated Regional Strategy (SIRS).
3. We think that it is important that both local government and business should have a key role in the sign-off process for the SIRS. Whilst this could be achieved for business in the RDA (which will still be business driven) it would not be appropriately delivered for local authorities in the present Board structures of RDAs. A larger local authority presence would be necessary in those Board structures if the signoff were to be solely the RDA responsibility.
4. We support the principle of a single integrated regional strategy (SIRS) as this should properly interlink the economic and social agendas in a way that the previous piecemeal strategies did not always properly join up.
5. The process must properly recognise the statutory duty of economic strategy placed on top tier authorities. This requires an interface with businesses and other agencies within their own geographical areas. It must therefore follow that each local authority would need to take the SIRS through their own Councils and LSPs as part of their governance structures. This would then inform the position on the SIRS for the Council Leaders on any Regional Forum of Leaders (RFL). This does not seem to have been allowed for as part of the timetable schematic in the consultation document and may therefore affect the length of time the process will take overall.
6. We therefore support the idea of a regional forum of all 33 authorities' Leaders in the West Midlands which, amongst other things should consider the SIRS. They could then inform a smaller, representative group (e.g. balanced politically, geographically, by type of Council) which would also contain business (and potentially other) representatives. This would be a "Joint Strategy Board" – which we believe should also have a strategic planning powers role. We should be allowed to decide our own structure for this in the region without interference from Government.
7. At this stage we do not support the concept of multi-area agreements as it is unclear how they would work. The current arrangements for the second round of local area agreements are not yet finalised.
8. There could also be an extra sophistication whereby the statutory economic assessments/plans for each authority are brought together into sub-regional plans which could make the choice of the representatives on the Regional Strategy Board easier to achieve.

9. There are currently constraints on some sub-regional working, eg where these have been prescribed in a particular way under Joint Committee arrangements. These should be removed to allow greater flexibility of operation.
10. We believe that an independent body which includes representatives from local authorities should have the responsibility of scrutinising the RDA, but that this should also be extended to cover other regional bodies, eg the Strategic Health Authorities.
11. We strongly support the principle of delegating funding from the RDAs to local authorities. This delegation should require as little bureaucracy as possible and delegation should be as extensive as possible.
12. The Council supports the principle of local authorities being given powers to levy a supplementary business rate, and agrees that consultation with local businesses should be carried out by the local authority as part of that process. Over recent years the proportion of local spending which has been funded through business rates has fallen in proportion to increases in Council Tax but authorities are being asked to do more to provide co-ordination, help and support and services to businesses.
13. The Council also believes that the “simplification” of business support which is currently underway is more confusing and less supportive to local businesses, who need support at the most local level. We are also concerned at the cost of administering this business support and would recommend that this is capped. More work needs to be done with businesses to understand better how business support can best be delivered and which programmes work most effectively. In this context, business support needs to be tailored to the needs of individual businesses rather than being generic.
14. This Council believes that the proposals in the sub-national review are insufficiently clear about how local decision-making and regional strategy can be best delivered. The Council’s view is that it should be decided locally which sub-regional partnerships should be formed and that these should then together decide how best to engage regionally.