BOROUGH OF TELFORD & WREKIN

CABINET – 30TH JUNE 2008

DESIGN FOR COMMUNITY SAFETY SUPPLEMENTARY PLANNING DOCUMENT

REPORT OF CORPORATE DIRECTOR ENVIRONMENT & REGENERATION

1. PURPOSE

1.1 To adopt the "Design for Community Safety" Supplementary Planning Document (SPD). This is comprised of the Guidance plus the associated sustainability and consultation statements (see Appendix A).

2. RECOMMENDATIONS

2.1 That Cabinet approve and adopt the SPD for use;

- as part of the emerging LDF and
- in Development Control for use in assessing planning applications

3. SUMMARY

This document has been produced in response to Government policy and guidance documents, specifically Planning Policy Statement 1: Delivering Sustainable Places (2005) and its companion guide, "Safer Places: The Planning System and Crime Prevention" (2004).

The "Design for Community safety" SPD is intended to guide developers, planning consultants and members of the public about how to reduce crime when designing development proposals. However it will also be a policy document that development control officers can use when assessing the appropriateness of planning applications in respect of crime prevention and community safety.

As part of the formal adoption process under the LDF, the document has been through both an early consultation period from January to March 2007 and more recently, full public consultation which concluded in March 2008. Both consultations yielded a number of comments which were fully considered in detail at a number of sessions of the Council's Development Plan Steering Group (a cross party member group put in place to advise on LDF preparation). DPSG has been actively involved in the revision of the document and at it's most recent

meeting in March, advised that the document should go forward for to Cabinet for adoption.

4. PREVIOUS MINUTES

Not applicable.

5. INFORMATION

5.1 Background

Section 17 of the Crime and Disorder Act (1998) requires all local authorities to exercise their functions with due regard to their likely effect on crime and disorder and to do all they can to reasonably prevent it. However it was not until 2004, with the publication of "Safer Places: The Planning System and Crime Prevention" by the OPDM and the Home Office that guidance was given about how this might apply to the planning system. With the increasing emphasis on developing sustainable communities, the publication of "PPS 1: Delivering Sustainable Places" (2005), ensured that these new developments should also be "safe" places for people to live work and enjoy.

More recently, the DCLG Circular 1/2006, s.87 requires that any Design and Access Statement accompanying a planning application should *"demonstrate how crime prevention measures have been considered in the design of the proposal and how the design reflects the attributes of safe sustainable places set out in Safer Places: the Planning System and Crime Prevention."*

Whilst the "Design for Community Safety" highlights many of the principles that appear in the "Safer Places" document, the former offers a more practical approach in regard to design. It has been developed in partnership with West Mercia Police and the Council's Safer Communities Strategic Unit, who have both supported the need for such practical guidance. It is intended that the publication of this document will strengthen the overall approach to tackling crime reduction both before and after a development is constructed.

In regard to local policy, the new document is intended to expand and support Policy CS15 in the LDF Core Strategy. It also supports implementation of saved Wrekin Local Plan policy UD2, although it is intended this will be superceded by a policy in a later Development Plan Document (DPD).

5.2 Equal Opportunities

5.2.1 Social exclusion exists in places that suffer problems where groups are segregated from other parts of society. It is recognised that poor design

can severely undermine employment opportunities or the general quality of life by cutting off residential areas from commercial activity.

5.2.2 Good design can promote a high quality and more integrated environment that is beneficial to the well being of all users.

5.3 Environmental Impact

5.3.1 A Sustainability statement has been completed as part of the LDF process (see attached).

5.4 Legal Comment

5.4.1 Supplementary Planning Documents (SPDs) have statutory status under the Local Development Framework and replace supplementary planning guidance issued under the former system. Although not subject to examination, before an SPD can be adopted by LPA statutory consultation requirements under Regulation 18 of the Town and Country Planning (Local Development) (England) Regulations 2004 must be complied with.

5.4.2 Before adoption the SPD the LPA must have considered any representations received and prepared a statement setting out a summary of the main issues raised in representations and how these have been addressed in accordance with Regulation 18(4).

5.4.3 If the SPD is adopted copies of the statement referred to above, an adoption statement and the SPD will be made available for inspection and published on the Council's web-site in accordance with Regulation 19. A copy of the Adoption Statement will also be sent to persons who asked to be notified of the adoption of the SPD.

5.5 Links with Corporate Priorities

5.5.1 The "Design for Community Safety" SPD is intended to expand upon existing national and local policies and presents an opportunity to improve the actual and perceptual safety of the built environment. It is intended to reduce the incidence of crime and anti-social behaviour from the outset, thereby reducing the need for additional security measures.

5.5.2 **Risks and Opportunities**

The adoption of the guidance signals an opportunity to widen the scope of crime prevention and raise awareness that the design process can play a part in this. It will also harmonise the guidance on this issue provided by the local crime prevention officer and the development control officers thus reducing the risk of conflicting advice being given.

By not adopting the guidance;

Comment [F1]: Suggest you add title in here around Risk and Opportunities so it is clear you have identified the risks – also – mention briefly whether you are managing these risks and if so how?

- Planning applicants would have to rely solely on government policy and guidance to ensure that their schemes are well designed in respect to crime prevention and community safety. However these documents are technical documents and less practical than the Design for Community Safety.

- New buildings and development schemes may not be as well designed as they might have been either in respect of designing out crime and also integrating security measures. This may leave them more prone to the incidence of crime such as graffiti, vandalism, burglary and antisocial behaviour, etc.

- The cost of fitting security measures retrospectively can be much greater than an initial outlay at the design and construction stages and often more unattractive, for example the use of roller shutters.

- The quality of the built environment may deteriorate more rapidly if fundamental design flaws are not spotted at the planning stages which may encourage crime and antisocial behaviour.

- There may well be social as well as economic implications as the fear of crime in an area can often be more influential and restricting for people than the actual crimes which occur.

- The local police will have an increasingly expanding area of development to cover and respond to incidents which could have been designed out; this may mean that time and resources have to be stretched even further.

5.6 Financial Implications

5.6.1 There are no direct financial implications in adopting this policy, although it may lead to additional consultation with developers prior to their submission of any planning applications. This would be done within the existing Development & Design team resources.

5.6.2 However in the document Safer Places; The Planning System and Crime Prevention" (2004), it is acknowledged that it makes financial sense to "plan out" crime. This is because *"once a development has been completed the main opportunity to incorporate crime prevention measures will have been lost. The costs involved in correcting or managing badly designed development are much greater than getting it right in the first place".*

6. WARD IMPLICATIONS

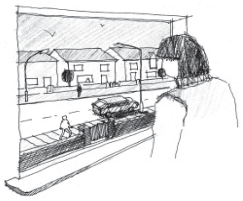
6.1 District wide implications: All wards are subject to new development proposals and therefore this SPD will be useful as schemes come forward for consideration.

7. BACKGROUND PAPERS

The Crime and Disorder Act (1998)
Planning Policy Statement 1: Delivering Sustainable Places" ODPM (2005)
"Safer Places: The Planning System and Crime Prevention" OPDM and the Home Office (2004)
Circular 1/2006, DCLG Guidance on Changes to the Development Control System
Shropshire and Telford & Wrekin Joint Structure Plan 1996 - 2011
Wrekin Local Plan 1995 – 2006
Design for Community Safety, SPG, DMBC (2002)

Report prepared jointly by Matthew Wedderburn, Development Plans Team Leader, Tele: 384246 and Andy Rose, Urban Form and Conservation Team Leader, Tele: 384184

Design for Community Safety



Supplementary Planning Document

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ਜੇ ਤੁਸੀਂ ਇਸ ਜਾਣਕਾਰੀ ਜਾਂ ਪਰਚੇ ਨੂੰ ਆਪਣੀ ਬੋਲੀ ਵਿਚ ਸਮਝਣ ਵਾਸਤੇ, ਟੈਲਫ਼ੋਰਡ ਐਂਡ ਰੀਕਿਨ ਕਾਊਂਸਿਲ ਦੀ ਮੁਫ਼ਤ ਸੇਵਾ ਲੈਣੀ ਚਾਹੁੰਦੇ ਹੋ ਤਾਂ 01952 382121 ਉੱਤੇ ਫ਼ੋਨ ਕਰੋ।

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Jeżeli potrzebują Państwo bezpłatnej pomocy w zrozumieniu tych informacji w swoim języku ojczystym lub nagranych na taśmie, napisanych dużym drukiem lub w alfabecie Braille'a, prosimy o skontaktowanie się z Telford & Wrekin Council pod numerem 01952 382121.

Foreword

Telford, like other New Towns, suffers a number of serious problems. These include major neighbourhood management problems and poor surveillance due to inappropriate landscaping and design.

The challenges that are faced are also not exclusively urban. Some 70% of the total area of Telford & Wrekin is rural; a situation that brings with it specific needs and challenges. These issues, both urban and rural, have a very real impact on the personal safety and security of those people living and working in the area.

Good design lays the foundations for an effective approach to reducing crime, the fear of crime and anti-social behaviour. However, the key to its success lies in robust and cohesive partnership working, which acknowledges the important function that organisations such as the police, the construction industry, design professionals, the public, youth organisations and schools can play in crime prevention.

It is encouraging therefore that this partnership document reflects a corporate approach to improving community safety in Telford having been jointly supported by West Mercia Constabulary and Telford & Wrekin Council Safer Communities Strategic Unit. It has combined the best practice in the field of community safety, from planning guidance such as “Planning Policy Statement 1: Creating Sustainable Development”, ODPM (2005) to the ideas that underpin initiatives such as “Secured by Design”.

The principles set out in this document have been approved by Telford & Wrekin as part of the emerging Local Development Framework (LDF) This document expands on policy CS15 in the Core Strategy which stated that “*The design of development will assist in creating and sustaining safe places, strengthening local identity and projecting a positive local image. It will positively influence the appearance and use of the local environment. Further guidance on design, including objectives of urban design, will be provided by supplementary documents*”..

The guidance promotes a practical and co-ordinated approach to the problems of safety and security for people and properties. By raising awareness and providing practical solutions for the design and layout of the physical environment, it will help reduce crime, fear of crime and antisocial behaviour. All individuals associated with the design and development of the environment can make a difference by making places more pleasant to live, work and play in.

Cllr. Stephen Bentley,
Cabinet Member
for the Environment

Design for Community Safety

Supplementary Planning Document

1.0 Purpose of the Supplementary Planning Document

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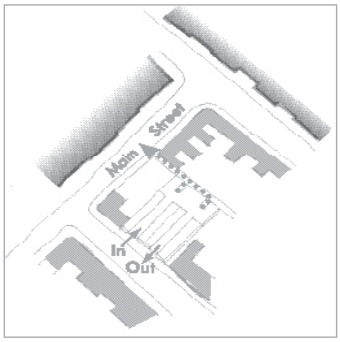

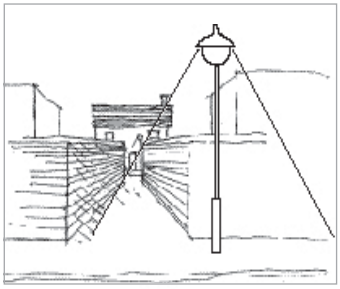

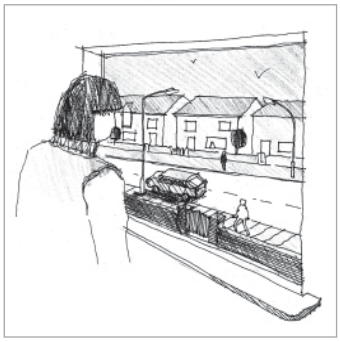

1.0 Purpose of the Supplementary Planning Document

This supplementary planning document will be used to help assess and determine planning applications and is intended to guide architects, developers, Highway Engineers, landscape architects and urban designers in the public and private sectors in achieving best design practice that mitigates crime, antisocial behaviour and fear of crime.

Key Aims of this guidance are to reduce:

- Crime
- Antisocial behaviour
- Fear of crime

The guidance addresses these aims by establishing principles for the design, layout and landscaping of the built and unbuilt environment which creates:

- A safer and more secure environment
- Increase the risk of detection of criminal and antisocial activity
- Make crime more difficult to commit

Key Objectives of the guidance are to:

- Provide planning guidance that enables security issues to be considered at all stages of the design process (pre-application to full planning application).
- Assist developers to adopt designs for new developments that take the security of people and property fully into account.
- Establish a framework of principles to assist individuals responsible for the planning and design of the external environment to make design considerations about safety and security matters.
- Provide a wide and varied pattern of land uses that can help to create environments that are lively and well used to help deter criminal activity.
- Minimise the incompatibility of land uses that are instrumental to higher crime rates.
- Promote and encourage good quality design in all development.

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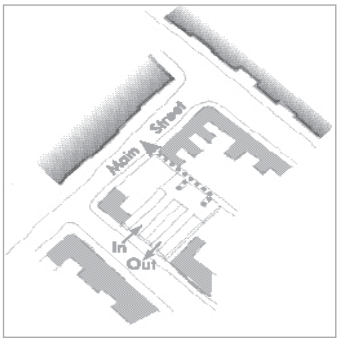

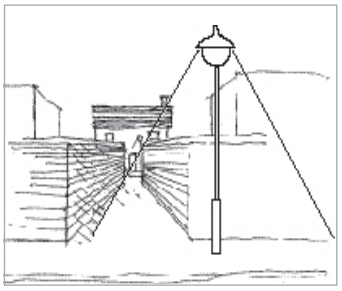

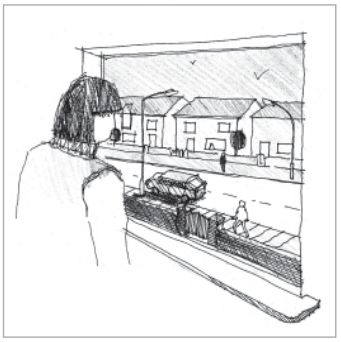

2.0 Introduction

Tackling crime and the fear of crime cannot be solved simply by increasing the number of security cameras installed or by having more police officers patrolling the streets. It requires looking at the problem as a whole, from the prevention of crime, to setting up initiatives to respond to existing problems. However, the opportunities to "design out" crime before it occurs is not only more cost effective, but can be addressed through existing systems, such as the planning process. The Crime and Disorder Act (1998) requires local authorities to *"exercise their functions with due regard to the likely effect on crime and disorder"*. Consequently when considering planning applications or formulating new planning policies, local authorities need to be mindful of crime prevention and promoting the creation of safe, attractive places to live.

Local authorities now have some guidance to assist them in this task; PPS1: "Delivering Sustainable Development" ODPM (2005) advises that development plans should "promote communities which are inclusive, healthy, safe and crime free whilst respecting the diverse needs of communities and the special needs of particular sectors of the community". To reinforce the importance of reducing crime, a separate guide called "Safer Places: The Planning System and Crime Prevention" (2004) has also been produced. This document published by the ODPM and the Home Office is based on a combination of crime theory, researched evidence and good urban design practice. The guide highlights seven attributes of sustainable communities that are particularly relevant to crime prevention which are; access and movement, structure, surveillance, ownership, physical protection, activity and management and maintenance, all of which are covered to some degree in this community safety guidance. *DCLG Circular 1/2006 s.87 requires Design and Access Statements to demonstrate "how crime prevention measures have been considered in the design of the proposal and how the design reflects the attributes of safe sustainable places set out in Safer Places"*

However, "Safer Places" also acknowedges the importance of understanding the local situation and consulting with those who have experience on the ground, so fostering partnerships between local authorities and police can be effective in crime reduction. Many police stations now have Architectural Liaison Officers (ALO's) who have an appreciation of design issues and experience of how such issues can influence or facilitate crime. ALO's also promote "Secured By Design" a nationally recognised initiative set up in 1998 by ten police forces who joined together to find ways of tackling residential and commercial crime. Whilst Secured By Design supports the idea that good design plays a vital role in the creation of safe, attractive places to live and work, there are some instances where it can conflict with good urban design practices. However, close partnership working can help to overcome such difficulties and reach a solution that both parties can support.

The current local plan for this area, the Wrekin Local Plan 1995- 2006 is due to be replaced by the Local Development Framework and the new urban design policy CS15 supports the preparation of Supplementary Planning Documents that will *"assist in creating and sustaining safe places,*

strengthening local identity and projecting a positive local image" and *"positively influence the appearance and use of the local environment"*

2.1 Fighting Social Exclusion Through Design

Social exclusion exists in places where groups are segregated from other parts of society, usually low income groups which suffer from linked problems such as unemployment, poor housing, bad health, disability, racial inequality and discrimination and family break down. PPS1 emphasises the need to promote social cohesion and inclusion through planning policies. It acknowledges that if this does not take place ….." many people are unnecessarily affected by ill conceived design, with the mobility needs of, for example, disabled people, elderly people and others considered separately from others and only once designs are completed".

In 2006, the Commission for Architecture and Built Environment (CABE) produced a document called "The Cost of Bad Design" highlighting that whilst "all developments impose some costs on society", good design can provide some form of recompense in the form of environmental, social and economic benefits. Good design should:-

- Help people to maintain their independence and confidence by creating safe streets and neighbourhoods
- Improve access to local facilities, jobs and services
- Improve emotional well-being and mental health by reducing noise, isolation and anti-social behaviour.
- Improve physical health by supporting mobility
- Enable people to stay at home when their life circumstances change (e.g. through applying the Lifetime Homes Standards)

2.2 Sense of Place

A contributory factor to improving safety may be linked to creating and sustaining a sense of place, where it encourages a feeling of identity for those living in the area. Areas of social interaction, supervised by the community need to be located where users feel comfortable. This can be achieved through high quality architecture and landscape design, something that CCTV cannot do alone. Places need to have a sense of belonging, helping to reclaim public places back for society to enjoy. Once it is lost it is difficult to regain control.

2.3 Environmental Factors and Crime

> *"People act and behave differently in different settings, it suggests that people act appropriately to different settings. This implies that the built environment provides cues for behaviour and that the environment can therefore, be seen as a form of non-verbal communication."* Rapoport (1977)

The relationship of the physical environment and its influences on the levels of crime, anti-social behaviour and fear of crime are well documented. Jacobs (1961) supports the notion that active streets support safe streets, where Newman (1972) talks about, the environment directly affects a person's behaviour, mood, satisfaction, performance and interaction. Compared to Newman's defensible space theory, Hillier (1998) has developed computer model called "Space Syntax" which illustrates that crime is most likely to occur where places are less connected and quieter. Past urban layouts have had a great impact on the quality of built environment and the appearance of a poor quality environment ultimately affects peoples' behaviour.

As demonstrated in Hillier's space syntax, many places that suffer higher crime rates are often poorly connected and segregate different land uses. The built form, movement and use of these places increase opportunity for crime, for instance:

- Unclear definitions between private and public spaces
- Exposed backs of properties
- Poor natural surveillance of the street environment

More recent government guidance has emphasised the need for greater ownership and clear definition of public and private spaces. "Safer Places: The Planning System and Crime Prevention" ODPM (2004) also highlights "ownership" as one of its seven key attributes in relation to crime prevention. It suggests *"allowing neighbourhoods to express their identity (to) generate feelings of ownership and reduce crime"*.

This guidance note consolidates much of this information and seeks to develop an appreciation of the responsibility and contribution of environmental design and management to assist in reducing crime and fear of crime and to increasing the safety and security of people and property.

Design for Community Safety provides an analysis of the environmental circumstances that have an influence on crime and security of people and property. The Council will look to address these concerns through the emerging Local Development Framework.

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3.0 Performance Criteria for a Safer Environment

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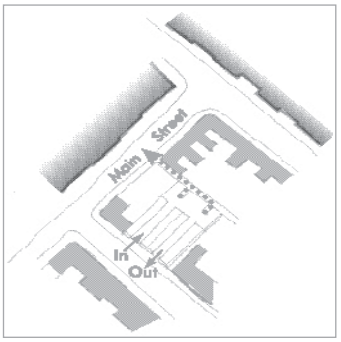

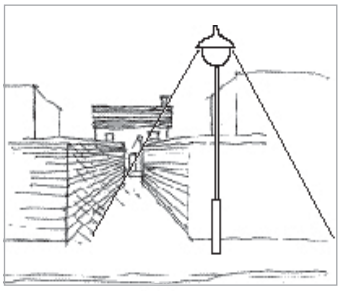

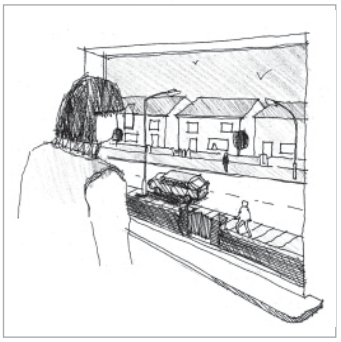

3.0 Performance Criteria for a Safer Environment

3.1 Past Planning Standards

Past strict planning standards have constrained design creativity and the Council encourages designers to interpret the principles set out in this guidance in a balanced and original way. Whilst the Council will try to adopt a flexible approach wherever possible, it retains the right to fall back on standards where proposals are of a poor standard and fail to demonstrate key principles that ensure places and people are safe and secure.

3.2 Achieving Design for Comunity Safety

Individual applications will be assessed on their own merits.

3.3 Design Principles for Community Safety

More emphasis needs to be placed on the design and on the need to encourage higher standards. The following concise headings recognise key areas where good design principles can impact on safety and security and these should be taken into account when assessing and designing all types of development.

- Context
- Layout
- Public and private space definition
- Natural surveillance
- Boundary treatment
- Landscape
- Mixed Use
- Street furniture
- Shop frontages
- Lighting
- CCTV
- Car Parking
- Maintenance

The following sections will systematically provide design guidance for each of the key aspects listed above by illustrating good design practice that increases community safety and also identifies key poor design practice that **will not** be acceptable. Where development proposals do not or cannot comply with the guidance in this document, there should be explanation to justify why this not possible in the Design and Access Statement which now has to accompany most planning applications.

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4.0 Context

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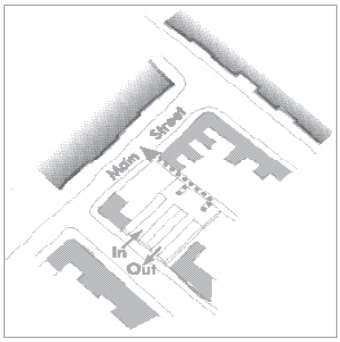

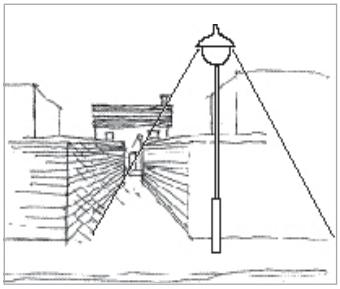

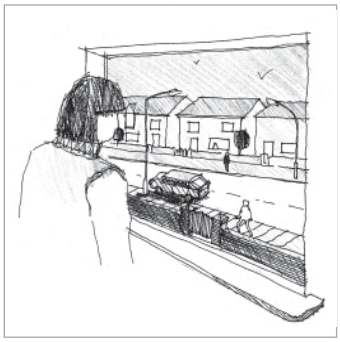

4.0 Context

4.1 Importance of Context

A well conceived development proposal responds to its context. Past examples have shown little or no recognition of context creating isolated and inward looking developments that contribute little to the safety and security of people and properties.

Understanding context is vital to the success of a new scheme and so most planning applications now require the submission of a Design and Access Statement which should include a site and context analysis. By going through this process, the design can be improved to respond to the key concerns regarding the safety and security of a new scheme and the surrounding area.

4.2 Key Considerations

By identifying evidence of vandalism, potential and actual criminal activity caused by poor design solutions and taking into account the following considerations will help to inform and assist subsequent design decisions that will positively impact on crime, fear of crime and antisocial behaviour.

1. Analysing existing and incorporating new patterns of movement for walking, cycling, private and public transport modes that increase activity in public areas.

   "People feel safer where there is activity and routes are well lit"

2. Assessing ways to optimise natural surveillance of properties, streets and public spaces.

   "People feel safer when they can be seen by drivers, residents and other users"

3 Assessing how accessible community facilities and local amenities are for existing and new users.

   "Having accessible local facilities will encourage greater use and will build a greater sense of community"

4 Assessing topography, landscape and ecology that may challenge the application of the principles for community safety.

   "Developments that respond to natural features and work with the land often create innovative designs that are more robust."

5 Selecting a mix of land uses that are compatible with other surrounding land uses.

   "Variety of uses can encourage greater activity in buildings and public spaces over longer periods of time increasing passive and active observation of these places."

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5.0 Layout

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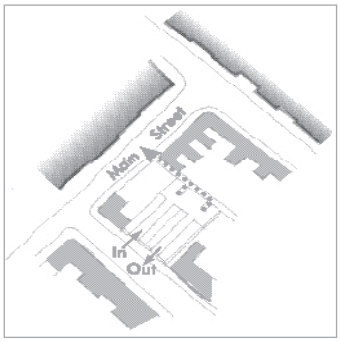

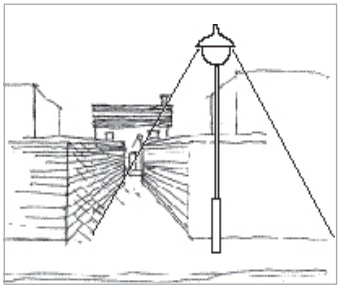

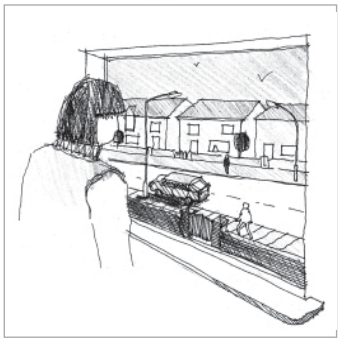

5.0 Layout

The way development layouts are designed impacts on the way places function positively. Layouts deal with the arrangement of streets, buildings, public and private spaces. The designing of these key elements collectively, affect the levels of activities, movement and surveillance in a positive or negative way which ultimately impacts on the safety and security of places. The following section discusses these issues starting with streets and public spaces.

5.1 Better Connected Network of Streets and Public Spaces

"Safer Places: The Planning System and Crime Prevention" ODPM (2004) advises that *"the success or failure of a place as part of a sustainable community is influenced by the nature and quality of its connections, particularly to local and wider services and amenities* ". Access and Movement is highlighted as a key attribute to ensure that streets, footpaths and cycleways provide convenient and attractive routes for movement without undermining safety.

A connected network of streets contributes to personal safety and security of property, by encouraging pedestrian movement, providing natural surveillance and a degree of self-policing. Areas that are well connected to other areas increase the opportunity and choice of users to socially interact, which assists in the development of neighbourhood identity and affinity.

Streets and spaces should be highly connected, *busy,* well overlooked and *well lit.*

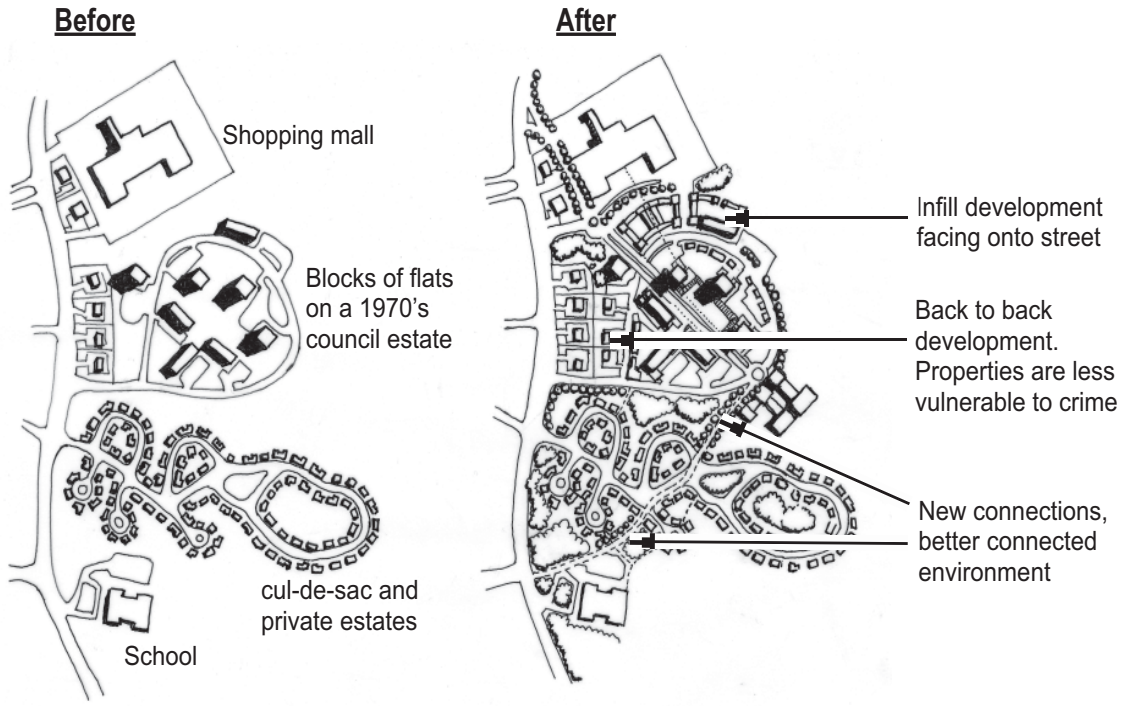

Fig. 3.
Illustrating a walkable environment creates easy and direct routes to all amenities which encourages people to walk and engage in their surroundings. *(R. Cowan, The Connected City, 1997, p.27)*

✓ Dos

Well connected street patterns increases opportunity for choice of use type and users, increasing interaction and inclusion.

- Street layouts should be well connected and well lit to increase opportunities for interaction.
- Pedestrians and cyclists should be put before motorised transport.

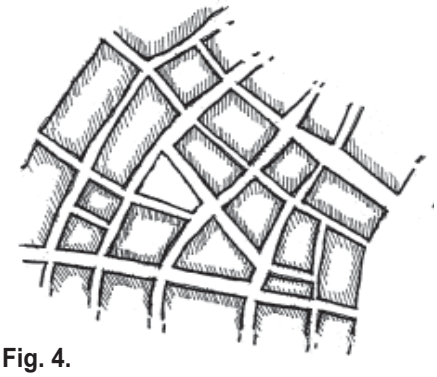

Fig. 4.
Well connected street layout.

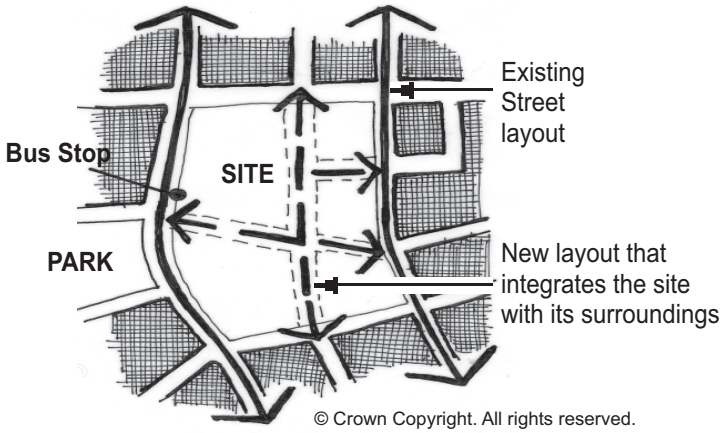

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Fig. 5.
Development proposals should increase connectivity within a site or the surrounding area.

Fig. 6.
Traffic can be controlled by having to share the street with pedestrians and cyclists.
(R.Cowan, The Connected City, 1997, p.22.)

5.2 Poorly Connected Streets

✗ Don'ts

Disconnected street patterns reduce opportunity and choice and segregate and alienate groups of people and uses reducing interaction and inclusion.

- Street layouts should not increase segregation of sites and large areas.

Fig. 7.
Plan of cul-de-sac design that increases segregation and reduces interaction of communities and surroundings.

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5.3 Cul-de-sac Design

Cul-de-sac design should only be adopted where topographical, natural landscape or historical elements make it undesirable to make through connections.

✓ Dos

- Cul-de-sac design should be simple linear form so that good mutual surveillance from other homes is easy, preferably with sight lines from nearby streets.
- Pedestrian only connections between cul-de-sacs should be well observed from neighbouring properties.

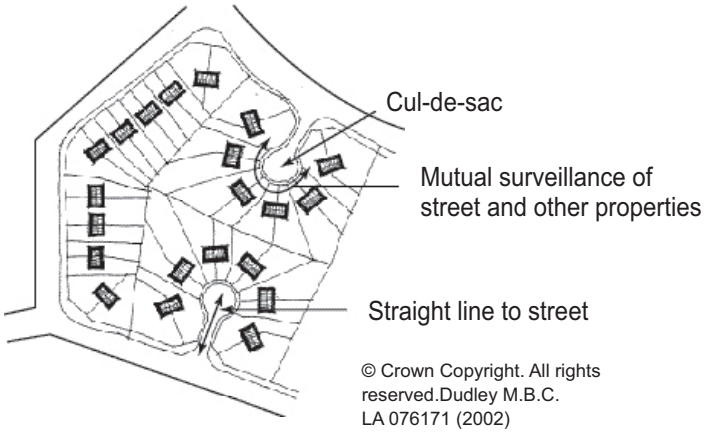

Fig. 8.
Cul-de-sac design.

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✗ Don'ts

- Cul-de-sac design should not encourage long routes that increases segregation and an over reliance on the car, even for small trips.

5.4 Existing Essential Footpaths and Networks

Acknowledgement of existing well used and essential footpaths and public rights of way will help to maintain direct access for existing residents and users.

✓ Dos

- Existing well used pedestrian routes need to be preserved and designed into layouts at an early stage.
- Minimise long detours on foot with no natural surveillance, as this will reduce the presence of people in the streets making places less hospitable and safe.

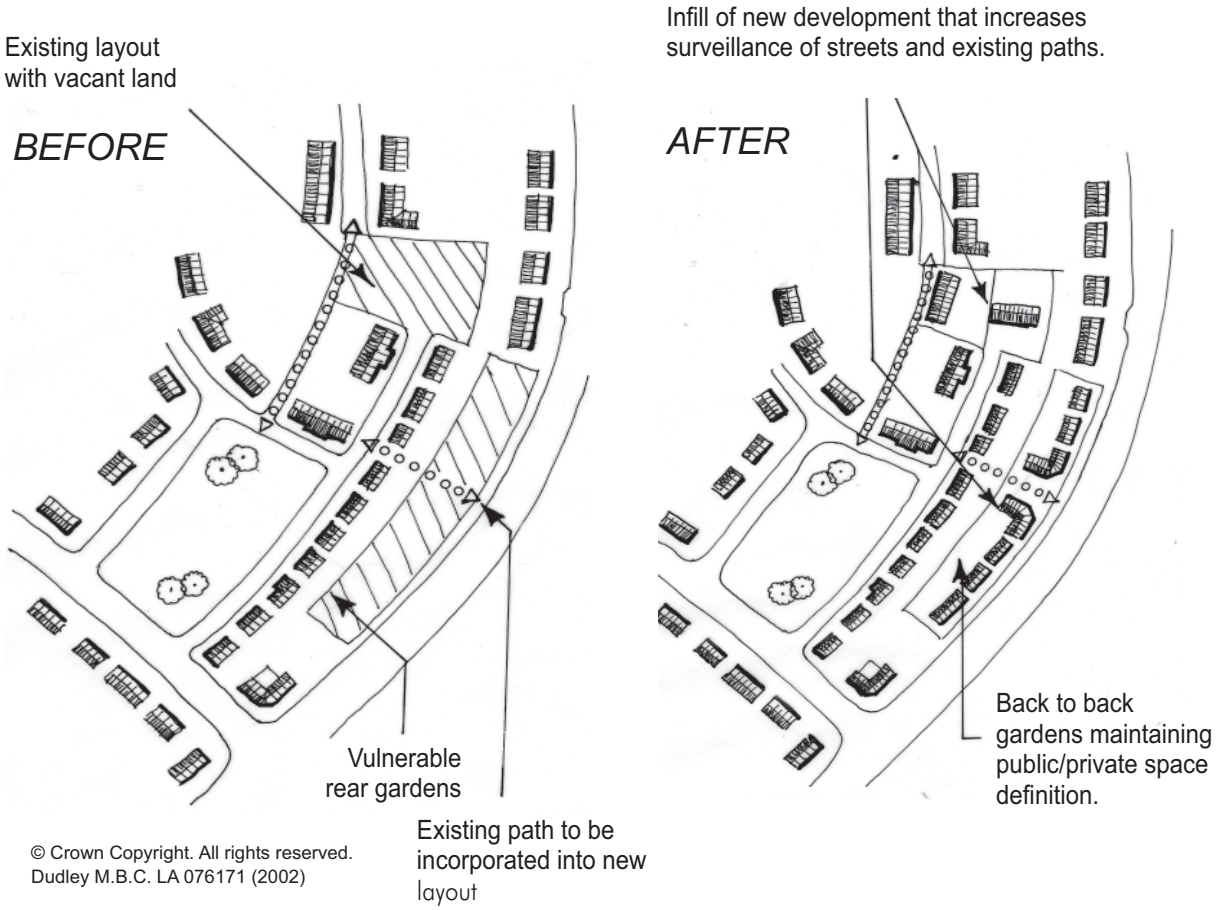

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Fig. 9.
Example showing the before and after layout of development respecting existing pedestrian routes, providing surveillance of street and defining public and private space.

5.5 Public Rights of Way

The design of new public rights of way or improvements to existing ways should be consistent with the principles set out in this document. Developers should identify and discuss with the Council the existence of any public right of way before the submission of any design work. The granting of planning permission does not give a developer the right to obstruct a public right of way.

Note:

The Clean Neighbourhood and Environment Act has made it possible for the highway authority to alley gate rights of way for the purposes of alleviating criminal and anti social behaviour. Telford & Wrekin Council has an approved protocol in respect of applications submitted for this purpose.*

- Ensure vegetation is well maintained close to paths.

5.6 Walking and Cyclist Access

Public footpaths, bridleways and cycle ways including canal towpaths provide an important part of the communications network in both urban and rural settings. They also provide an essential local and strategic recreational facility. Poorly designed and sited paths, bridleways and cycleways discourage use and provide greater opportunity for criminal activity.

Fig. 10.
Example of a cycle route that is part of the connected street network.

Provision of clear and integrated walking and cycling routes which link into other movement modes will assist in increasing personal safety and security of property by natural surveillance. Busy movement routes provide informal control by society and a heightened sense of safety.

Fig. 11.
Pedestrian and cycle routes should be overlooked and well lit. *(Urban Design Quarterly, Issue 65, January 1998, p.28, article by R. Kempley)*

- Walking and cycle routes should be part of the connected network of streets and essential footpaths that

*** An alley gate is a device to close or allow limited access to a footpath or passageway that may run behind a line of terraced houses which is primarily installed to prevent antisocial behaviour problems.**

✓Dos

- Provide good visibility along paths and cycle routes
- Provide generous width of footpath (as appropriate to site context) and space on either side of path, direct and well lit.
- Where appropriate, public footpaths should be complemented by parallel cycleways and have an overall width of 4.25 metres (fig 14).
- Ensure routes are well lit unless situated near or through woodland or an ecological site of importance.

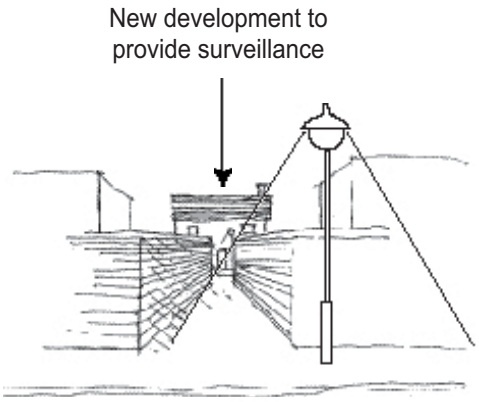

Fig. 12.
Existing routes should be well lit. New development opportunities should orientate itself to provide surveillance of an existing public foot path.

- Ensure natural surveillance from neighbouring properties.
- Provide gateway features at entrances that establish clear routes and also provide visual markers and a sense of identity (fig 13).
- Routes need to be positioned away from rear access of buildings, as this provides means of escape for criminals.
- Surfacing materials should be chosen carefully in respect of site conditions and the general crime situation to ensure that vandalism and antisocial behaviour is not encouraged.

✗Don'ts

- Narrow corridor designs are not acceptable and create potential hiding places (fig. 15).

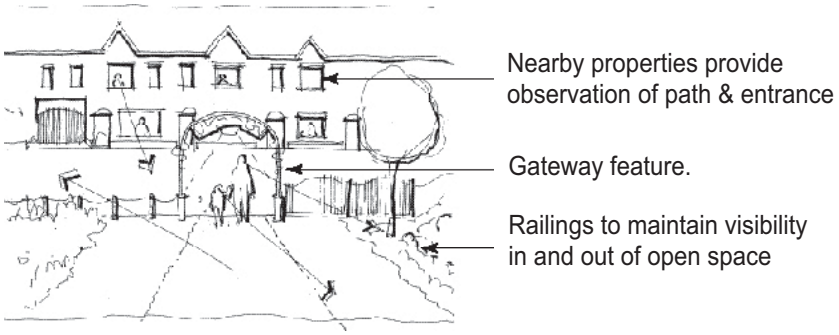

Fig. 13

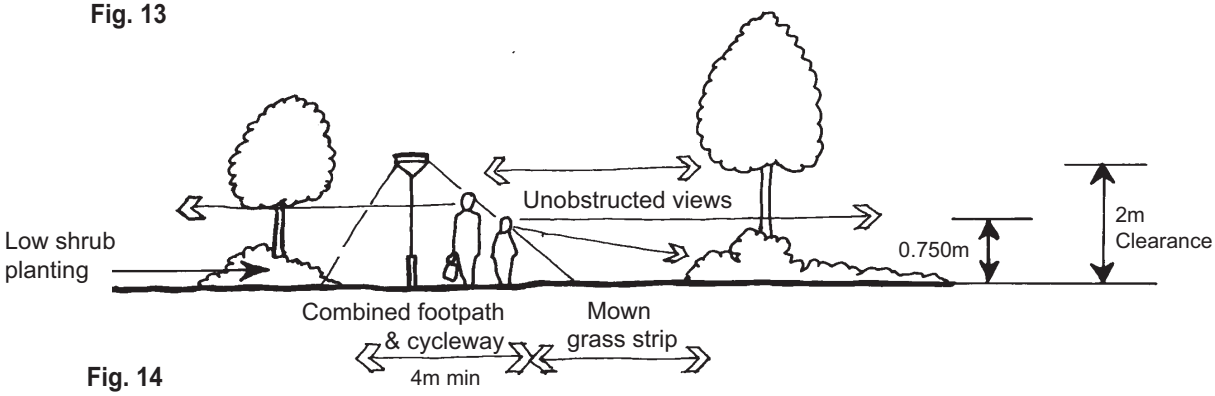

Fig. 14

- Footpaths should not turn along their route as they create blind spots and are perceived to be threatening (figs. 17 and 18).
- Pedestrian and cycle routes should not be located along the backs of properties as observation is limited and they are generally used less by the public due to the increased risk and fear of attack (fig. 16).
- Trees and vegetation should not be planted within 5 metres either side of any **well–lit** public right of way (fig. 16).
- Trees and vegetation should not be planted within 10 metres either side of any **unlit** public right of way
- Underpasses and footbridges should be avoided unless local topography or other conditions make then necessary. If they are unavoidable, designers should aim to make them as short as possible, wide and well lit.

6.0 Arrangements between Buildings, Streets and Gardens

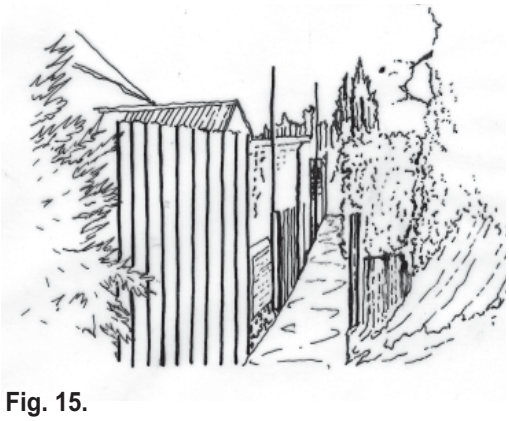

Fig. 15.
Pedestrian and cycle routes should be overlooked and well lit. (Urban Design Quarterly, Issue 65, Jan 1998, p. 28, article by R. Kempley)

Fig. 16.
Poor visibilty, narrow cycle route with many hiding places.

Fig. 17.
Avoid designing dogleg routes that attract criminal activity and are generally used less by the public.

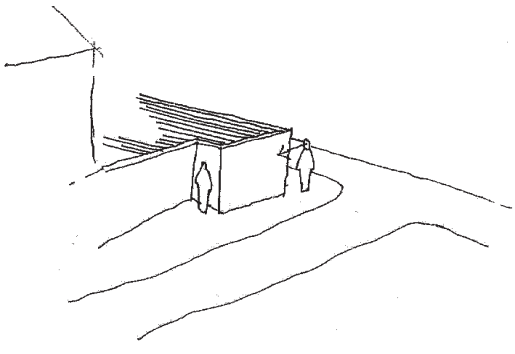

Fig. 18.
Design out blind spots and entrapment spaces.

Design for Community Safety

Supplementary Planning Document

6.0 Arrangements between Buildings, Streets and Gardens

6.1 Defining Public, Private & Communal Space.....24

6.2 Rear Garden Access.....25

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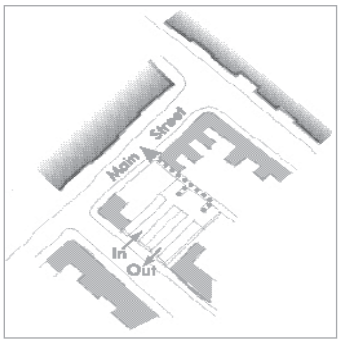

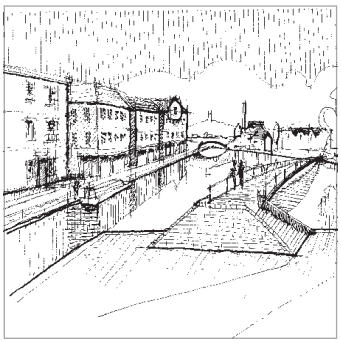

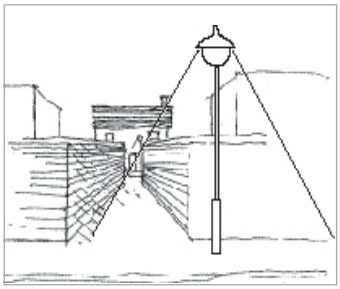

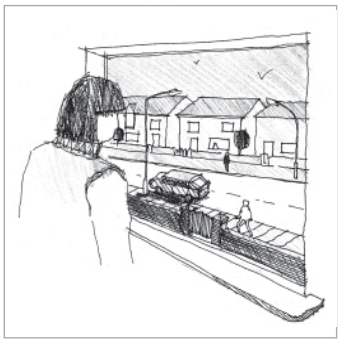

This section deals with the layout and inter-relationships with buildings, streets and gardens. The "structure" of the built and unbuilt environment is fundamental to ensuring the safety and security of any area and is emphasised by "Safer Places" ODPM (2004) as one of its seven key attributes.

The best environments demonstrate clearly defined public, private and communal spaces and most often the simplest of structures (regular patterns of rectangular blocks) are the most enduring, popular and attractive.

Dos

Fig. 19.
A Telford estate where private and public space is not clearly defined leading to poor sense of ownership and increased vandalism and crime.

Fig. 20:.
The same Telford estate following environmental improvements.

6.1 Defining Public, Private and Communal Space

All buildings should be arranged to create a clear distinction between areas that are public and private.

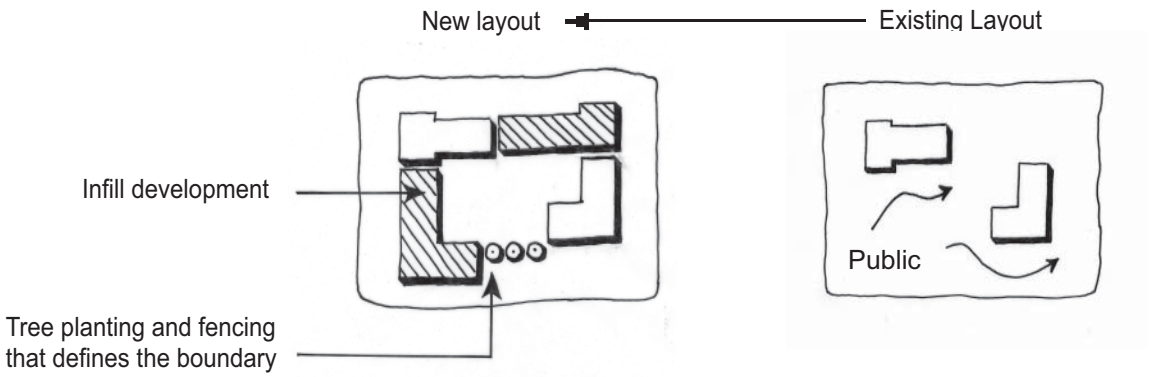

Fig. 21.
Existing layout has no definition between public/ private space. New layout with infill development clearly defines what is private space and public space.

✓ Dos

- Wherever possible, seek to design defined development blocks that encloses (internally) essentially private activity whilst providing a clear interactive frontage to public routes.

- Backyards, rear gardens or inner courtyards that are private or communally shared are best enclosed by the backs of buildings.

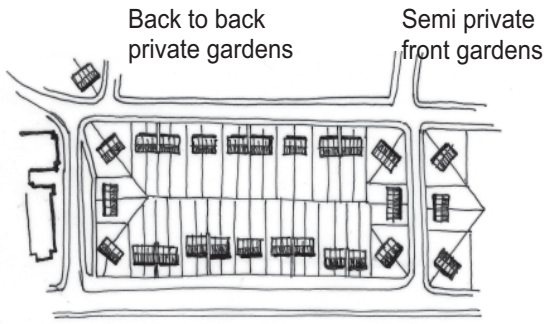

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Fig. 22.
Block Definition

6.2 Rear Garden Access

✓ Dos

- Rear gardens should be strongly private territory, as should access, servicing and private vehicular parking arrangements

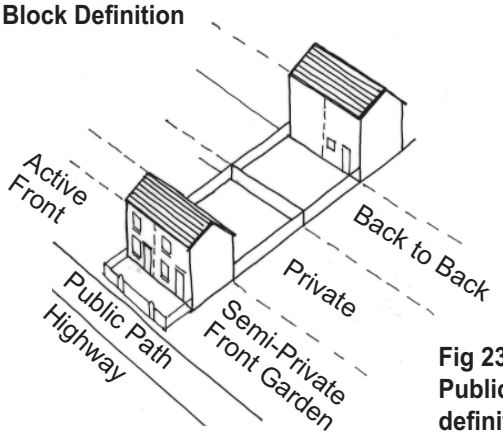
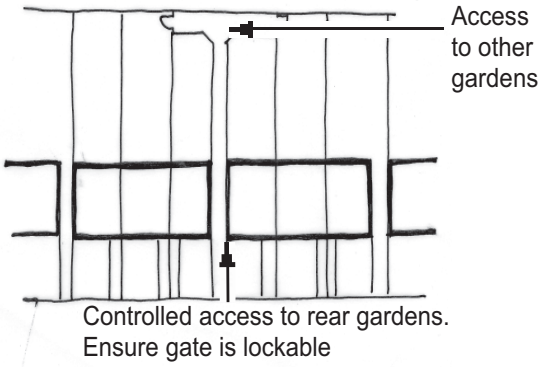


Fig 23.
Public / private definition

- Where gardens adjoin open land, for example railway property, fencing certified to LPS 1175, security rating 1 may be required. Additional deterrant features such as increasing the height of fencing by adding a trellis top or thorny shrubs may be considered.



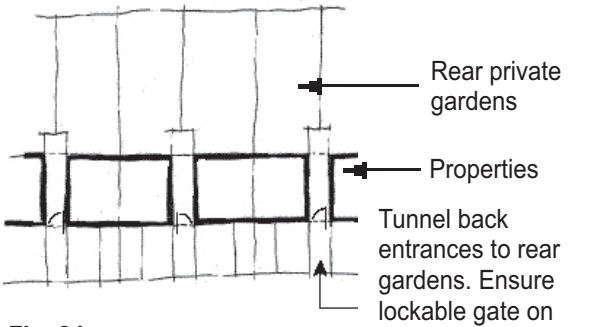


Fig. 24.
Plan of tunnel back housing.

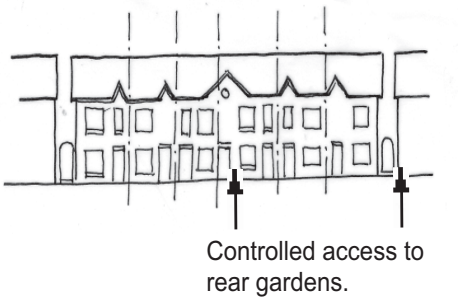


Fig. 25.
Plan and elevation of development with communal access to rear gardens.

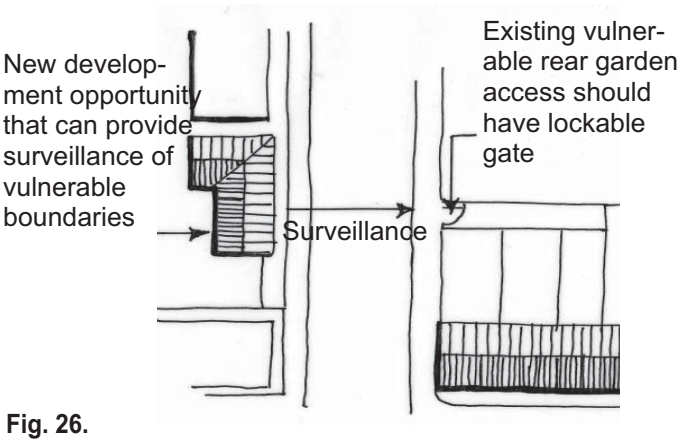


Fig. 26.
Surveillance of vulnerable rear garden access.

✗ Don'ts

- Rear gardens should not back onto side roads, service roads and footpaths.

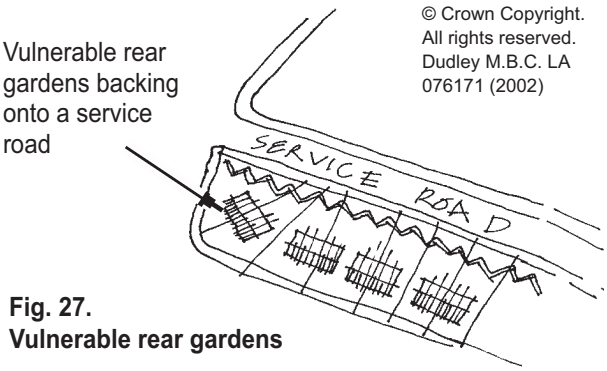


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Fig. 27.
Vulnerable rear gardens

6.3 Sense of Ownership

Creating a sense of ownership by providing opportunities to clearly delineate between private and public space gives people the opportunity to personalise spaces that they control whilst projecting an image of a well-kept and loved environment. This implies a more private domain where space is respected more. Areas to the front of properties are semi private by being visually and physically accessible to passing public but still can project a more private situation. New developments need to make provision for personalisation and existing dispersed developments can benefit from allocating public space back to private ownership.

6.4 Boundary Treatments

Treatment of enclosures must convey a positive image through quality of materials and design yet providing adequate security. Hostile and defensive security measures are capable of affecting the wider perception of an area/town and could influence future investment.

✓ Dos

- Allow for more transparency of enclosures to ensure views inside and out of the site.
- Design good quality, attractive boundary treatments with well lit gated entrances to give the impression of a safer and more private situation increasing the potential for criminals to feel more vulnerable.

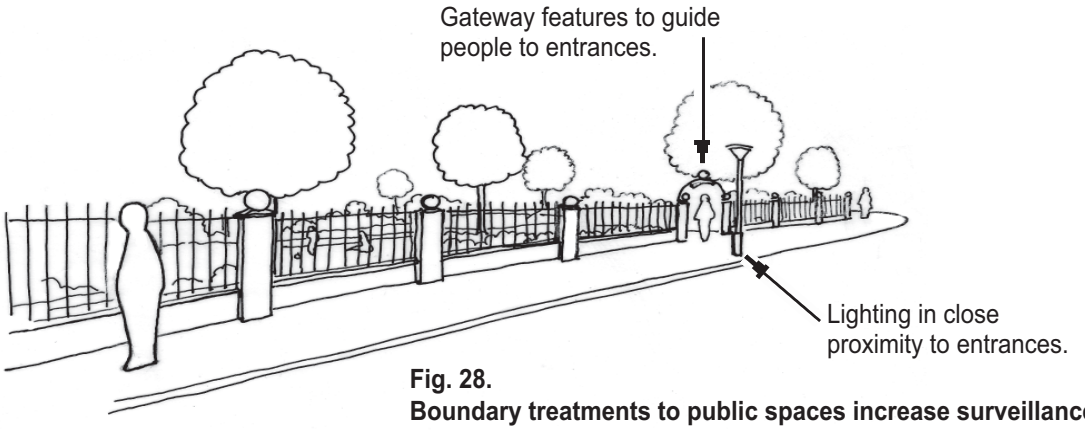

Fig. 28.
Boundary treatments to public spaces increase surveillance and reflects a high standard of design and materials.

(Photo Source: L.Richards)

Fig. 29.
Low brick wall and railings project a positive image and defines property boundaries

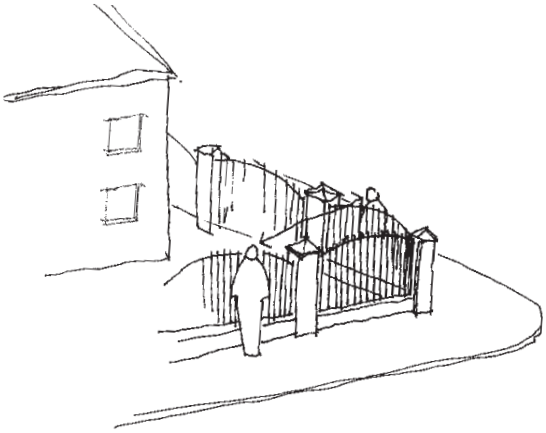

Fig. 30.
Boundary treatment provides privacy and security of properties as well as providing unobscured views

✗ *Don'ts*

- Boundaries should not obscure views and hinder surveillance of the street and public places.
- The use of negative design measures should be minimised such as razor and barbed wire.

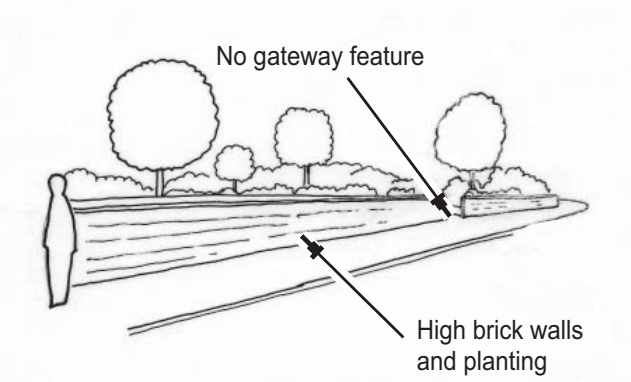

Fig. 31.
High boundary walls and planting with no gateway features obstructs views to and from a public space.

(Photo Source: L Richards)

Fig. 32.
Barbed wire creates a negative image

(Photo Source: L.Richards)

Fig. 33.
Cacti anti-scaling device to be used in high risk areas only

Design for Community Safety

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7.0 Natural Surveillance

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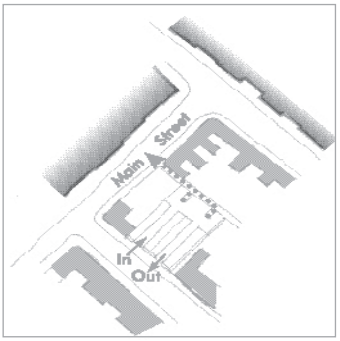
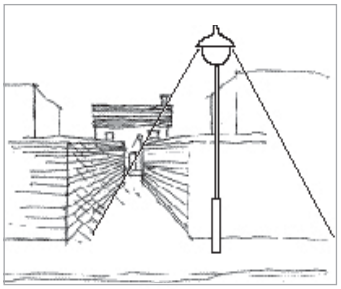
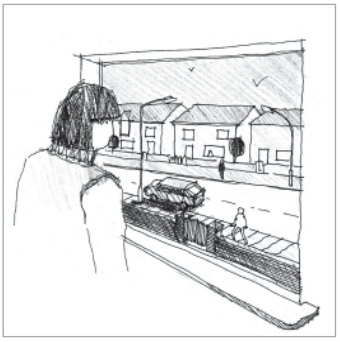


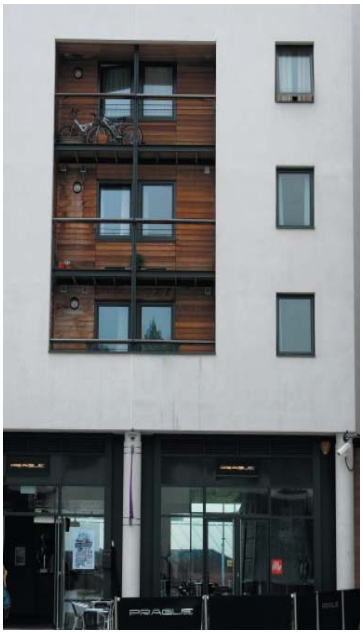




7.0 Natural Surveillance

In “Safer Places: The Planning System and Crime Prevention” ODPM (2004) it states that crime and anti-social behaviour are more likely to occur if criminals can operate without fear of being seen. The design of buildings can help reduce such opportunities by having dwellings that face streets, increasing the number of windows in the side elevations of buildings and the use of bay windows to maximise visibility, etc. In general, *“well designed layouts of buildings and spaces create well overlooked places”*.

Fig. 34.
Activities can add vitality to local high streets



(Photo Source: L.Richards)

Fig. 35.
Mixed use development gives a higher level of activity and surveillance, Coventry

Fig. 36.
Terraced housing with bay windows gives visibiltiy of the street in three directions

7.1 Residential Areas

New housing layouts large or small, play a major part in preventing crime and reducing the fear of crime by increasing natural surveillance and activity. Community spirit is increased through regular sightings of neighbours, family members and individuals. This principle is not only for residential but a general principle beneficial in all areas of development.

Safety and security, both inside and outside the home is also a focus for ‘Secured By Design’ (SBD) and all new developments should be aiming to achieve such high standards as a matter of course. Many local police stations now have Architectural Liaison Officers (ALO) who can give advice on SBD and crime prevention for both new and existing properties. The cost of not taking such advice on board has been highlighted by the Association of British Insurers in “Securing the Nation: the case for safer homes” (2006), which states that Home Office figures value *“ the cost of the average burglary in social and economic terms, at nearly £3,300”* as compared with £630, the average cost of increased security measures to SBD standards.

7.2 Street Frontage

Buildings should provide visual recognition of the street whilst creating sufficient defensible space.

✓ Dos

- Buildings should be located as close to the front boundary of sites as possible without compromising privacy.
- Main entrances of dwellings should open on to the street and entrances located so that they can be visually observed.
- Dwellings should have at least one habitable room, (not a bedroom), fronting the street at ground floor level. This enables residents to see visitors and tradesmen and control access to their properties.
- Surveillance should be maximised throughout the day by providing a mix of house types and tenures across proposed sites that cater for starter homes, single person, family and retired people.
- Ensure design solutions for corner sites maintain natural surveillance.
- Consider designing dwellings with bay windows increasing natural surveillance.

Fig. 37.
Traditional terrace properties with entrance and windows providing surveillance of the street.

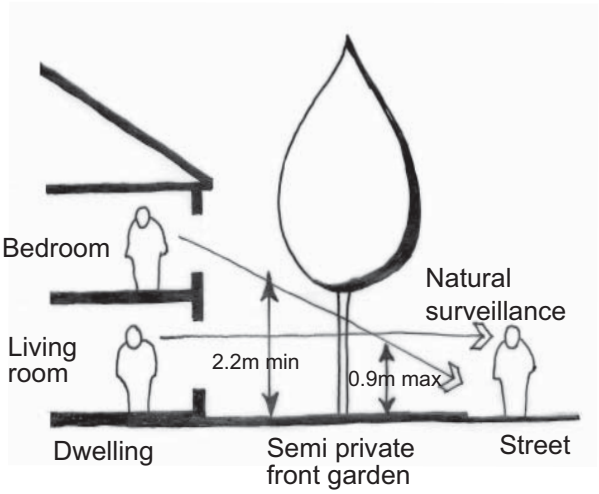


Fig. 38.
Habitable rooms such as living rooms positioned on the front of a dwelling will maximise surveillance of the street.

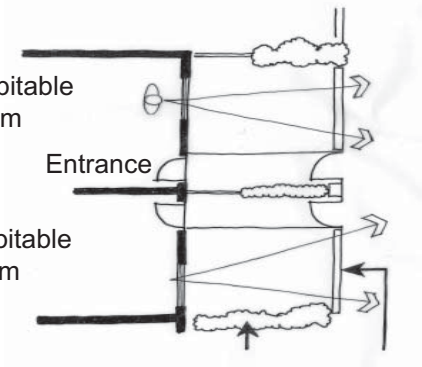


Fig. 39.
Boundary treatments and landscaping should not obstruct views to the street but provide sufficient privacy.

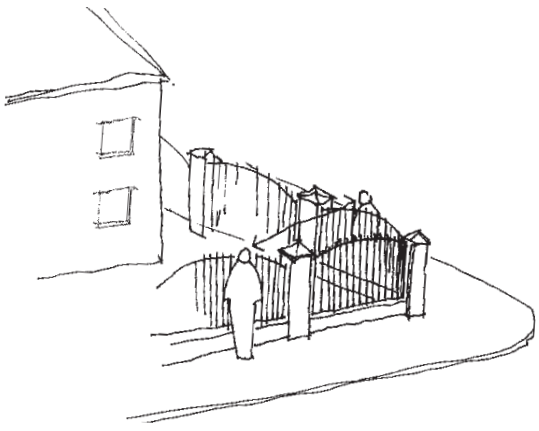


Fig. 40.
Boundary treatment provides privacy and security of properties as well as providing unobscured views

✗ Don'ts

- Development should not turn its back onto the street or public spaces.
- The amount of natural and active surveillance to and from the street should not be compromised.
- Unattractive and highly defensible facades are highly damaging to the character and appearance of an area and should be avoided.
- Development should not present blank gable facades on corner sites.

(Photo Source: L.Richards)

Fig. 41.
A corner property with a high back garden wall that prevents overlooking and activity onto the street.

7.3 Watercourse Corridors

Watercourses have the potential to provide some of the most attractive areas within our urban environment and where new development is planned alongside they should generally face canals and rivers to increase activity and surveillance, making them safer and more enjoyable to use.

Within the Borough there are several important watercourses, the most significant being the Severn Gorge which is a World Heritage Site. In this instance, development is carefully controlled through the Local Plan and Planning Policies so that new schemes will be expected to preserve or enhance the character or appearance of the World Heritage Site and Conservation Areas.

✓ Do's

- Open up public access to watercourses and other bodies to increase natural surveillance and safe enjoyable use
- Utilise appropriate landscaping for safety and wildlife
- Grade vegetation to water's edge

Fig. 42.
Reynolds Wharf, Coalport.

✗ Dont's

- Provide rear boundaries backing onto a watercourse or water body

7.4 Industrial Estates and Business Parks

These types of developments are prone to vandalism and theft. This is impacted by the nature of the land use formation and the zoning of uses. Most industrial estates do not face the street, have vulnerable backs and poor surveillance and often in remote locations. Most places are uninhabited after dark, making these types of development particularly vulnerable to crime.

✓ Do's

- Ensure building entrances are directly accessed from the street.
- Access routes should be well lit.
- Ensure rear access is well overlooked above ground floor and easily secured after hours.
- A portion of parking should be located close to main entrances.
- Ensure clear unobstructed views into the site.
- Open up public access to watercourses and other water bodies to increase natural surveillance and safe enjoyable use.
- Utilise appropriate landscaping for safety and wildlife
- Grade vegetation to waters edge

Wherever policy permits, it may be possible to introduce a compatible land use that increases the amount of people using the estate, for example, a fitness centre or a similar activity which might open for longer and for seven days a week to raise the level of activity in the area night and day.

✗ Don'ts

- New developments should not create a cul-de-sac environment that reduces potential passive surveillance, as it can increase opportunities for vandalism and theft.
- Hard and soft landscaping, street furniture and signage should not to obscure safe routes.
- Service areas should not be positioned in close proximity to footpaths, cycleways and towpaths where unsightly, bulky rubbish emitting unpleasant odours can make its way onto the routes.
- Provide rear boundaries backing onto a watercourse or water body.

Note:

The local Architectural Liaison Officer can provide advice on crime prevention for businesses and can be contacted via the police station *(see contact details to the rear of this document)*.

7.5 Service Areas

Service areas to commercial development tend to be poorly located with minimal natural surveillance that encourages crime, vandalism and fly tipping.

✓

Dos

- Rear access should have lockable gates
- External storage areas should be contained within a secure enclosure and well lit.
- Treatment of enclosures must convey a positive image through quality of materials and design yet providing adequate security.
- Views inside and out of the site should be maintained.
- Security cameras should be installed in high risk areas.

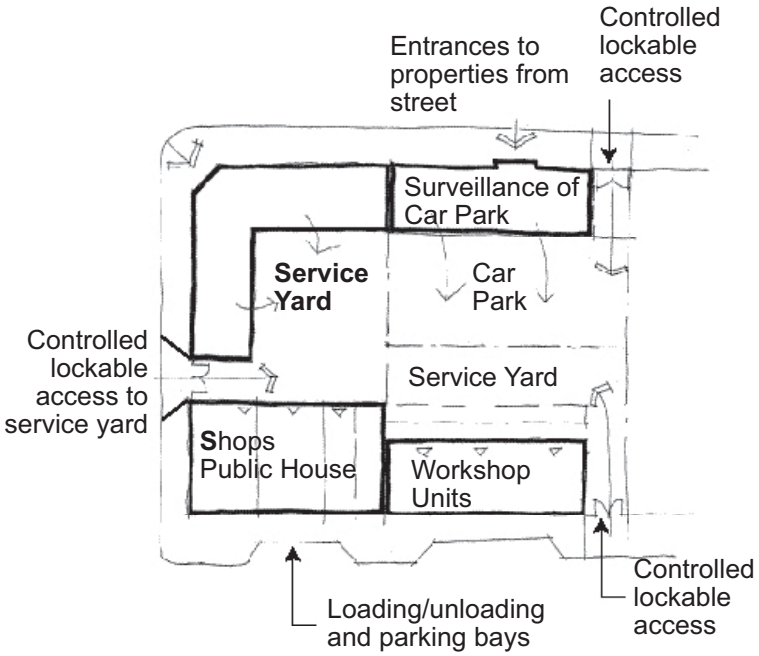


Fig. 42.
Compatible commercial uses with controlled access to service yards at the rear.

Design for Community Safety

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8.0 Landscape Design

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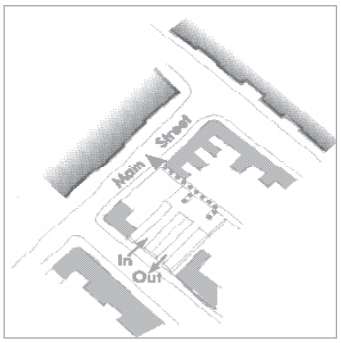

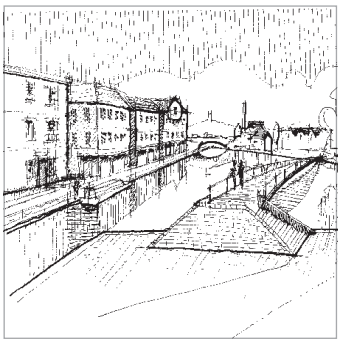

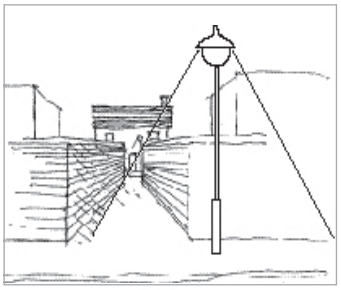

8.0 Landscape Design

8.1 Safer Landscape Design Solutions

Poor landscape design proposals can compromise the safety and security of people and properties. The way trees and planting shrubs are poorly positioned and species inappropriately chosen and maintained can create entrapment spaces and reduce visibility particularly at corners of spaces, access points and along routes. This ultimately impacts on the levels of use a place/ route gets and makes them more vulnerable to crime and antisocial behaviour.

Where landscape proposals are close to buildings, public routes and access points to public spaces a strong maintenance regime is required. Planting elements need well defined edges such as appropriately designed walls, kerbs and tree grilles etc. Landscape schemes are more successful when there is a suitable budget allocated to the proposal and that landscape designs are considered at the beginning of a project. The built and unbuilt environment needs to be designed together to ensure the landscape has an enduring quality and not a last minute addition to a scheme.

8.2 Natural Features

Natural features and their ecology are important as they provide shelter, support and sustain wildlife. Natural vegetation also absorbs pollutants that keep the air we breathe cleaner. Mature natural features give a sense of distinction and continuity with their surroundings. Existing trees and vegetation provide an immediate impact to a new development and is effective in defining spaces.

- In all situations development proposals should seek to retain and incorporate existing trees and vegetation.

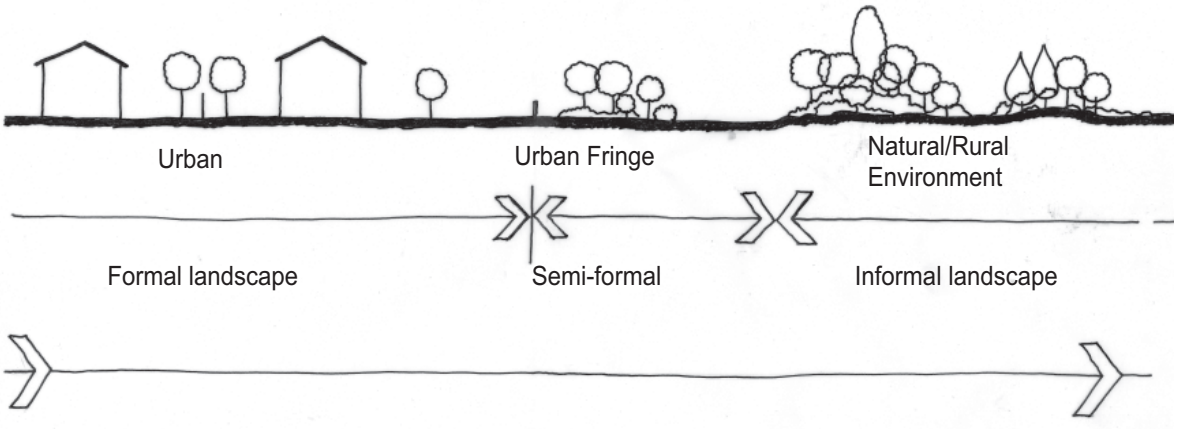

Fig. 43.
Landscape needs to be formal in urban areas and allowed to remain naturalistic in more rural environments.

8.3 Key Considerations

Landscape design plays an important role in creating an attractive environment that reinforces identity and enjoyment of a place. It too can provide a safe, comfortable external environment for all to enjoy. Landscape schemes need to consider the following criteria for external spaces to ensure better security. The creation of hiding places should be avoided.

✓ Dos

- Improving access through natural areas.
- Designing out overgrown shrubs and other thick barriers that are in close proximity to public footpaths.
- Providing entrances and exits into safe high activity area. (see Fig 13.)
- Reducing hiding and entrapment spots.
- Grading vegetation at woodland/park edges.
- Providing clear sight lines for long distances.
- *Where possible* paths should be no less than 4 metres wide when cycle and footways are combined.
- Improving lighting.
- Consider installing CCTV for sensitive spots *where natural surveillance is limited, e.g. for areas where there is an existing crime problem.*
- Plant thorny or spiny shrub species in front of vulnerable boundaries and buildings. This can help to reduce graffiti and unlawful access to properties.

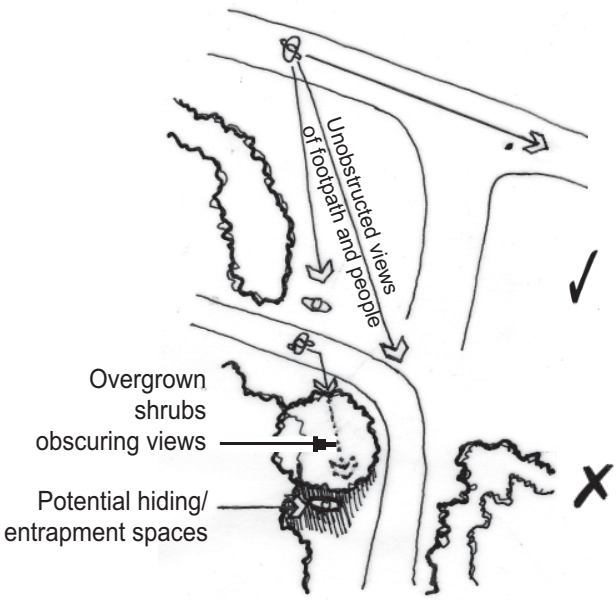

Fig. 44.

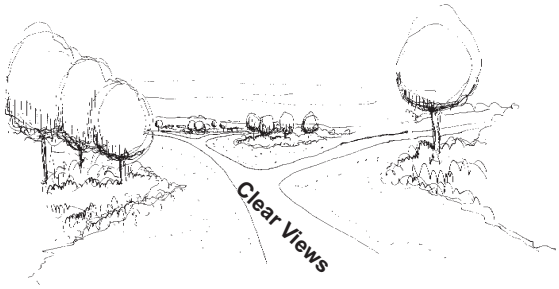

Fig. 45.
Illustrates the need to ensure clear sight lines and reduce overgrown vegetation close to public footpaths and cycleways.

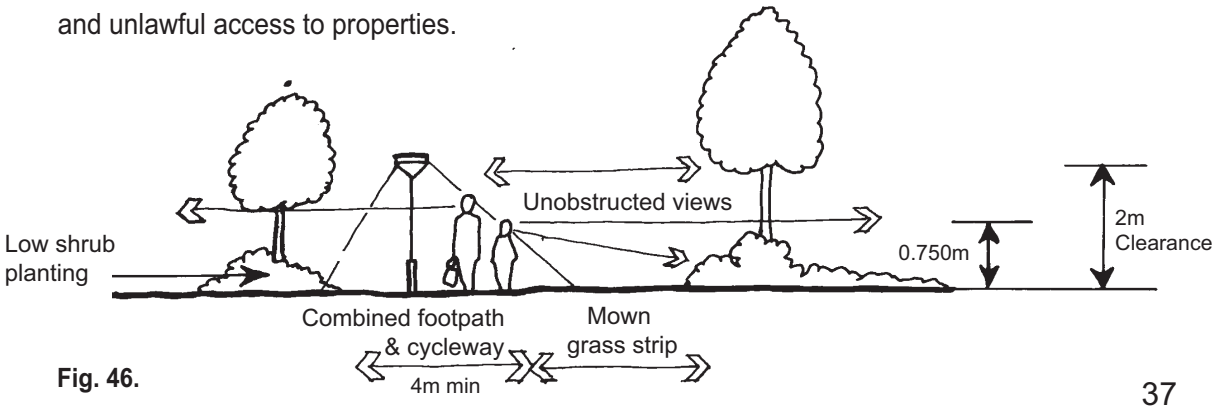

Fig. 46.

✗ Don'ts

- Landscaping should not obscure windows and doors.
- Minimise the creation of hiding places.
- Trees should not be planted in places where they may become climbing aids into properties.
- Trees should not obscure lighting and close circuit television cameras.
- Trees in public areas such as streets, parks and open spaces should not have any foliage below 2 metres. This will maintain a clear field of vision.

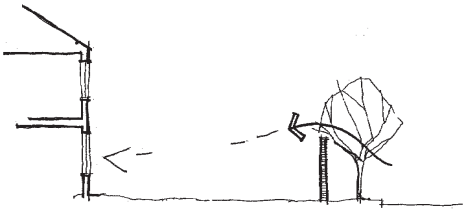

Fig. 48.
Tree as potential climbing aid.

(Photo Source: L. Richards)

Fig. 47.
Trees with no foliage below 2m maintaining visibility, Birmingham

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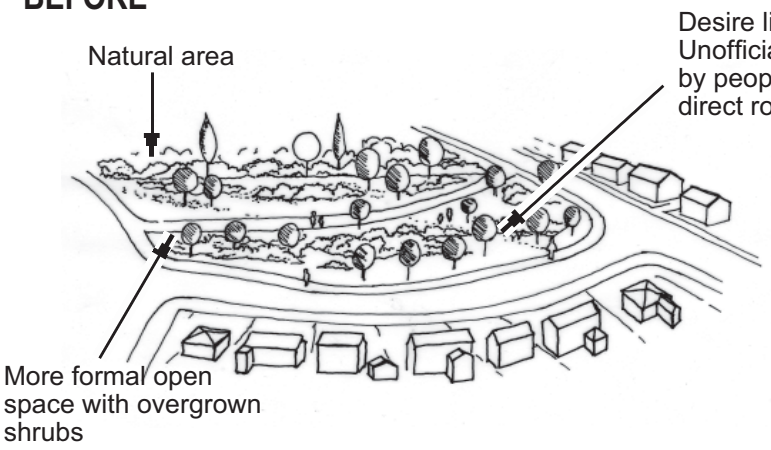

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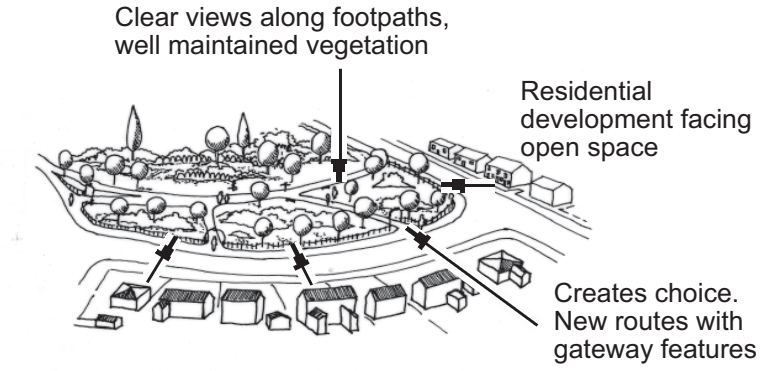

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Fig. 49.
Indicative sketches illustrate the need to provide a more accessible, safe public space that is in close proximity to development.

8.4 Public Communal Areas

Communal areas should have a variety of uses for all age groups and provide a valuable community facility. If placed correctly, they can play an important part in reducing the incidence of crime by helping to increase the presence of individuals in recreational spaces and provide positive, healthy activities for our children. The National Playing Fields Association (NPFA) have design standards for play facilities and Telford & Wrekin Council have a "Play Strategy" which should be referred to when considering the introduction of new facilities. However there needs to be a balance between meeting these standards and ensuring that play facilities are not placed in locations where surveillance levels are reduced.

✓ Dos

- Design communal facilities so that nearby dwellings can provide supervision of the space.
- Provide a safe route for users to come and go.
- Boundaries between public and private space should be clearly defined.
- Open spaces should prevent unauthorised vehicular access.
- Create as much development frontage as possible onto parks and open spaces to increase observation of the space.

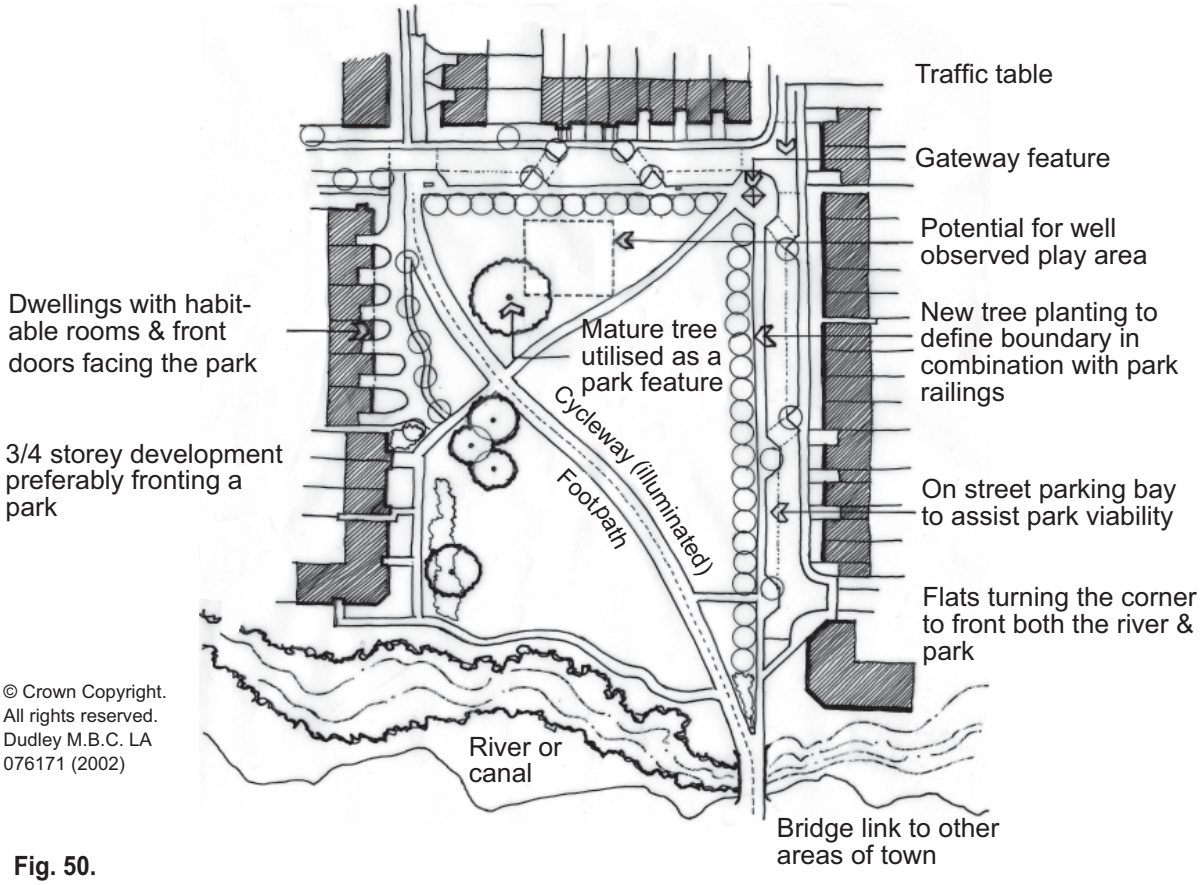

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Fig. 50.
Indicative Layout of Public Park

- Play areas should meet NPFA design guidance / guidance in the Councils' play strategy.
- Telford & Wrekin Council should be consulted on proposed play facilities.
- Open space play facilities should be maintained to a good standard to avoid the impression that nobody cares in the area.

✗ *Don'ts*

- Private rear boundaries should not back onto a public park or open space.

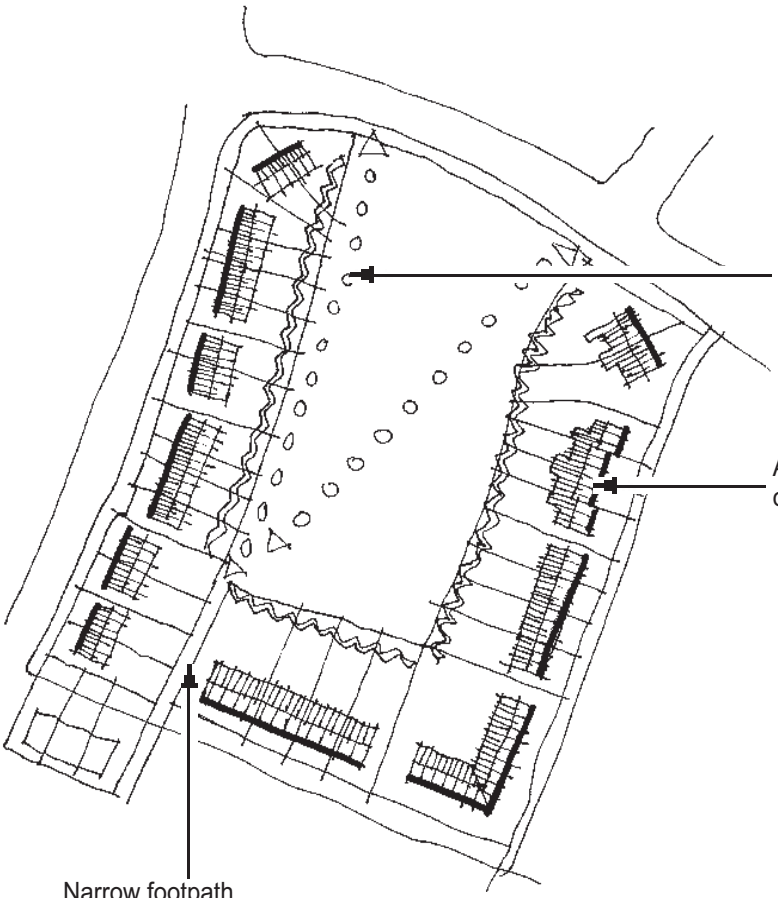

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Fig. 51.

Design for Community Safety

Supplementary Planning Document

9.0 Revitalising Towns through Mixed Use

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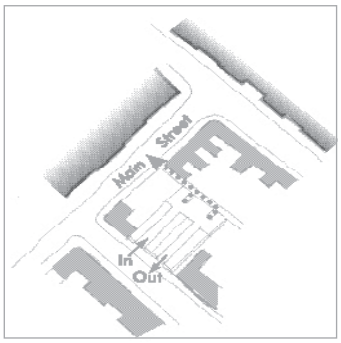

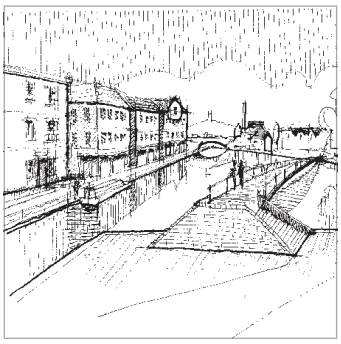

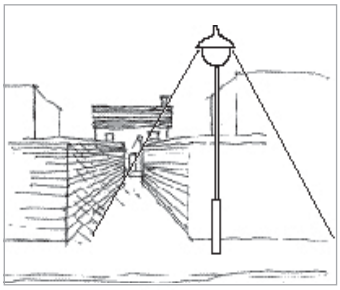

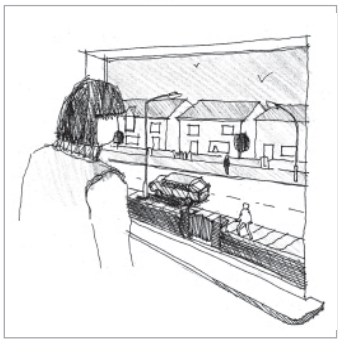

9.0 Revitalising Towns through Mixed Use

9.1 Achieving Safer Town Centres, Local Shops and Businesses

Town centres in general are lively safe places during the day but at night become much quieter with little activity so that vandalism and burglaries have greater opportunity to occur. The cumulative effect of large parts of a town being empty after six thirty, when shops are shut and workers have departed gives people little purpose to visit. When there are fewer people about it also increases the fear of crime. However encouraging more people to live in towns and creating a more pedestrian orientated environment with good lighting levels will help to control and reduce criminal activity.

The key to bringing back life into our towns particularly at night is:-

To maximise the range of uses in towns to extend the time that people are present in the streets so that people can provide active and passive surveillance of places.

9.2 Mixed Use

By creating and promoting high quality, well lit environments with a mixture of uses, it is more likely that different groups people will use spaces and buildings in different ways at different times. This means that the hours of use of a place may be extended over the day and enjoyed by different cultures and age groups. This combination of mixed uses and higher densities increases the presence of people, which helps to make safer streets and spaces

In order to support a range of activities into the evening there need to be a range of complementary services. These range from management and planning, e.g. licensing to the provision and proximity to public transport to enable people leave quickly and rely less on private car use as well as promoting a cleaner and more sustainable environment. This design approach is not only more sustainable, but also increases richness, vitality and diversity much needed to combat safety and security issues.

✓ *Dos*

- Site mixed use development close to public transport and nearby shops reducing the need to travel by private transport.
- Provide a mix of uses for a range of people with different incomes, family size, ages, gender and mobility.
- Convert and retain old buildings to reduce the need to redevelop areas.
- Mixed use blocks should be composed of a variety of compatible uses, with a walkable perimeter (5 to 10mins) and a residential component.

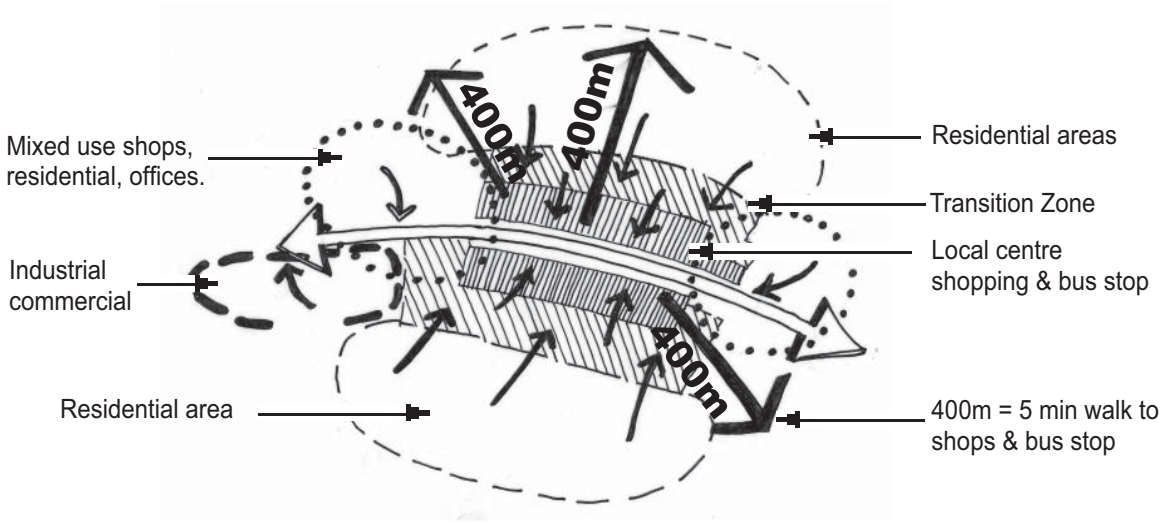

Fig. 52.
Designing places that are more sustainable and vibrant by creating places that are walkable to a local centre and bus stop. Land uses are not clinically zoned.

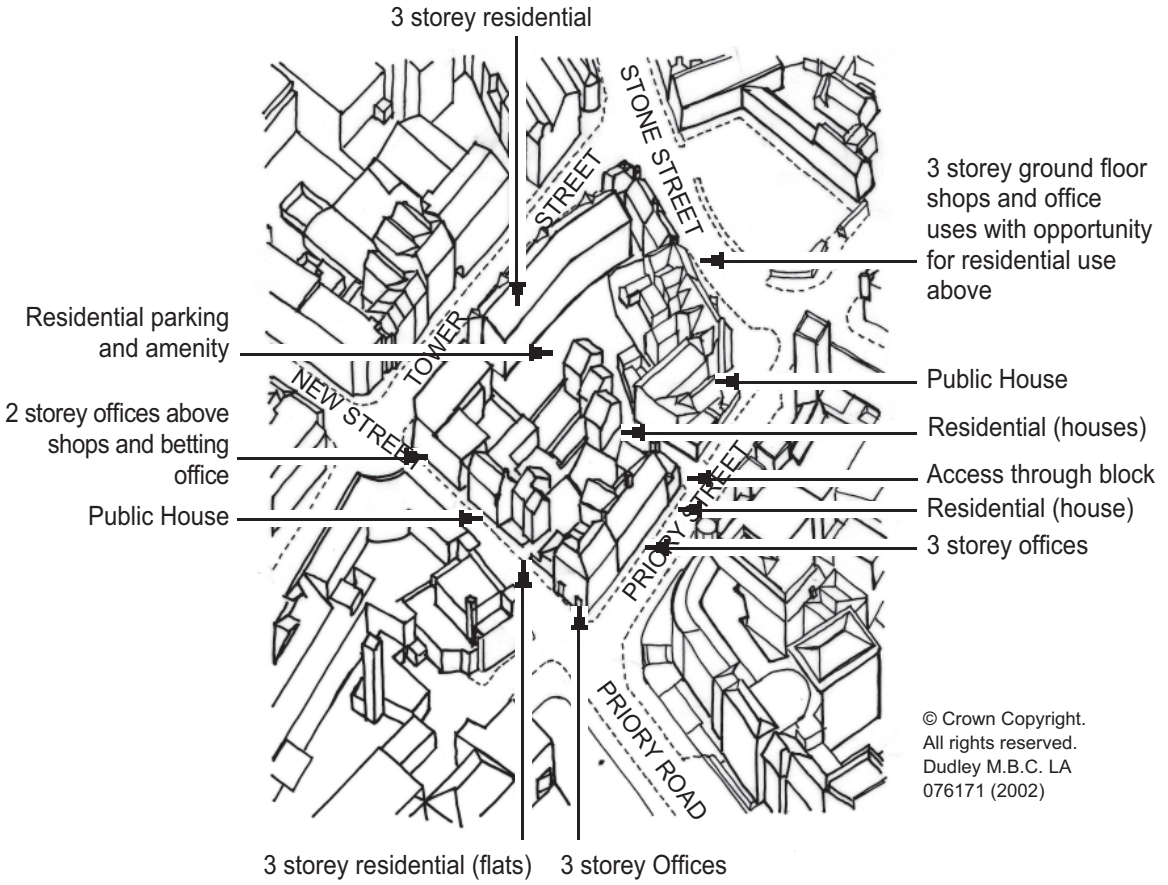

Fig. 53.
Example of a mixed use block, Dudley Town Centre.

9.3 Mixed Use Building

A mixed use building contains a number of activities. This is usually a change of use horizontally where the ground floor is commercially dominated and the upper floors are residential. Providing living accommodation over retail can often secure the better use, maintenance and longer life of a building.

✓ Dos

- Separate entrances to the ground and upper floors onto the public street.
- Living rooms of a residential upper floor should face the public street to increase natural surveillance.
- A proportion of active rooms to face private rear access to increase natural surveillance.
- Private rear parking and gardens should have controlled access.
- Provide natural surveillance of bin storage areas.

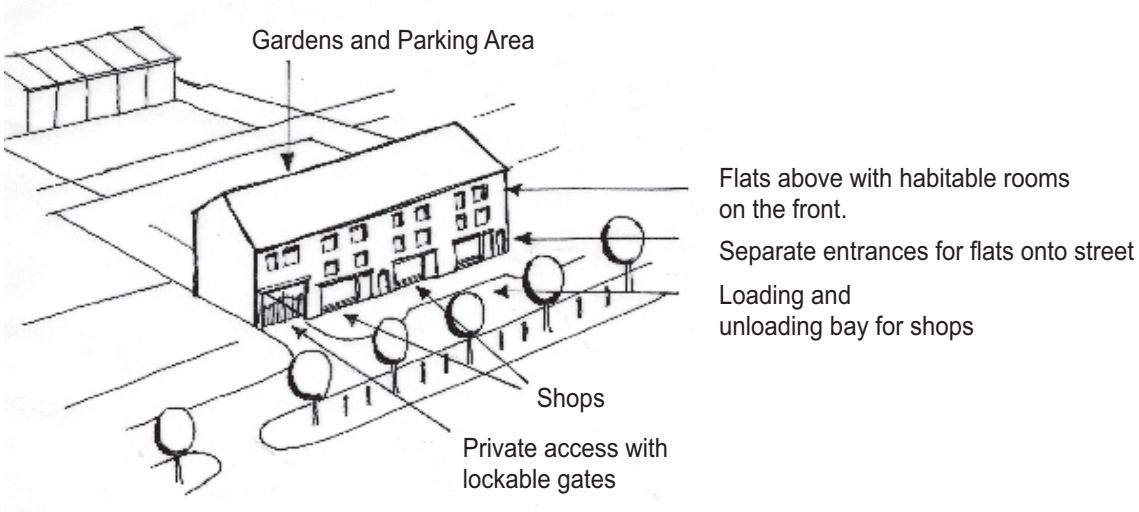

Fig. 54.
Mixed use building design.

Fig. 55.
Living above the shop, The Square, Ironbridge.

(Photo Source: L.Richards)

Fig. 56.
Shops on the ground floor with residential accommodation upper, Dickens Heath, Solihull

9.4 Shop Frontages

Whilst “Safer Places” (ODPM 2004) emphasises “protection” as one of its key attributes, which is in line with Secured By Design, it advises that this can be done *“without compromising the quality of the local environment”*. Within Telford & Wrekin, the Council and local ALO’s will not generally support the use of roller shutters, as it leads to monotonous, unattractive frontages, reinforcing the fear of crime and encouraging criminal activity. It also reduces the potential for window shopping having an effect on trade. Retailers are dependent on attracting passing trade not only during the day, but also in the evenings.

✓ Dos

- Full window-shopping should be maintained as it offers the potential to enhance trade and also allows surveillance by passers-by to report any disturbances.
- The construction of internal shutter boxes with strengthened glass in all cases of new shop frontages.
- All shutters whether internal or external should be as transparent as possible.
- Shutters should have large round punch holes to optimise visibility both ways and powder coated coloured treated for durability.
- Provide distinctive architectural ironwork. This is an attractive alternative and appropriate for buildings in conservation areas and/or of architectural importance.
- Entrances and frontages should be well lit.

Fig. 57.
Example of poor roller shutter design that impinges on window shopping and creates an unattractive shop frontage.

Fig. 58.
Shop front grilles particularly in conservation areas and listed buildings, can not only provide security but also an attractive feature (Temple Bar, Dublin).

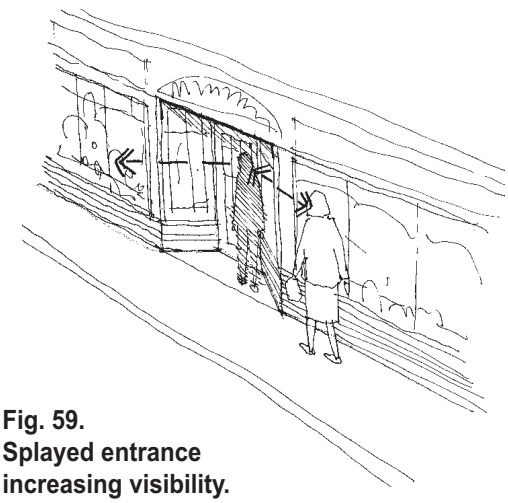

Fig. 59.
Splayed entrance increasing visibility.

✗ Don'ts

- Roller shutters should not reduce window shopping potential.
- The depth of door entrance recesses to shop frontages should not create potential hiding places.

(Photo Source: L. Richards)

Fig. 60.
Existing roller shutters significantly reduce window shopping potential and create very unattractive shop frontages.

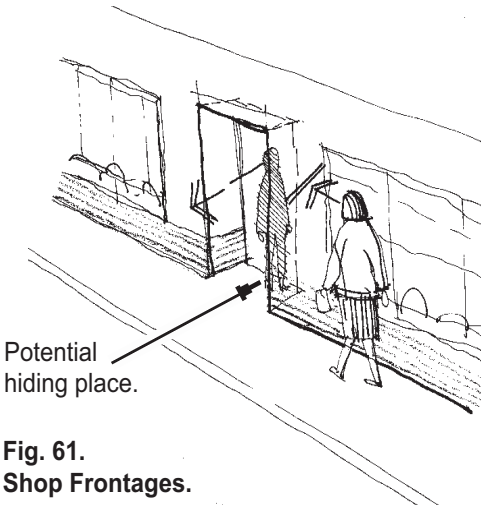

Fig. 61.
Shop Frontages.

9.5 Street Furniture

The appearance and organisation of street furniture in streets and public spaces is essential in creating a positive, memorable and much-loved environment. The public realm is frequently cluttered up by poorly sited signage, street furniture, service and phone boxes and when combined with a car-orientated environment, it creates a less than friendly pedestrian environment.

The image and general upkeep of streets and public spaces affects peoples perceptions giving the impression that a place is either well looked after or neglected. Poor design solutions can lead to an increase in crime and fear of crime, where a well designed and well kept environment can help to reduce crime and fear of crime restoring public confidence and social pride.

To create well designed and enduring streets and public spaces, first and foremost requires a better co-ordinated approach between stakeholders such as highways engineers, local authority and service companies so that underground services are co-ordinated and positioned in shared strips to minimise the influence they have on layouts. This will ensure that:

- Streets and public spaces become less cluttered and more accessible for pedestrians, cyclists and drivers.
- Phone and service boxes are positioned so not to obstruct pedestrian movement or obstruct visual linkages.

- Signage and barriers are minimised through design layouts that are clearer and enables users to find their way around places more easily.
- Street furniture responds to context such as landscape, buildings and floorscape.
- Higher quality design is encouraged creating more innovative and contemporary designs not always relying on the heritage image.
- High quality products are visually attractive and longer lasting.

Fig. 62.
Paving, Oakengates

(Photo Source: L. Richards)

Fig. 63.
Good quality surfacing for pedestrians and vehicles, London

Fig. 64.

Figs 62 - 63: Examples of uncluttered environments with clear routes using colour, texture for directional movement and finger post signage for pedestrians.
Fig. 64: Example of a highly cluttered environment.

(Photo Source: L. Richards)

Fig. 65.
Seating, town centre Telford

(Photo Source: L. Richards)

Fig. 66.
Seating, Wolverhampton

Fig. 67.

Figs 65 - 66: Examples of good quality street furniture that presents a positive image whereas Fig. 67: Poor quality materials reflect a more downbeat image.

9.6 Lighting

In most cases lighting helps people feel more secure and can reduce the level as well as the fear of crime. A well designed scheme will create an even distribution of light and avoid the creation of dark corners or hiding places, making pedestrians feel safer and more comfortable when walking the street. When designed in conjunction with security cameras, a lighting scheme can also increase the chances of detecting, identifying and apprehending criminals and vandals. The promotion of better lighting should be considered as an integral part of any registration scheme on existing residential estates. However, in accordance with advice in "Manual for Streets", it is important that care should be taken to avoid light pollution and intrusion, particularly in rural areas. In some cases, it may not be appropriate to provide lighting, for example in a new development in an unlit village.

✓Dos

- Promote improved lighting levels for high risk or vulnerable areas, but consider sensitively designed schemes for historic, conservation areas and rural areas.
- Consider different types of lighting for particular situations, for example, the use of a "whiter" light in public areas increases lighting levels in the evening, can make people feel safer and assist in the identification of criminals by security cameras.
- Heights of lighting columns in pedestrian areas should have a human scale, but also need to function effectively alongside new and existing trees (fig. 69).
- Encourage lighting to be attached to buildings or combined with other uses such as security cameras in order to avoid street clutter. However, where columns are provided they should be sited so that they cannot be used as a climbing aid into adjacent properties.

(Photo Source: L. Richards)

Fig. 68.
Lighting combined with signage, Coventry

(Photo Source: L. Richards)

Fig. 69.
Imaginative use of lighting below an underpass, Birmingham

(Photo Source: L. Richards)

Fig. 70.
Lighting attached to buildings to avoid street clutter, Birmingham

✗Don'ts

- Avoid low level lighting in remote locations because they do not illuminate the face of a potential attacker, therefore reducing the power of identification.

9.7 Closed Circuit Television Systems (CCTV)

Security cameras and CCTV have a place in deterring and monitoring crime in town centres, car parks and sensitive areas where crime rates are high. They can be used as part of an integrated approach in crime prevention along with other design measures such as good lighting and high quality landscaping. However CCTV could be considered intrusive and a restriction on a person's freedom. Local authorities are required to display signage to convey that an area is monitored by security cameras which must be carefully integrated into the built environment. Natural surveillance and presence of people in public places with well designed public spaces will always be the best form of crime deterrent.

✓ Dos

- CCTV equipment should be installed in locations that are obvious, but should not compromise the visual amenity of a place.
- Cameras should be combined with other activities, for example, street lighting or mounted on buildings in order to avoid cluttering the street. Where free standing poles have to be used, care should be taken to conceal or screen any associated service cabinets, particularly in Conservation Areas.
- In the case of listed buildings the installation of CCTV requires planning consent and positions of equipment to be agreed.

Fig. 71. Security camera notice, Telford

Fig. 72. CCTV discreetly positioned on the wall of a building. Wellington Town Centre.

(Photo Source: L. Richards)

✗ Don'ts

- CCTV installation should not be detrimental to the integrity of a building.

Fig. 73. CCTV combined with street lighting, Shrewsbury

(Photo Source: L. Richards)

PPG 15, 'Planning and the Historic Environment', Annex C recommends that only less harmful and visually unobtrusive positions should be agreed where CCTV equipment is to be attached to a listed building.

Design for Community Safety

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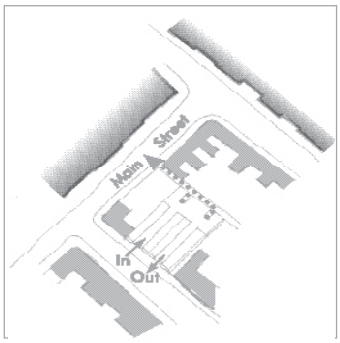
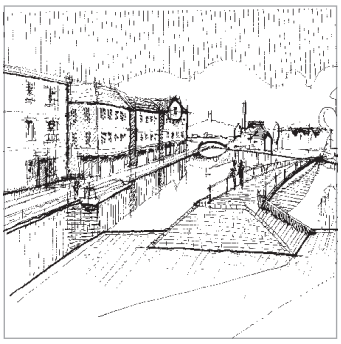
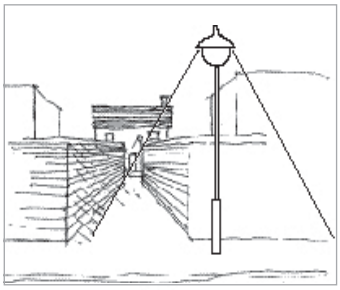
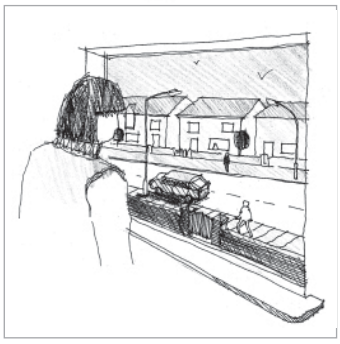








10.0 Car Parking

Car parks where vehicles are left temporarily or overnight provide opportunities for criminal activity such as theft and attack. Good design, lighting, management and maintenance of car parking areas go hand in hand, in order to create the facilities where people feel safe and secure. Car parks tend to be located on prominent sites on the edges of a town, therefore care and attention needs to be paid to their appearance.

All types of car parks should:

- Provide for people of all abilities such as women, families, the elderly and people with restricted mobility and disabilities.
- Car parks should be convenient, well lit and efficiently designed.
- Be designed to reduce opportunities for inappropriate use such as easy and quick escapes for criminals.
- Should discharge users safely, efficiently and directly to the street.
- Specify vandal resistant materials.
- Install Closed Circuit Television.

Key considerations

- Layout
- Illumination
- Enclosure
- Landscaping
- Scale
- Form
- Surveillance

The public's concern over the safety of car parks has been recognised by the Association of Chief Police Officers (ACPO) and consequently they set up a safer parking scheme which is known as "Park Mark"®. This means that there are now many car parks across the country that have been accredited by Police Architectural Liason Officers (ALO's) who are trained as Park Mark Accredited Assessors and meets certain standards to reduce crime and the fear of crime. Information on where such car parks are located can be found via the website: **www.saferparking.com**

10.1 Multi Storey Car Parks

Car parks need to feel safe particularly multi storey car parks where parking has tended to be poorly lit, with badly maintained lifts and layout that create hiding places.

✓ Dos

- Multi storey car parks need to be more attractive and user friendly with clean, well lit interiors, easy to find access and exit points complimented by good signage.
- Be sympathetic to scale and character of nearby buildings.
- Maintain visual linkages across the site, internally and externally.
- Multi storey car parks should be designed to incorporate ground level activites, eg. shops, offices or be wrapped with single aspect housing

Fig. 74. Park Mark® car park, Telford

(Photo Source: L.Richards)

Fig. 75.
Multi storey car park screened behind apartments, Merry Hill, Dudley

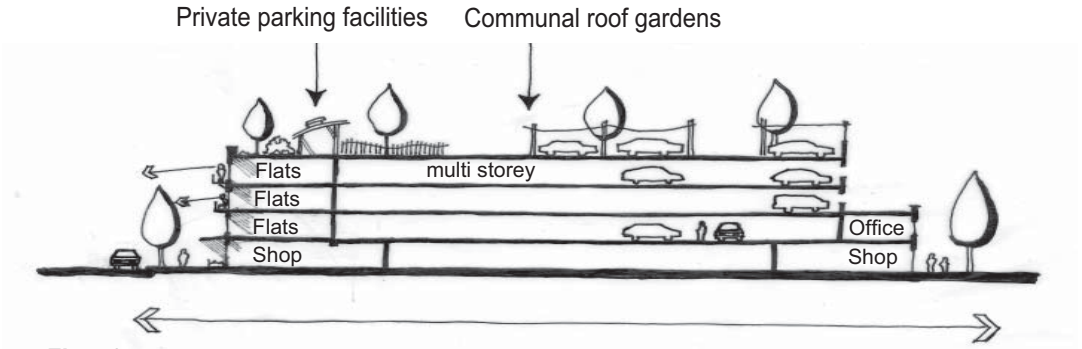


Fig. 76.
Multi storey parking structure wrapped by single aspect mix of suitable uses.

✗ Don'ts

- Create hiding places or areas in shadow within a car park or on an approach *to it*.
- Impose rectangular forms when the site is of an irregular shape.
- Create dead ends, blind corners, long lengths of solid wall that hamper visibility.
- Landscape should not create potential hiding places.

10.2 Surface Car Parks

Supermarket and business car parks tend to be large unsightly spaces that impact on the visual quality of an area. Car park design should consider ways to minimise its impact and create a safe and attractive environment. Lighting and landscaping is fundamental in effectively reducing its impact but neither should undermine public safety. Dead ends, blind corners, solid walls that reduce visability should not be created. Footways should not be located close to high walls or densely landscaped areas.

✓ Dos

- Large parking areas should be sub divided into smaller areas.
- Car parks should lead directly to the street or main entrance of a building served by the car park.
- Ensure overlooking is maximised by nearby buildings. This is essential where car parks to sports and entertainment centres are used more frequently at night.
- Pedestrian areas should be clearly defined by creating a more pedestrian friendly environment.
- Level surfaced areas for all abilities should be provided.
- Visual markers should be used to increase ease of movement and direct users.
- Landscape planting should be used to define spaces and reduce the spatial impact.
- Parking bays, paths and circulation routes to be well lit.
- Signage should be clearly visible.

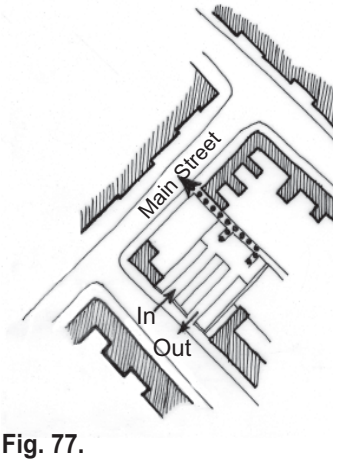


Fig. 77.
Car park located within walking distance of a main street.

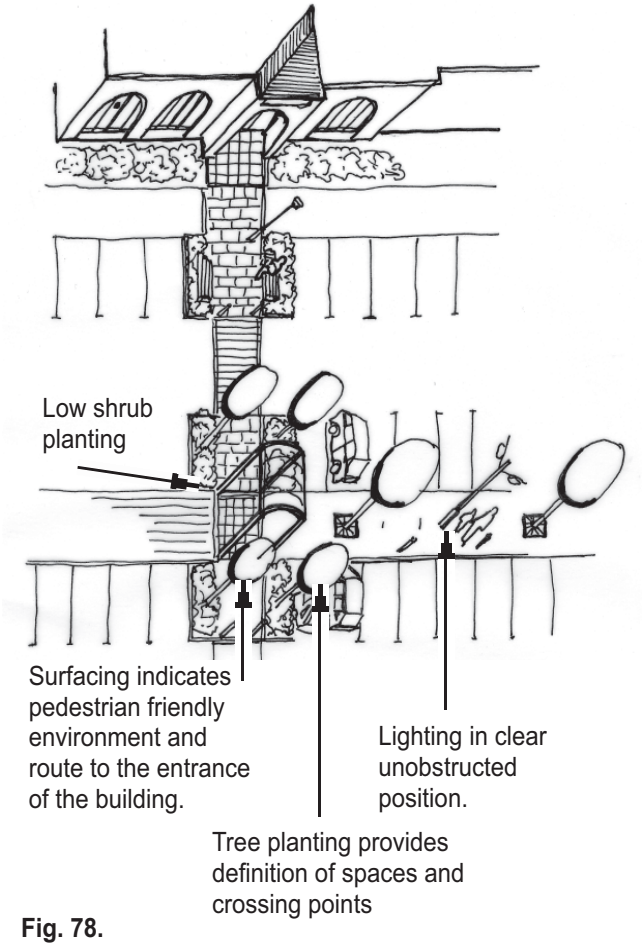


Fig. 78.
Car parks with clearly defined paths and entrances

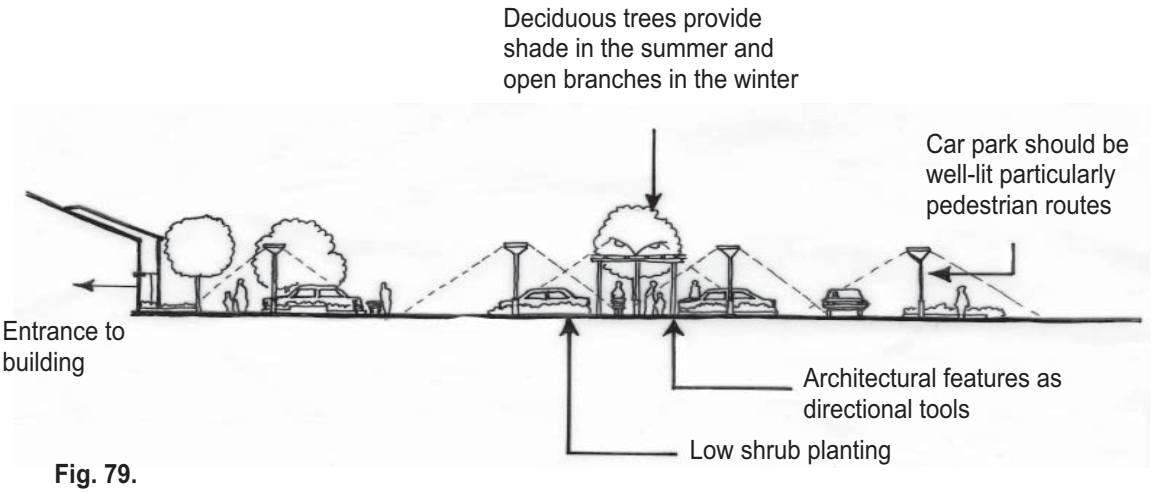


Fig. 79.
Indicative section through a car park.

✗ *Don'ts*

- Landscape planting should not obscure views, cars or create potential hiding places.
- Create dead ends, blind corners, solid walls that reduce visibility.
- Locate footways close to high walls or densely landscaped areas.
- Planting areas should not create litter traps.

Fig. 80.
Landscaping should be maintained so that it does not become overgrown and a potential litter trap.

10.3 Residential Parking

The design of car parking has a significant effect on the way a residential area looks and functions and so it has to be done in an integrated way without compromising the saftey or attractiveness of the street. In “Car Parking: What works Where” produced by English Partnerships (2006) it is suggested that *“it is not only the amount of car parking that matters but also how and where it is accommodated in relation to the home and the street”*. Whilst parking can be provided in different ways, the research recommends that where possible parking should be accommodated to the front of a dwelling whether on street or on plot, with rear courtyards being a secondary option.

Car parking to the front of the dwelling should not impinge on the visual connection between the street and dwelling. Where integral garages are proposed (fig 81) they should not dominate the frontage and so should be setback to reduce their visual impact on the street

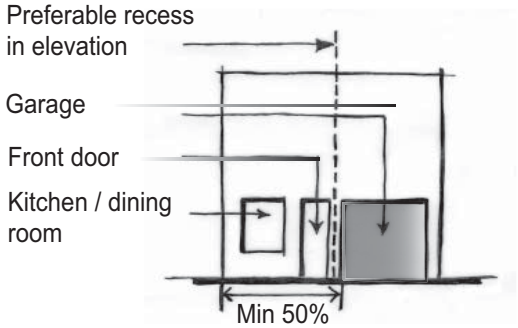


Fig. 81.
Integral Garages: to avoid development being dominated by garage doors, new dwellings should have the front door and a habitable room window to the front elevation.

✓Dos

- Parking should be within close proximity of dwellings.
- Residents should have unrestricted views over their vehicles.

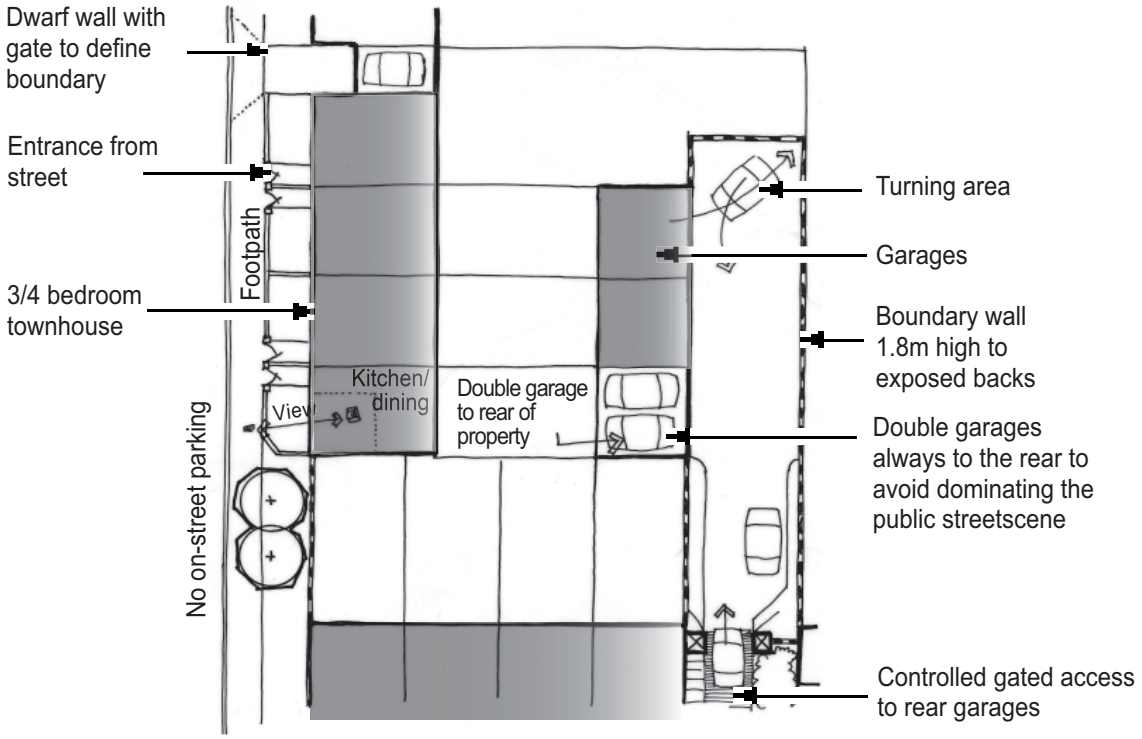


Fig. 82.
Location of Double Garaging

- Alternative locations for parking need to be an acceptable distance and position from a dwelling.
- Garages or parking spaces located to the rear of a property should be accessed via a drive through or in certain circumstances a gated access to define what is intended to be private and secure
- Parking directly in front of a dwelling should not exceed 50% of the front elevation to ensure surveillance of the street is maintained.
- Garages should not be designed to be used as climbing aids to gain access to properties.
- Parking courts for houses should be small ideally not exceeding 10 no. spaces with dwellings abutting the court should have habitable rooms to watch over the parking area. (Fig. 85)

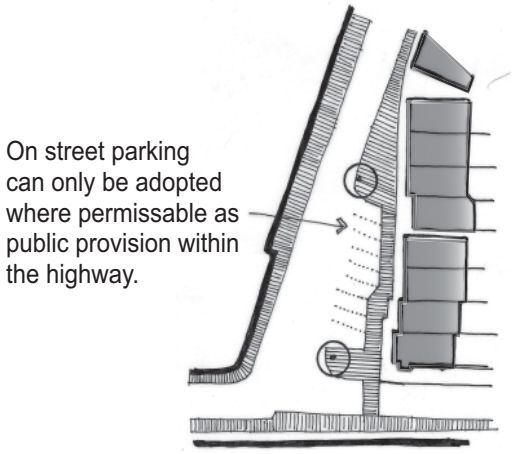


Fig. 83.
Adopted Parking

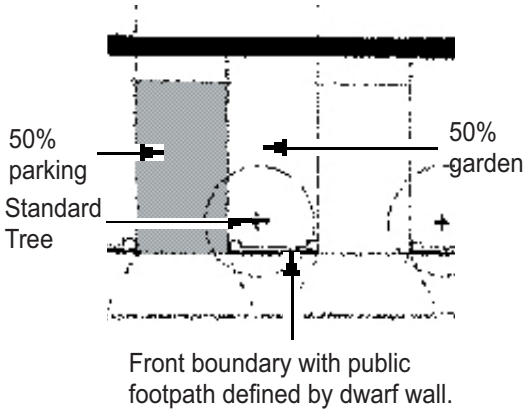
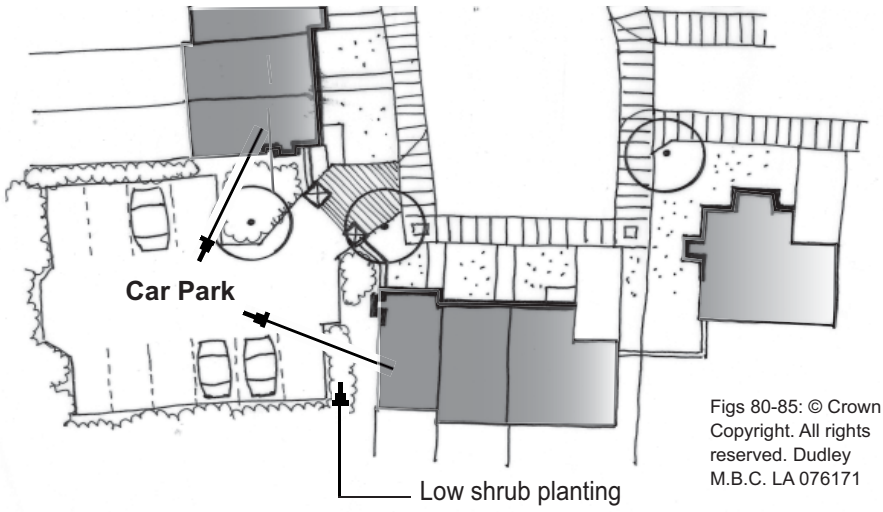


Fig. 84.
Frontage parking where permitted



Figs 80-85: © Crown Copyright. All rights reserved. Dudley M.B.C. LA 076171

Fig. 85.
Windows and entrances to properties should provide surveillance of car parking area.

10.4 Home Zones

A Home Zone is the term for *"a street where people and vehicles share the whole of the road space safely, and on equal terms: and where quality of life takes precedence over the ease of traffic movement"* Institute of Highways Incorporated Engineers (2002). Whilst still relatively new in this country, a series of home zones have been created across the country since they were permitted under the Transport Act (2000). Although the legislation provides guidance on how a home zone is laid out, schemes can be newly created or designed for existing residential areas. However the creation of a home zone is distinct from just introducing a shared surface as it requires that the entrance and exit to be clearly marked to ensure that people are aware of the different environment.

The character of a home zone or homes served by a shared surface can vary according to the way the buildings, trees, planting and surface treatments are designed, but in principle they should adhere to the same guidelines as any other residential layout in terms of community safety. However there may be differences when it comes to parking; for newly created schemes, on street parking can be integrated into the design and may be a particular feature of the scheme, but in regard to parking provisions for existing streets this may need to be negotiated with residents and may require some creative thinking in design terms.

✓ Dos

- Parking should ideally be within close proximity of dwellings.
- Residents should have unrestricted views over their vehicles.
- *Ensure that there is clear definition between public and private space as the use of shared surfaces can blur the edges.*

Fig. 86.
Entrance to Home Zone, Telford.

✗ Don'ts

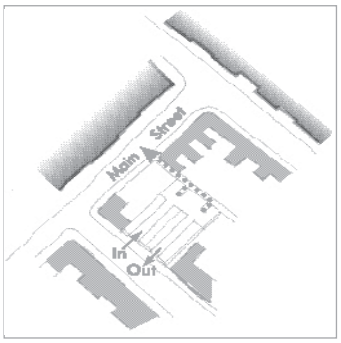
- Landscape planting should not obscure views, cars or create potential hiding places.
- Dead ends, blind corners and solid walls that reduce visibility, should be avoided.
- Locate footways close to high walls or densely landscaped areas.
- Planting areas should not create litter traps.

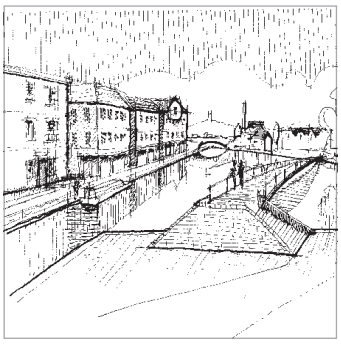
Fig. 87.
A Home Zone street, Telford.

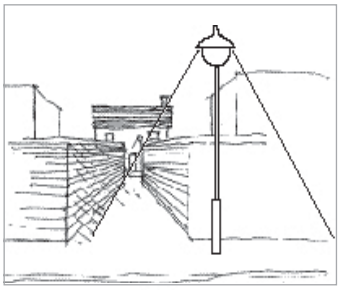
Design for Community Safety

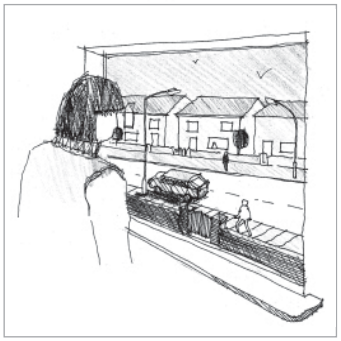
Supplementary Planning Document

11.0 Maintenance of the Environment









11.0 Maintenance of the Environment

Peoples' perceptions are affected by the appearance of places hence a tidy, well maintained urban environment is essential in sustaining confidence and helping to control vandalism, crime and fear of crime. The planning system can be the starting point for setting up a programmed regime of cleaning and maintenance, for example grass cutting, litter, *replacing defective street lights* and graffiti removal. "Safer Places ODPM (2004) highlights the need for *"proper attention to design quality and attractiveness of the street"*. Public area such as streets and open spaces need to be sustainable and at times high maintenance design is not appropriate. High quality materials are one way of ensuring an enduring environment, requiring less maintenance where people are more inclined to take pride in their surroundings.

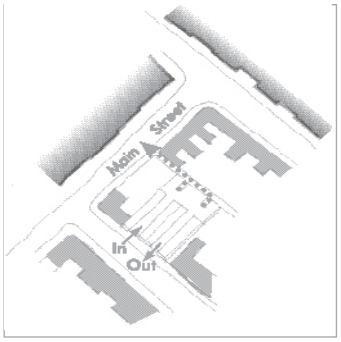
✓ Dos

- Use high quality materials that are longer lasting and reflect a positive image.
- Materials should be vandal resistant.
- Have an effective maintenance regime to respond quickly and remove graffitti, etc.
- Ensure the correct use and choice of planting that takes into consideration growth rates, heights and spread so not to create potential hiding places.

Fig. 88.
Well maintained area - simple bold design using good quality materials.

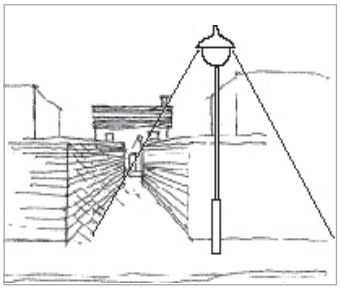
12.0 Closing Note

Telford has been identified in the regional spatial strategy for the West Midlands as a sub-regional focus for growth. It is clear that lessons need to be learnt from its legacy as a former New Town. This has contributed to some of the unique challenges it faces in creating a safe, strong and cohesive community.

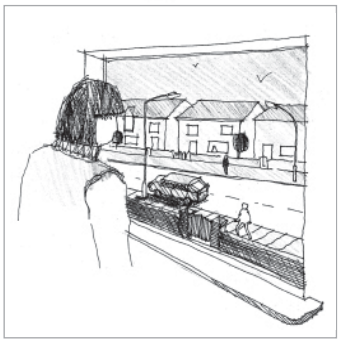


Telford is not alone - the majority of New Towns are suffering with a number of serious problems. These include major neighbourhood management problems and poor surveillance due to inappropriate landscaping and design. The challenges that Telford & Wrekin face are not exclusively urban. Some 70% of the total area of Telford & Wrekin is rural; a situation that brings with it specific needs and challenges. These issues, both urban and rural, have a very real impact on the personal safety and security of those people living and working in the area. It is vital, then, that lessons are learnt

Good design lays the foundations for an effective approach to reducing crime, the fear of crime and anti-social behaviour. However the key to its success lies in robust and cohesive partnership working, which acknowledges the important function that organisations such as the police, the construction industry, design professionals, the public, youth organisations and schools have in crime prevention.



The Telford & Wrekin Safer & Stronger Communities Partnership will measure public perceptions on being able to influence decisions, and general satisfaction with the local area and neighbourhood. It will then be possible to gauge the effectiveness of the local authority and its partners in its ‘place-shaping’ role in creating a safe, strong and cohesive community.



Closing Note

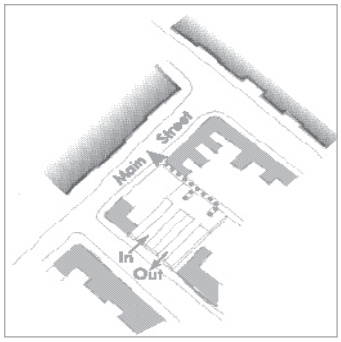
Reduction of crime and the increase of community safety needs an holistic approach from many directions including land-use planning and acknowledges the important function organisations such as the police, the construction industry, design professionals, the public, youth organisations and schools have in crime prevention.

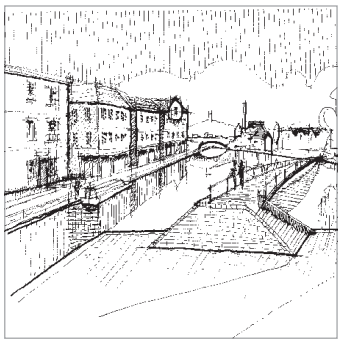
The Design for Community Safety Supplementary Planning Document is intended to play an important role in delivering a safer environment for people and properties primarily through the planning process by providing practical advice for all.

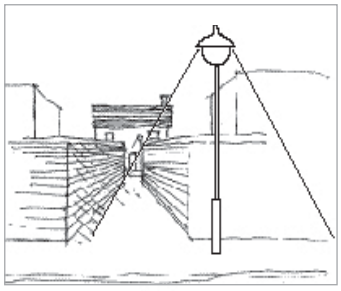
Design for Community Safety

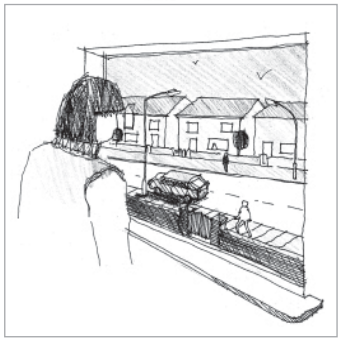
Supplementary Planning Document

13.0 Further Reading & Bibliography









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http://www.telford.gov.uk/Environment and planning

http://www.doca.org.uk

http://www.rudi.net/

Extensive information available on government websites:

http://www.crimereduction.gov.uk

http://www.securedbydesign.com

http://www.cabe.org.uk

http://www.dclg.gov.uk

Telford & Wrekin
COUNCIL

SUSTAINABILITY APPRAISAL

DESIGN FOR COMMUNITY SAFETY SUPPLEMENTARY PLANNING DOCUMENT

June 2008

SUSTAINABILITY APPRAISAL

DESIGN FOR COMMUNITY SAFETY SUPPLEMENTRY PLANNING DOCUMENT

June 2008

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If you need further information relating to this document please phone the Development Plans Team on 01952 384250 or 384249.

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A **SEA Determination**

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Chapter 1 - Non Technical Summary

1.1 This document sets out the Sustainability Appraisal (SA) work undertaken for the Design for Community Safety Supplementary Planning Document (Community Safety SPD). This document should be read in conjunction with the Community Safety SPD (adopted June 2008).

1.2 This Sustainability Appraisal Report contains the results of the SA which was undertaken in November 2007, on the November 2007 of the Community Safety SPD. The November 2007 version of the SPD is the same version which went out for its six week Formal Consultation period in late November 2008. The Sustainability Statement (Appendix D) details how this SA report and its recommendations have been taken into account in the final version of the Community Safety SPD.

1.3 This SA report was updated in May 2008 in preparation for the adoption of the Community Safety SPD in June 2008. The elements of the SA report which were updated in May 2008 were: a revised non technical summary and the addition of the Sustainability Statement (Appendix D).

1.4 The Sustainability Appraisal (SA) process considers environmental, social, economic and natural resource implications of the SPD. The results of the SA are contained in appendix B and C and discussed in Chapter 6.

1.5 The results of the SA of the SPD are predominately positive. The "Design for Community Safety" SPD is intended to guide developers, planning consultants and members of the public about how to reduce crime when designing development proposals. However it will also be a policy document that development control officers can use when assessing the appropriateness of planning applications in respect of crime prevention and community safety.

1.6 The results of the SA of Policy CS15 from the Core Strategy (to which this SPD relates) are predominately positive. As this is an adopted policy it is not going to change, thus any recommendations/issues identified in the appraisal of this policy were taken into account in the recommendations for changes to the Community Safety SPD. Paragraph 2.3 explains why this 'parent' policy has also been appraised.

1.7 The SA process has demonstrated that the Community Safety SPD has performed well in sustainability terms. The guidance promotes a practical and co-ordinated approach to the problems of safety and security for people and properties. By raising awareness and providing practical solutions for the design and layout of the physical environment, it will help reduce crime, fear of crime and antisocial

behaviour. The only negative finding was the potential for increasing light pollution, this was the only recommendation for further consideration in the final version of the Community Safety SPD.

1.8 The Final Draft (April 2008) of the Community Safety SPD was analysed by the SA team and no significant changes were found from the November 2007 version, thus a further SA of the SPD was not needed. The SA recommendation about the incidence of light pollution had been addressed in the Final Draft SPD.

Chapter 2 - Introduction

2.1 The Planning and Compulsory Purchase Act 2004 Section 39(2) requires all SPD to be subject to a Sustainability Appraisal. This document reports on the work carried out in appraising the environmental, economic and social sustainability of the Community Safety SPD.

2.2 The Community Safety SPD has been prepared on the basis of policy CS15 'Urban Design' in the Core Strategy (adopted December 2007).

2.3 Government Guidance Planning Policy Statement 12: Local Development Frameworks details that the SA of the DPD to which the SPD conforms, may already meet the requirements for the SA of the SPD. However, where the SPD is developing the policy further or in greater detail, it will be necessary to undertake SA of those matters. As this SPD is expanding on a specific element of 'urban design' it was judged to be appropriate to carry out a SA of the SPD. A further SA was also undertaken on the 'parent' policy CS15 to supplement the SA that was previously done on CS15 in November 2007 (The Core Strategy SA 2007) to more fully pick up on the Community Safety issue.

2.4 This SA has been carried out on the final draft Community Safety SPD to be published in November 2007 for a 6 week consultation period. Following this Formal Consultation the Council will any make further amendments considered necessary in the light of the SA results and representations received. Further SA work will then be carried out on any changes made to the SPD which have significant social, environmental and economic effects. This SA report will then be updated to include the details of additional work undertaken and any changes made to the SPD as a result of the SA. This will take the form of an appendix titled 'A Sustainability Statement'. The updated SA and modified SPD will then be made available to the public when the Community Safety SPD has been adopted.

Chapter 3 - Background

3.1 The purpose of this SA is to help the Council to achieve its sustainable development aims and ensure that the environmental, social, economic and natural resource effects are fully considered in the preparation of this SPD.

3.2 There are many definitions of sustainable development, however, for the purposes of clarity the Government set out four aims of Sustainable Development in its strategy 'A Better Quality of Life: a Strategy for Sustainable Development in the UK'.

The four objectives are:

- Social Progress which recognises the needs of everyone
- Effective protection of the environment
- Prudent use of natural resources; and
- Maintenance of high and stable levels of economic growth and employment.

3.3 The Community Safety SPD establishes principles for the design, layout and landscaping of the built and natural environment which creates:

- A safer and more secure environment
- Increase the risk of detection of criminal and antisocial activity
- Make crime more difficult to commit

3.4 The document highlights the "do's" and the "don'ts" of planning site layout, landscape design, car parking and natural surveillance in the context of community safety. For example where cul-de-sac design is applied in development, it should be a simple linear form so that good mutual surveillance from other homes is easy, preferably with sight lines from nearby streets.

3.5 Once the community safety SPD is adopted it will form part of the policy framework within which planning applications are determined.

3.6 The SA will be monitored via the Annual Monitoring Report (AMR). The AMR is produced on an annual basis and indicators identified in the sustainability framework will be monitored as and when necessary through the annual monitoring process.

Chapter 4 - Methodology

4.1 European Directive 2001/42/EC requires a formal Strategic Environmental Assessment (SEA) of certain plans and programmes which are likely to have significant effects on the environment. However not all Local Development Documents will require an SEA because they might not be considered to have a significant impact on the environment. Where an SEA is required, this can form part of the overall SA that is undertaken.

4.2 Telford and Wrekin Council have undertaken a screening process to determine whether the requirements of the Strategic Environmental Assessment Directive apply for the Community Safety SPD. It has been determined that an SEA is not required for the SPD Community Safety. Appendix A of this Sustainability Appraisal Report contains a Statement of the reasons for this determination. However a SA is compulsory for the SPD.

4.3 The Sustainability Appraisal has been carried out in line with government guidance contained within the document 'Sustainability Appraisal of Regional Spatial Strategies and Local Development Documents' (November 2005). http://www.communities.gov.uk/index.asp?id=1161341 The approach taken is outlined in the Councils 'Sustainability appraisal/Strategic Environmental Assessment Scoping Report' (May 2005) http://www.telford.gov.uk/NR/rdonlyres/067A40CB-C06B-46BD-99EE-7DB01368F1D9/0/SAscope_reportmay05.pdf

4.4 The Sustainability Appraisal work has been undertaken jointly by a sustainability officer and a planning officer from Telford and Wrekin Council, in order to consider and respond to local circumstances. The role of the sustainability officer was to maintain and ensure a balanced view was taken when making assessments of the effects of plans and objectives.

4.5 A group of officers from the councils' departments including, environmental health, economic development, leisure, landscape and transport was set up to consider the development of the sustainability objectives and the indicators contained within the Council's SA scoping report (May 2005). The SPD has been assessed using the objectives and indicators set out in the scoping report. These are provided in Table 1 below.

4.6 This SA has been carried out on the Final Draft of the Community Safety SPD November 2007, which went through the Formal Consultation stage in winter 2007. The Adopted version of Community Safety SPD will include any changes made a result of this SA and public consultation comments.

4.7 Links to other plans and programmes and the social, environmental and economic baseline for the borough is contained in the SA scoping report (May 2005).

Table 1: The SA Framework

Objectives	
Social Objectives	**Indicators**
S1. Improve and maintain the quality of life and community well being for all By : • Enhancing social inclusion by providing equal access to facilities / skills and knowledge • Reduce anti social activity • Reduce and prevent crime and fear of crime	Index of local deprivation
	Proportion of children under 16 living in low income households
	Level of Crime
	Fear of Crime
S2. Accessibility to a range of services and facilities to meet people's basic needs and promote social inclusion By : • Improve physical accessibility to key local services (transport) • Increase awareness of services and facilities • Improve the range of services available	Access to post office
	% of houses 800m from a bus stop
	% of houses 800m from local shopping facilities
S3. Provision of a range of housing that meets the needs of the Borough By : • Increase the affordability of housing • Provide a range of types of tenure • Provide a range of house types (semi detached, flats, 1,2,3,4,5 bed) • Encourage adaptability of the housing stock	Housing completion figures
	Affordable housing completion figures
	Affordable Housing (Affordability figure linked to earnings)
	Range of 1bed, 2, 3 and 4 bed
S4. Improve the health of the population By : • Encourage a healthy lifestyle • Increase access to health facilities • Increase access to green space • Increase access to leisure facilities • Increase walking opportunities	Access to GP (number of GP's per population
	Achievement of Accessible Natural Green Space Standards
S5. Improve the education and skills of population By : • Improve education facilities for young people • Improve education facilities for high education / adult learning	Qualifications at the age of 19
	Number of people in higher education
	NVQ qualifications / Apprenticeships undertaken
Environmental Objectives	
En1. Make optimum use of land and property By : • Encourage development on previously developed land • Encourage reuse of redundant building stock • Encourage development in support of existing transport network	% development on Greenfield and %development on Brownfield
	Number of conversions (change of use permitted)
	Average residential density
	% of new development within 800m of a bus route

En2. Reduce the demand for travel and promote modes of travel other than the car By : • Improving public transport • Improving the network of footpaths and cycle ways • Improving the permeability of the built environment	Passenger travel by mode
En3. Enhance and protect the quality of the natural environment By : • Protect the landscape and quality of the countryside • Conserve and enhance protected and LBAP priority habitats and species • Protect and enhance geodiversity	Reach government targets Public Service Agreement for 95% of SSSI's being in favourable condition Area (ha) of Local Nature Reserves Area (ha) of wildlife sites Net change in natural / semi natural habitats Progress towards achieving Biodiversity Action Plan targets Number and condition of important geological sites
En4. Enhance and protect the quality of the built environment By: • Conserving the built heritage of the Borough • Ensuring the development of a high quality built environment (as defined in the Design Guide SPD)	Number of Listed Buildings at Risk % of developments adhering to T&W Design Guide
En5. Reduce contributions to climate change By : • Improving the energy efficiency of the building stock • Development of renewable energy production • Reduce vulnerability to climate change	Thermal Efficiency of Housing Stock % of energy from a renewable source Number of properties subject to flooding
En6. Reduce levels of pollution By : • Reduce levels of water pollution • Reduce levels of air pollution • Maintain and enhance soil quality	% of main rivers and canal of good or fair quality Number of days Air Pollution Area of Contaminated Land
En7. Maximise the efficient use of natural resources and minimise the amount of waste produced By : • Encouraging re use of materials • Reducing use of non renewable materials • Recycling materials • Reduce water consumption	Materials recycled % household waste recycled Abstraction by purpose
Economic Objectives	
Ec1.Promote economic growth which is sustainable By : • Encouraging growth in target employment sectors • Encouraging sustainable procurement • Encourage development of a strong rural economy	Number of businesses in key employment sectors Rural Diversification
Ec2. Create a balance of employment opportunities across all sectors By : • Increasing the number of higher added value jobs • Protecting current levels of employment	Bi Annual employment survey results
Ec3. Enhance the image of the area as a business location By : • Provide land / property to enable businesses to locate in the Borough • Maximise niche marketing opportunities (e.g. sectoral strengths) to potential investors	Ha of employment land readily available Number of companies/ employees in key sectors
Ec4. To retain and expand existing economic investment By :	Number of companies working with / assisted by Investor Development Team (Annual Return)

	Number of jobs created or safeguarded (Annual Return)

4.8 The result of the appraisal are expressed in one of the following ways:

Positive Compatible (PC) - The SPD/plan policy supports the sustainability objective and no changes are required.

Potentially Positive (PP) – The SPD/plan policy may be sustainable given certain provisos as set out in the SA report

Potentially Negative (PN) – The SPD/plan policy conflicts with the sustainability objective. Recommendations for changes are made.

Neutral (Ne) - There is no relationship between the SPD/plan policy and the SA objectives or the SPD/plan policy has both negative and positive outcomes which balance.

Unknown (U) – There is insufficient information available to appraise the plan policy/SPD.

4.9 In addition the likely timing and permanence of any impacts are also considered and the appraisal includes clear mitigation measures and explanatory notes.

4.10 When considering the SPD in relation to the SA objectives the assumption was made that the alternative option to having the SPD was ‘no plan’ or ‘business as usual’.

Chapter 5 - Baseline Information

5.1 It is important to establish the current situation in relation to crime and safety in the Borough in order that the effect of the Design for Community Safety SPD can be measured.

5.2 The following data is taken from the 2006 West Mercia Crime & Safety Survey. The survey is conducted annually by West Mercia Police in partnership with a number of other organisations. A random selection of residents was consulted. The respondents are asked about the types of crimes and anti social behaviour they have experienced regardless of whether they have been reported. They are also asked about their perceptions of safety in their local area.

5.3 Examples of crime experienced by Telford and Wrekin residents which were lower than the West Mercia average were 'having your car stolen' and 'house burglary'. Examples of crime experienced which were higher than the West Mercia average were 'being assaulted whilst in a public place' and 'being harassed whilst in a public place'.

5.4 'Problems experienced in neighbourhoods' was also a question within this survey. The most common problem for both Telford and Wrekin and West Mercia was 'groups loitering in public places'.

5.5 A further question within the resident's survey was 'perceptions of safety in neighbourhoods and homes'. The highest perception of safety for both Telford and Wrekin and West Mercia was 'in the local neighbourhood area during daylight hours' and the lowest perception of safety for both Telford and Wrekin and West Mercia was 'in the district when its dark'.

5.6 It is predicted that the SPD will have a positive effect on the borough's crime statistics, reducing the number of incidents of crime and improving people's perception of safety in their local area. It should be noted however that without the SPD the incidence of crime may still reduce due to the activities of the police or other influencing factors however the contribution which design can make to that progress will be less. Similarly it is important to recognise that other factors other than design will also influence the borough's crime statistics.

Chapter 6 – Sustainability Appraisal Results

6.1 The outcome of the SA's of the Community Safety SPD and policy CS15 Urban Design (from the Core Strategy) are predominately positive. This section contains more detailed results of the SA's.

6.2 The SA Framework Objectives are designed to cover a wide range of Local Development Framework Documents. As such a number of the sustainability objectives are not directly related to the Community Safety SPD or policy CS15 and score a Neutral Score in the Appraisal Matrix.

Results of SA of the Community Safety SPD

6.3 The results of the appraisal indicate that compared to a 'no plan' scenario, the development of the Community Safety SPD is a positive action to help ensure that development is sustainable in the Borough (see appendix B).

6.4 The aims and objectives of community safety accord with many of the principles of social sustainability, such as reducing fear of crime. The provision of community safety guidance through this SPD will indirectly support the environmental objectives within the SA, for example by enhancing the built environment of a development through the incorporation of community safety measures, such as a better connected network of streets and public spaces.

6.5 The only potential negative implication of the SPD that the SA has identified; is that levels of light pollution may increase due to increased levels of lighting in high risk or vulnerable areas. It is recommended that the Community Safety SPD is modified to recognise this issue and that sensitively designed lighting schemes should be considered, especially in rural areas.

Results of the SA of Policy CS15

6.6 Policy CS15 Urban Design aims to promote urban design which will assist in creating and sustaining safe places, strengthening local identity and projecting a positive local image. The results of the SA of this policy are within Appendix C. The results of the SA are positive and are similar to the results of the SPD appraisal. However this is to be expected as the SPD is an expansion of CS15 policy.

Conclusion

6.7 The results of the SA indicate that the adoption of the Community Safety is a positive addition in the LDF. The SA has identified one recommendation for improvement – sensitively designed lighting schemes to reduce levels of light pollution. The guidance provides

solutions for the design and layout of the physical environment, it will help reduce crime, fear of crime and antisocial behaviour.

Chapter 7 - Post Formal Consultation

7.1 After the Formal consultation on the Community Safety SPD and SA, the one recommendation for improvement was addressed in the final version of the SPD. Paragraph 9.6, Page 48 of the SPD has now been modified to take into account the recommendation of the SA.

Appendix A: SEA Screening Determination for Designing for Community Safety SPD

Telford & Wrekin
COUNCIL

Determination:

In accordance with Directive 2001/42/EC and the Environmental Assessment of Plans and Programmes Regulations 2004, Regulation 9 and Schedule 1, Telford and Wrekin Council, as the responsible Authority, has concluded that the Community Safety SPD does not need a Strategic Environmental Assessment to form part of the Sustainability Appraisal of this SPD.

This is the final determination for the proposed Community Safety SPD and was made on 29th October 2007.

Reasons for the determination:

The reasons for this determination are based on Directive 2001/42/EC and the criteria specified in Schedule 1 to the Environmental Assessment of Plans and Programmes Regulations 2004 and are;

- The Community Safety SPD does not provide a framework for the future development consent of projects as listed in Annexes I and II of the EIA Directive (Article 3.2 (a)).
- The Community Safety SPD will not require Appropriate Assessment under Article 6 or 7 of the Habitat Directive (Article 3.2 (b))
- The Community Safety SPD determines the use of land at a local level and is a minor modification to an existing policy in the Wrekin Local Plan (Article 3.3) and is unlikely to have significant environment effects (Article 3.4). In evaluating the significance of the effects the criteria in Schedule 1 were considered, together with the comments from the statutory consultees. Table 1 contains further details on the assessment of potential significant environmental effects and the reasons for the determination.

Table 1 Assessment of significant environmental effects

Criteria (Schedule 1)	Significant Environmental Effect likely (Yes/No)	Justification
The characteristics of the plans and programmes, having regard in particular to; a) the degree to which the plan and programme sets a framework for projects and other activities, either with regard to the location, nature, size and operating conditions or by allocating resources.	No	The Community Safety SPD will not set a new policy framework as it provides additional guidance to supplement an existing policy in the Wrekin Local Plan
1(b) the degree to which the plan or programme influences other plans and programme including those in a hierarchy	No	The Community Safety SPD is at the bottom of the LDF hierarchy and thus will not influence other Plans/Programmes in this hierarchy
1 (c) the relevance of the plan or programme for the integration of environmental considerations, in particular with a view to promoting sustainable development	No	The Community Safety SPD is at the bottom of the LDF hierarchy and thus will not influence other Plans/Programmes in this hierarchy. This SPD raises awareness and provides practical solutions for the design and layout of the physical environment, helping reduce crime, fear of crime and anti social behaviour.
1 (d) environmental problems relevant to the plan or programme and;	No	The Community Safety SPD aims to reflect aspects of current practice in community safety to illustrate how to reduce crime, the fear of crime and anti social behaviour through good design. Crime and anti social behaviour can detrimentally affect both the natural and the built environment.
1 (e) the relevance of the plan or	No	It is unlikely that the Community Safety SPD will affect the

programme for the implementation of community legislation on the environment (for example, plans and programme linked to waste management or water protection)		implementation of other community legislation.
2 Characteristics of the effects and of the area likely to be affected, having regard, in particular to; a) the probability, duration, frequency and reversibility of effects	No	The Community Safety SPD will be used to help guide future applications in the Borough. It is unlikely to have significant effects on the probability, duration, frequency and reversibility of effects.
b) the cumulative nature of the effects	No	The Community Safety is unlikely to have any significant cumulative environmental effects.
c) the trans-boundary nature of the effects	No	There will be no trans-boundary effects arising from the Community Safety SPD.
d) the risks to human health or the environment (for example, due to accidents)	No	There will be no human health or environmental risks arising from the Community Safety SPD.
e) the magnitude and spatial extent of effects (geographical area and size of the population likely to be affected)	No	The Community Safety SPD will influence layout and design of the physical environment in the borough of Telford and Wrekin geographical area however it is only one factor amongst many other factors.
f) the value and vulnerability of the area likely to be affected due to; i. special natural characteristics or cultural heritage ii. intensive land use	No	The Community Safety SPD is unlikely to have any significant environmental impact on the value and vulnerability of the likely to be affected.
g) the effects on areas or landscapes which have a recognised national, community or	No	The Community Safety SPD is unlikely to have an effect on landscapes of recognised national, community or international protection status.

international protection status		

Consultation

The consultation bodies specified in the Environmental Assessment of Plans and Programmes Regulations 2004 were consulted in the preparation of the SPD as below:

- Environment Agency
- English Heritage
- Natural England

The comments received included:

Natural England

'….Natural England considers that the Design for Community Safety SPD is appropriate, supported by existing policies and that there are unlikely to be significant environmental effects as a result of the Design for Community Safety SPD.'

English Heritage

'….On the basis of the information supplied, and in the context of the criteria set out in Schedule 1 of the Environmental Assessment Regulations [Annex II of 'SEA' Directive], English Heritage concurs with the Council that the preparation of a Strategic Environmental Assessment is not required…..'

Environment Agency

'…SEA is not required for this SPD due to its perceived limited direct environmental impacts...'

Conclusion

Following consultation with the statutory environmental consultation bodies and analysing the information above, the determination has been made that the SPD Telecommunications does not require a Strategic Environmental Assessment. However a Sustainability Appraisal will be undertaken on the Community Safety SPD which will consider environmental, social and economic effect.

Copies of this determination, together with the reasons for the determination, have been circulated to the statutory consultation bodies in line with the regulations.

Appendix B: Sustainability Appraisal Matrices for Community Safety SPD

Community Safety SPD								
Plan Objectives		Sub Objective	Indictor	Likely timing of Impact (Short, Medium or long term)	Temporary or Permanent Impact	Sustainability Appraisal (SA) Result	Mitigation measures to improve SA Result	Comments
Social Objectives								
S1	Improve and maintain the quality of life & community well being for all	• Enhancing social inclusion by providing equal access to facilities/skills and knowledge • Reduce anti Social • Reduce and prevent crime and fear of crime	• Index of local deprivation • Proportion of children under 16 living in low income households • Level of crime • Fear of crime	**M/L**	**P**	**PC**		
S2	Accessibility to a range of services & facilities to meet people's basic needs & promote social inclusion	• Improve physical accessibility to key local services (transport) • Increase awareness of services and facilities • Improve the range of services available	• Access to Post Office (% of households) • % of houses 800m from a bus stop • % of houses 800m from local shopping facilities	**M/L**	**P**	**PC**		
S3	Provision of a range of housing that meets the needs of the Borough	• Increase the affordability of housing • Provide a range of types of tenure • Provide a range of house types (semi	• Housing completion figures • Affordable housing completion figures • Affordable Housing (Affordability figure linked to earnings)			**Ne**		Not related

		detached, flats, 1,2,3,4,5 bed) • Encourage adaptability of the housing stock	• Range of 1 bed, 2, 3, and 4 bed					
S4	Improve the health of the population	• Encourage a healthy lifestyle • Increase access to health facilities • Increase access to green space • Increase access to leisure facilities • Increase walking opportunities	• Access to GP (number of GP's per population) • Achievement of Accessible Natural Green Space Standards	**M/L**	**P**	**PC**		
S5	Improve the education & skills of population	• Improve education facilities for young people • Improve education facilities for high education/adult learning	• Qualifications at the age of 19 • Number of people in higher education • NVQ qualifications/Apprenticeships undertaken			**Ne**		Not related
Environmental Objectives								
EN1	Make optimum use of land & property	• Encourage development on previously developed land • Encourage reuse of redundant building stock • Encourage development in support of existing transport network	• %development on Greenfield and % on Brownfield • Number of conversions (change of use permitted) • Average Residential density • % of new development within 800m of a bus route	**M/L**	**P**	**PC**		

EN2	Reduce the need for travel & promote modes of travel other than the car	• Improving public transport • Improving the network of footpaths and cycle ways • Improving the permeability of the built environment	Passenger travel mode	**M/L**	**P**	**PC**		
EN3	Enhance & protect the quality of the natural environment	• Protect the landscape and quality of the countryside • Conserve and enhance protected and LBAP priority habitats and species • Protect and enhance geological diversity	Reach government targets PSA for 95% of SSSI's being in favourable condition Area (ha) of Local Nature Reserve Area (ha) of wildlife	**M/L**	**P**	**PC**		
EN4	Enhance & protect the quality of the built environment	• Conserving the built heritage of the Borough • Ensuring the development of a high quality built environment (as defined in the Design Guide SPD)	• Number of listed buildings at risk • % of developments adhering to T & W Design Guide	**M/L**	**P**	**PC**		
EN5	Reduce contributions to climate change	• Improving the energy efficiency of the building stock • Development of renewable energy production • Reduce vulnerability to climate change	• Thermal efficiency of housing stock • % of energy from a renewable source • Number of properties subject to flooding			**Ne**		Not related
EN6	Reduce levels of pollution	• Reduce levels of water pollution • Reduce levels of air pollution • Maintain and enhance soil quality	• % of main rivers and canal of good or fair quality • Number of days Air Pollution • Area of contaminated land	**M/L**	**P**	**PP**		This SPD may increase light pollution

EN7	Maximise the efficient use of natural resources & minimise waste produced	• Encouraging re use of materials • Reducing use of non renewable materials • Recycling materials • Reduce water consumption	• Materials recycled • % household waste recycled • Abstraction by purpose			**Ne**		Not related
Economic Objectives								
EC1	Promote economic growth which is sustainable	• Encouraging growth in target employment sectors • Encouraging sustainable procurement • Encourage development of a strong rural economy	• Number of businesses in key employment sectors • Rural diversification			**Ne**		Not related
EC2	Create a balance of employment opportunities across all sectors	• Increasing the number of higher added value jobs • Protecting current levels of employment	• Bi annual employment survey results			**Ne**		Not related
EC3	Enhance the image of the area as a business location	• Provide land/property to enable businesses to locate in the Borough • Maximise niche marketing opportunities (eg sectoral strengths) to potential investors	• Ha of employment land readily available • Number of companies/employees in key sectors			**Ne**		Not related
EC4	To retain & expand existing local economic investment	• Supporting existing economic investment • Developing 'not for profit' business eg community interest companies	• Number of companies working with/assisted by Investor Development Team (annual return) • Number of jobs created or safeguarded (annual return)			**Ne**		Not related

Key

PC - Potentially Compatible: The Plan objective supports the sustainability objective & no changes are required
PP - Potentially Positive: Plan objectives may be sustainable given certain provisos
Ne - Neutral: There is no relationship between the plan objectives & SA objectives / the plan objective has both negative & positive outcomes which balance
PN - Potentially Negative: Where the Plan objective conflicts with the sustainability objective. Recommendations for changing the Plan objective are made
U - Unknown: There is insufficient information available at this time to appraise the objective

Appendix C: Sustainability Appraisal for CS15

	S1	S2	S3	S4	S5	EN1	EN2	EN3	EN4	EN5	EN6	EN7	EC1	EC2	EC3	EC4
Policy/ site/ option	Improve and maintain the quality of life & community well being for all	Accessibility to a range of services & facilities to meet people's basic needs & promote social inclusion	Provision of a range of housing that meets the needs of the Borough	Improve the health of the population	Improve the education & skills of population	Make optimum use of land & property	Reduce the need for travel & promote modes of travel other than the car	Enhance & protect the quality of the natural environment	Enhance & protect the quality of the built environment	Reduce contributions to climate change	Reduce levels of pollution	Maximise the efficient use of natural resources & minimise waste produced	Promote economic growth which is sustainable	Create a balance of employment opportunities across all sectors	Enhance the image of the area as a business location	To retain & expand existing local economic investment
CS15 Urban Design	**PP**	**PC**	**Ne**	**Ne**	**Ne**	**PC**	**PP**	**PC**	**PC**	**PN**	**Ne**	**PP**	**Ne**	**Ne**	**PP**	**Ne**

Key

PC - Potentially Compatible: The Plan objective supports the sustainability objective & no changes are required
PP - Potentially Positive: Plan objectives may be sustainable given certain provisos
Ne - Neutral: There is no relationship between the plan objectives & SA objectives / the plan objective has both negative & positive outcomes which balance
PN - Potentially Negative: Where the Plan objective conflicts with the sustainability objective. Recommendations for changing the Plan objective are made
U - Unknown: There is insufficient information available at this time to appraise the objective

Telford & Wrekin
COUNCIL

Designing for Community Safety Supplementary Planning Document

Sustainability Statement

May 2008

The Environmental Assessment of Plans and Programmes Regulations 2004

Community Safety Supplementary Planning Document

Sustainability Statement

April 2008

Telford and Wrekin Council has carried out a Sustainability Appraisal (SA) of the Designing for Community Safety Supplementary Planning Document (SPD) in accordance with the requirement of Section 39 (2) of the Planning and Compulsory Purchase Act 2004. In preparing the SPD it has been necessary to comply with European Directive 2001/42/EC on Strategic Environmental Assessment, which is transposed by the Environmental Assessment of Plans and Programmes Regulations 2004.

Under Regulation 16 of the Environmental Assessment of Plans and Programmes Regulations 2004, as soon as reasonability practicable after the adoption of a plan or programme for which an environmental assessment has been carried out under these regulations, the responsible authority shall take such steps as it considers appropriate to bring to the attention of the public specifying:

a) How environmental considerations have been integrated into the plan or programme;
b) How the Sustainability Appraisal report has been taken into account
c) How opinions expressed in relation to public consultation have been taken into account;
d) The reasons for choosing the plan or programme as adopted, in the light of the other reasonable alternatives dealt with; and
e) The measures that are to be taken to monitor the significant environmental effects of the implementation of the plan or programme.

(a) How environmental considerations have been integrated into the plan or programme

National Planning Policy Statement 12 and accompanying guidance on the Sustainability Appraisal process have ensured the timely contribution of Sustainability Appraisal into the development of the Community Safety SPD. This has been achieved by the Sustainability Appraisal providing independent assessment of the sustainability of the proposed SPD. The SA objectives were consulted upon on as part of the draft SA Scoping Report in 2005. The results of the consultation fed into the final SA Scoping Report which provided the SA Framework which was used to appraise this SPD.

The Community Safety Supplementary Planning Document is intended to guide developers, planning consultants and members of the public about how to reduce crime when designing development proposals. It will also be a policy document that development control officers can use while assessing the appropriateness of planning applications in respect of crime prevention and community safety.

b) How the Sustainability Appraisal report has been taken into account

The recommendation arising from the Sustainability Appraisal of the Community Safety SPD for sensitivity around increased levels of lighting to minimise light pollution has been addressed in the Final SPD, Paragraph 9.6, Page 48.

c) How opinions expressed in relation to public consultation have been taken into account;

The three key environmental bodies; the Environment Agency, English Heritage and Natural England (formerly English Nature and Countryside Agency) were consulted at the appropriate stage in the production of the Community Safety Supplementary Planning Document (SPD) and the Sustainability Appraisal.

Comments from all three bodies, other organisations and individual members of the public have fed into the development of the Adopted Community Safety SPD.

d) The reasons for choosing the plan or programme as adopted, in the light of the other reasonable alternatives dealt with;

During the appraisal of the SPD, each sustainability objective was appraised against the consideration of a 'no plan' scenario/option. The results of the SA are detailed in the SA report and support the adoption of the SPD compared to the 'no plan' scenario.

e) The measures that are to be taken to monitor the significant environmental effects of the implementation of the plan or programme.

The measures for monitoring the significant environmental effects of implementing the Community Safety SPD, and the progress being made towards the sustainability objectives of the Sustainability Appraisal are detailed in the Sustainability Appraisal Report.

The Annual Monitoring Report will continue to be the vehicle by which the monitoring of the Sustainability Appraisal objectives will be made. Changes to the baseline data in the Annual Monitoring Report will identify any unforeseen effects and facilitate a response to adverse effects.

Appendix 2

Annual efficiency statement - backward look - Provisional

Details

Local authority Telford & Wrekin Council
Contact name Pauline Harris
Job title Corporate Finance Manager
Email address pauline.harris@telford.gov.uk

Statement

Overarching Key Actions Taken

THE EFFICIENCY & IMPROVEMENT CONTEXT

Telford & Wrekin is a low spending, low Council Tax and high performing local authority. The Council was the first in the West Midlands to achieve 'Excellent' status. It continues to be a 4 Star –rated authority under CPA. The context within which it is continuing to address its annual efficiency target of some £2.932m is:

· The Council Tax for our unitary services has been around £70 below the Unitary average for some time and one of the lowest in the Midlands region**.** In terms of Band D comparisons, the level of Council Tax paid in Telford & Wrekin in 2007/08 was **£1008.50**. The average level of Council Tax for the same services in the other 5 local authority areas of Shropshire was **£1,126.46**;

· A constant drive to make savings has featured in the Budget Strategy every year since becoming a Unitary Authority. This has generated additional savings averaging around **£2m** every year since 1998, consistent with the Government's agenda for efficiency, despite the inherited low spending base acknowledged by the Council's external auditor;

· For the past three decades, Telford & Wrekin has demonstrated that the ONS annual population estimates have systematically failed to accurately track and project population growth. Our position was confirmed by the results of both the 1991 and 2001 Census. The impact of this undercount has been severe. We estimate that since becoming a Unitary Authority in 1998, we have lost in excess of £16 million because of population undercount by ONS and data lag.

· Additionally, Telford & Wrekin has lost a further £8.5m grant through 'damping' in the two years 2006/07 and 2007/08. The Council's budget has been adversely affected by the introduction of the 'damping' mechanism by Government; some £4.3m of money that the RSG formula calculated should have been allocated to Telford & Wrekin was withheld by the Government in 2006/07 and £4.2m in 2007/08, to protect councils whose needs, in real terms, are becoming less.

These factors set a positive context when considered in relation to the overall performance improvement achieved by the Council:

· In terms of our overall 'direction of travel', the Council has improved 75% of statutory BVPIs from 2005/06 to 2007/08, with 64% of BVPIs improving in 2007/08;

· We have achieved an average rate of improvement on each BVPI of 8.7% in 2007/08;

· In 2006 we were named 'Best Achieving Council' (Municipal Journal) and were highly commended by judges in the 'Council of the Year' Award (Local Government Chronicle).

THE COUNCIL'S APPROACH TO EFFICIENCY

There are 2 broad strands to our strategy:

(i) Corporate Service & Financial Planning Process

The core process through which the Council has taken forward its commitment to achieving both greater efficiency and improved performance is its Service & Financial Planning Framework. This links together Community/Corporate Strategy and Priorities with our Priority, Portfolio and Business Plans through to individual Personal Development Plans. It brings together a broad strategic assessment of local community needs, national policy priorities and performance information on our services alongside the revenue and capital resources that are available to us.

Budgets undergo regular review to identify potential corporate efficiencies to ensure that our organisation constantly make best use of all resources – money, people, buildings, systems and equipment – to maximise operational performance, and targets are set annually.

Overall, efficiencies totalling **£3.504m** have been achieved across our services for 2007/08.

(ii) Corporate Efficiency Strategy & Focuses for Action

In addition, we have identified a number of specific corporate focuses for action through which operational efficiency can be improved:

· **Procurement:** Both in terms of undertaking procurement processes more efficiently e.g. e-procurement, and in taking a strategic look at how services are organised and delivered (proposals totalling **£1.217m*** are identified in our Backward Look Efficiency Statement – being a combination of £0.287m identified in the cross-cutting themes and £0.930m within the specific service areas)

· **Using ICT to both improve customer services and maximise efficiency:** This will include re-engineering systems and processes to generate efficiency savings and enhance customer service (proposals totalling **£0.378m*** are identified in our Backward Look Efficiency Statement – all relating to the cross-cutting themes)

· **Creating a workforce of the Future**: Our Beyond Excellence Through People project is examining working practice and terms and conditions of service to improve organisational performance and efficiency (proposals totalling **£0.913m*** are identified in our Backward Look Efficiency Statement – being a combination of £0.186m identified in the cross-cutting themes and £0.727m within the specific service areas);

· **Review and rationalisation of Council assets and buildings:** Exploring opportunities for co-location of services, review current operational buildings and better realise the potential of our assets(proposals totalling **£0.264m*** are identified in our Backward Look Efficiency Statement- being a combination of £0.025m identified in the cross-cutting themes and £0.239m within the specific service areas);

· **Invest to Save Initiatives**: In 2007/08 we created a corporate fund to pump-prime key development initiatives that will result in significant efficiency 'pay-back'.

* As these are focuses for action Council-wide, the figures quoted above include both corporate and service-level proposals.

Appendix 2

	Ongoing gains sustained from 2006/07 (£)		Further gains achieved in 2007/08 (£)		...of which expected to be ongoing (£)		Cumulative gains as at end of 2007/08 (£)		
Title	**Total gains**	**...of which cashable(£)**	**Total gains**	**...of which cashable (£)**	**Total gains**	**...of which cashable (£)**	**Total gains**	**...of which cashable (£)**	**Related links**
Adult social services	943,844	841,626	1,128,600	134,000	1,128,600	134,000	2,072,444	975,626	Documents People Projects

2007/08 Primary quality crosscheck			
Quality crosscheck	**2006/07**	**2007/08**	**Quality crosscheck met?**
Intensive home care as a percentage of intensive home and residential care (PAF B11)	30.34	30.27	No

Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Procurement and Creating a Workforce for the Future.
Key actions: 1. Direct Payments - redirection from council organised provision; increased clients and reduced unit costs : £524k
2. Older People - redirection from residential / nursing care to Helped Live at Home : £296k
3. Assessments & Reviews - increased number of clients processed : £121k
4. Substance Misuse - increased number of clients : £54k
5. Reduction in general running costs within Adult Social Services: £56k
6. Review of Preventative and Support Services contract and service provision: £50k
7. Rationalisation of Performance & Information Unit: £18k
8. Direct Payments contract review : £10k

Quality crosscheck notes: The percentage change between years is minimal and can be attributed to the increased uptake of direct payments.

Children's services	1,546,425	1,516,417	498,000	498,000	498,000	498,000	2,044,425	2,014,417	Documents

									People Projects

2007/08 Primary quality crosscheck			
Quality crosscheck	**2006/07**	**2007/08**	**Quality crosscheck met?**
CSCI judgement: Serving children well?	1	1	Yes

Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Creating a Workforce for the Future and Review and Rationalisation of the Council's assets and buildings.
Key actions:
1. Looked After Children - reduced costs in relation to specialist and external residential placements : £359k
2. Children & Families - reduction in the reliance on agency workers : £139k

Quality crosscheck notes:

Culture and sport	59,937	58,880	53,000	53,000	53,000	53,000	112,937	111,880	Documents People Projects

2007/08 Primary quality crosscheck			
Quality crosscheck	**2006/07**	**2007/08**	**Quality crosscheck met?**
Non-approved indicator (enter 0 in 2006/07 and 1 in 2007/08 and explain in the text box)	1	1	Yes

Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Rationalisation of the Council's assets and buildings together with other efficiencies.

Key actions:
1. Additional income generated at Telford Ice Rink from increased demand and active marketing: £53k

Quality crosscheck notes: Non-approved indicator – the number of visits to leisure facilities has been used as an indication of service quality (this indicator has been re-named since 06/07 from the number of swims and other visits

	but measures the same thing). The number of visits has increased from 1,279,033 in 06/07 to 1,279, 488 in 07/08.

Environmental services

699,815	699,815	218,604	178,604	218,604	178,604	918,419	878,419	Documents People Projects

2007/08 Primary quality crosscheck			
Quality crosscheck	**2006/07**	**2007/08**	**Quality crosscheck met?**
Percentage sum of household waste arisings that have been:(a) sent by the Authority for recycling (BV82a i); (b) sent by the Authority for composting or treatment by anaerobic digestion (BV82b i); and (c) used to recover heat, power and other energy sources (BV82c i)	34.7	36.6	Yes

Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Procurement, Creating a Workforce for the Future, and Invest to Save.

Key actions:
1. Further benefits arising from increased recycling, diversion from landfill and kerbside collection service: £89k
2. Improvements in outcomes from investment in street lighting and Highways, fewer insurance claims and higher level of customer satisfaction: £40k
3. Further efficiencies through review of the environmental maintenance contract: £50k
4. Review and rationalisation of portfolio structure and support services : £40k

Quality crosscheck notes:

Local transport (highways)

258,765	258,765	0	0	0	0	258,765	258,765	Documents People Projects

2007/08 Primary quality crosscheck			
Quality crosscheck	**2006/07**	**2007/08**	**Quality crosscheck met?**

	Percentage of local authority principal road network where structural maintenance should be considered (BV223)								
	Key actions undertaken to achieve efficiency gain: **Quality crosscheck notes:** Information not yet available will be completed prior to submission								
Local transport (non-highways)	0	0	0	0	0	0	0	0	Documents People Projects
	2007/08 Primary quality crosscheck								
	Quality crosscheck						**2006/07**	**2007/08**	**Quality crosscheck met?**
	No efficiency gains to be reported in this sector, (enter 0 in 2006/07 and 0 in 2007/08)						0	0	Yes
	Key actions undertaken to achieve efficiency gain: **Quality crosscheck notes:**								
LA social housing (capex)	0	0	0	0	0	0	0	0	Documents People Projects
	2007/08 Primary quality crosscheck								
	Quality crosscheck						**2006/07**	**2007/08**	**Quality crosscheck met?**
	No efficiency gains to be reported in this sector, (enter 0 in 2006/07 and 0 in 2007/08)						0	0	Yes
	Key actions undertaken to achieve efficiency gain: **Quality crosscheck notes:**								

<table>
<tr><td rowspan="5">LA social housing (other)</td><td>0</td><td>0</td><td>51,000</td><td>51,000</td><td>51,000</td><td>51,000</td><td>51,000</td><td>51,000</td><td><a>Documents
<a>People
<a>Projects</td></tr>
<tr><td colspan="9">2007/08 Primary quality crosscheck<table>
<tr><th>Quality crosscheck</th><th>2006/07</th><th>2007/08</th><th>Quality crosscheck met?</th></tr>
<tr><td>Housing CPA score (A=1, B=2, C=3, D=4)</td><td>1</td><td>1</td><td>Yes</td></tr>
</table></td></tr>
<tr><td colspan="9">Previous primary quality crosscheck (if different)<table>
<tr><th>Previous primary quality crosscheck</th><th>2006/07</th><th>2007/08</th><th>Quality crosscheck met?</th></tr>
<tr><td>No efficiency gains to be reported in this sector, (enter 0 in 2006/07 and 0 in 2007/08)</td><td></td><td></td><td></td></tr>
</table></td></tr>
<tr><td colspan="9">Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Review and Rationalisation of the Council assets and buildings.
Key actions: 1. Housing Needs - reduction in temporary accommodation repairs and maintenance budgets in line with the strategy to reduce the number of temporary accommodation units by 2010: £21k
2. Termination of accommodation lease without impacting on service provision: £30k
Quality crosscheck notes:</td></tr>
<tr><td rowspan="3">Non-school educational services</td><td>216,825</td><td>0</td><td>593,000</td><td>330,000</td><td>593,000</td><td>330,000</td><td>809,825</td><td>330,000</td><td><a>Documents
<a>People
<a>Projects</td></tr>
<tr><td colspan="9">2007/08 Primary quality crosscheck<table>
<tr><th>Quality crosscheck</th><th>2006/07</th><th>2007/08</th><th>Quality crosscheck met?</th></tr>
<tr><td>Percentage achieving five or more GCSEs (BV39)</td><td>87.9</td><td>91.5</td><td>Yes</td></tr>
</table></td></tr>
<tr><td colspan="9">Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Review and Rationalisation of the Council assets and buildings, Creating a Workforce for the Future and Invest to Save.</td></tr>
</table>

Key actions:
1. Synergies available from integrated provision of service: £230k
2. Special Educational Needs Transport Review: £50k
3. Efficiencies from the PFI provision of Hadley Learning Centre (school, leisure and community facility) including hard and soft facilities management spread across the life of the contract: £138k
4. Sale of Surplus Assets, interest accrued from the sale of former school buildings: £50k
5. Efficiencies from operating the NVQ centre and more effective service delivery : £25k
6. Efficiencies from workforce development providing a more skilled workforce and earlier intervention: £100k

Quality crosscheck notes:

Supporting people

387,484	170,573	0	0	0	0	387,484	170,573	Documents People Projects

2007/08 Primary quality crosscheck

Quality crosscheck	2006/07	2007/08	Quality crosscheck met?
Average performance level for all local Supporting People services, using the six Core Objectives in the Quality Assessment Framework (Mode grade letter represented as 1=A, 2=B, 3=C, 4=D)	2	2	Yes

Key actions undertaken to achieve efficiency gain:

Quality crosscheck notes:

Homelessness

158,347	158,347	25,300	0	25,300	0	183,647	158,347	Documents People Projects

2007/08 Primary quality crosscheck

Quality crosscheck	2006/07	2007/08	Quality crosscheck met?

Non-approved indicator (enter 0 in 2006/07 and 1 in 2007/08 and explain in the text box)	0	1	Yes

Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Invest to Save.
Key actions:
1. Homelessness preventative initiatives : £25k

Quality crosscheck notes: : In 06/07, we used the non-approved indicator 'the percentage of applications that are dealt with and receive written notification within 33 working days'. However, we have no data for 2007/08 as we stopped monitoring this indicator this year as we felt it was not a good indicator of service quality. For 2007/08, we have decided to use as an alternative BVPI 213 'number of households who considered themselves as homeless where housing advice casework from the local authority resolved the situation' as it is a better overall indicator of the effectiveness of the service provided and more relevant to the efficiencies delivered. Performance against this PI improved from 3.53 in 06/07 to 4.0 in 07/08.

Other cross-cutting efficiencies not covered above

Corporate services

721,867	540,335	232,202	200,977	138,202	137,977	954,069	741,312	Documents People Projects

2007/08 Primary quality crosscheck

Quality crosscheck	2006/07	2007/08	Quality crosscheck met?
No new qualifications on the financial accounts (0=No, 1=Yes)	1	1	Yes

Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process across all of key strands of the strategy.
Key actions:
1. Reduction in costs of procuring the new performance management system : £31k - one-off
2. Restructure of Training & Admin. function in Revenues and Benefits : £20k
3. VAT return submitted earlier via electronic means, cash flow benefit : £14k
4. Various ICT efficiencies around back-up retention strategy, disposals contract etc : £61k
5. Efficiencies from reviewing training provision : £18k
6. Reduction in member allowance costs : £63 k - one off
7. Rationalise attendances at conferences : £4k

	8. Additional income generated from survey activity : £9k 9. Changing the delivery mechanism for a key seminar : £11k **Quality crosscheck notes:**								
Procurement - goods and services	1,169,818	1,034,458	266,408	266,408	266,408	266,408	1,436,226	1,300,866	Documents People Projects
	2007/08 Primary quality crosscheck								
	Quality crosscheck						**2006/07**	**2007/08**	**Quality crosscheck met?**
	Content and implementation of Corporate Procurement Strategy reviewed in the last year (0=No, 1=Yes)						1	1	Yes
	Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on procurement Key actions: 1. Re-negotiation of system contract : 11k 2 Termination of contract for a storage unit without impacting on service : £10k 3. Renegotiation of debt recovery services contract : £10k 4. Renegotiation of Audit contracts : £5k **Quality crosscheck notes:**								
Procurement - construction	0	0	0	0	0	0	0	0	Documents People Projects
	2007/08 Primary quality crosscheck								
	Quality crosscheck						**2006/07**	**2007/08**	**Quality crosscheck met?**
	No efficiency gains to be reported in this sector, (enter 0 in 2006/07 and 0 in 2007/08)								

<table>
<tr><td></td><td>
Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on procurement
Key actions:
1. Negotiation built into the framework and process surrounding a major engineering scheme: £100k
2. LTP and engineering efficiencies : £30k
3. Negotiated transfer of risks associated with contracts : £100k
Quality crosscheck notes: ** need to pursue **
</td></tr>
<tr><td>Productive time</td><td>
<table>
<tr><td>213,727</td><td>73,307</td><td>142,560</td><td>11,346</td><td>142,560</td><td>11,346</td><td>356,287</td><td>84,653</td><td>Documents
People
Projects</td></tr>
</table>
<table>
<tr><th colspan="4">2007/08 Primary quality crosscheck</th></tr>
<tr><th>Quality crosscheck</th><th>2006/07</th><th>2007/08</th><th>Quality crosscheck met?</th></tr>
<tr><td>Investors in People or other appropriate quality management independent accreditation (0=None, 1=Achieved)</td><td>1</td><td>1</td><td>Yes</td></tr>
</table>
<table>
<tr><th colspan="4">Previous primary quality crosscheck (if different)</th></tr>
<tr><th>Previous primary quality crosscheck</th><th>2006/07</th><th>2007/08</th><th>Quality crosscheck met?</th></tr>
<tr><td>Working days lost to sickness absence (BV12)</td><td>9.04</td><td>9.31</td><td>No</td></tr>
</table>
Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Creating a Workforce for the Future.
Key actions:
1. Productivity improvements and increased outputs relating to the provision of support services to a new regeneration company: £30k
2. Introduction of a new business planning process generating efficiencies : £22k
3. Use of technology within support services (lap tops) : £5k
4. Staffing rationalisation: £16k
5. Systems support team work absorbed within existing resources: £36k
6. Increased work undertaken by support services within existing resources: £32k
Quality crosscheck notes: Use new primary quality crosscheck ‘Investors in People or other quality management
</td></tr>
</table>

	independent accreditation' (2006/07 – 1, 2007/08 – 1). This indicator has been chosen as the Council has again successfully achieved the IiP standard corporately this year and we feel it is a better overall measure of how our organisation is managed and more relevant to the productive time efficiencies in 07/08. In terms of BV12, performance is still better than median. We are taking steps to address this e.g. more proactive use of employee counselling service.

Transactions

353,387	9,292	296,636	20,000	296,636	20,000	650,023	29,292	Documents People Projects

2007/08 Primary quality crosscheck			
Quality crosscheck	**2006/07**	**2007/08**	**Quality crosscheck met?**
Non-approved indicator (enter 0 in 2006/07 and 1 in 2007/08 and explain in the text box)	0	1	Yes

Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Using ICT
Key actions:
1. Increased numbers of people accessing council services via the web : £255k
2. Registering to vote electronically: £5k
3. Reduction in transaction charges and barcoding on bills : £15k
4. Single mobile phone bill : £2k
5. Single automated land line costs: £20k

Quality crosscheck notes: Non-approved indicator 'total number of on-line reservations and renewals for libraries and leisure centre on-line bookings (06/07 – 18,248, 2007/08 27,490)

Miscellaneous efficiencies

727,360	500,207	78,000	78,000	78,000	78,000	805,360	578,207	Documents People Projects

2007/08 Primary quality crosscheck			
Quality crosscheck	**2006/07**	**2007/08**	**Quality crosscheck met?**

	Overall CPA score (0=Poor, 1=Weak, 2=Fair, 3=Good, 4=Excellent)					4	4	Yes	
	Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process across all the efficiency strands. Key actions: 1. Additional income generation and efficiencies across community centres : £15k 2. General efficiencies across portfolios £37k 3. Monitoring activity absorbed within existing structure: £5k 4. Rationalisation of Staffing : £6k 5. Rent yield from workshops : £15k **Quality crosscheck notes:**								
Total	**7,457,601**	**5,862,022**	**3,583,310**	**1,821,335**	**3,489,310**	**1,758,335**	**11,040,911**	**7,683,357**	

Gershon Efficiency Outturn - 2007/08

	Proposals	Outturn	Variance
	£	£	£
Adult & Consumer Care	1,172,691	1,204,900	32,209
Community Services	243,000	370,636	127,636
CEX/Policy	19,000	117,700	98,700
Children & Young People	1,087,000	1,091,000	4,000
Environment & Regeneration	660,000	513,604	-146,396
Resources	322,550	285,470	-37,080
Total	**3,504,241**	**3,583,310**	**79,069**
check = 0		0	0

Workstream	Proposals £	Outturn	Cashable £
Adult Social Services	1,096,393	1,128,600	134,000
Childrens Services	200,000	498,000	498,000
Culture & Sport	56,000	53,000	53,000
Environmental Services	225,000	218,604	178,604
Local Transport (non-highways)	20,000	0	0
LA Social Housing (other)	51,000	51,000	51,000
Non Schools Education	887,000	593,000	330,000
Homelessness	25,298	25,300	0
Corporate Services	232,050	232,202	200,977
Procurement	282,000	266,408	266,408
Productive Time	172,500	142,560	11,346
Transactions	184,000	296,636	20,000
Miscellaneous	73,000	78,000	78,000
Total	**3,504,241**	**3,583,310**	**1,821,335**
Target	**2,932,000**		**1,466,000**
Overachievement	**572,241**		**355,335**

GERSHON EFFICIENCIES - 2007/08

Proposal / Action Identified - brief description of efficiency proposal	**Cashable** √	**Estimated Saving for 2007/08** £	**Year End** £	**Over / Under Achievement** £	**Lead Officer**	**Other Comments**	**Gershon Workstream**
Adult & Consumer Care							
Direct Payments 2007/08 - redirection from council organised provision	No	308,373	524,400	216,027	Paul Taylor	Increase in take-up of direct payments over and above that originally anticipated, particularly by Adults with Learning Disabilities and Mental Health clients	Adult Social Services
Older People - redirection from residential / nursing care to Helped to Live at Home	No	188,760	295,700	106,940	Paul Taylor		Adult Social Services
Productive Time - Increased assessments & Reviews	No	426,260	120,900	-305,360	Paul Taylor	Increase in number of assessments & reviews carried out not as great as previously anticipated, particularly within Mental Health	Adult Social Services
Productive Hours - substance misuse - client numbers	No	39,000	53,600	14,600	Paul Taylor		Adult Social Services
Homelessness Preventative Initiatives	No	25,298	25,300	2	Paul Taylor		Homelessness
Reduction in running costs across the Portfolio	Yes	56,000	56,000	0	Richard Webb	part of 07/08 budget strategy	Adult Social Services
Housing Needs - reduction in temporary accommodation r&m budgets	Yes	21,000	21,000	0	Paul Taylor	part of 07/08 budget strategy	LA Social Hsg (Other)
Parville House - termination of lease without impact on service provision	Yes	30,000	30,000	0	Paul Taylor	part of 07/08 budget strategy	LA Social Hsg (Other)
Preventative & Support Services	Yes	50,000	50,000	0	Paul Taylor		Adult Social Services
Performance & information - rationalisation of unit	Yes	18,000	18,000	0	Karen Kalinowski	part of 07/08 budget strategy	Adult Social Services
Direct Payments - contract review	Yes	10,000	10,000	0	Paul Taylor	part of 07/08 budget strategy	Adult Social Services
Total Adult & Consumer Care		**1,172,691**	**1,204,900**	**32,209**			
Community Services							
Additional income generation and efficiencies across community centres	Yes	15,000	15,000	0	Pete Jackson	part of 07/08 budget strategy. This saving has now been re-aligned across expenditure budgets but still remains a gershon efficiency.	Miscellaneous
Additional income generation and efficiencies at Telford Ice Rink	Yes	53,000	53,000	0	Jonathan Rowe	part of 07/08 budget strategy	Culture & Sport
Improved efficiency through non-allocation of non-pay inflation across the Portfolio	Yes	37,000	37,000	0	Sue Banks	part of 07/08 budget strategy	Miscellaneous
Social Inclusion Monitoring activity ceased	Yes	5,000	5,000	0	Pete Jackson		Miscellaneous
Improved affiance from bio-mass heating at Oakengates Leisure Centre	Yes	3,000	0	-3,000	Jonathan Rowe	part of 07/08 budget strategy. Due to issues with the contractor this saving is no longer achieveable	Culture & Sport
Pension contribution ceased	Yes	6,000	6,000	0	Pete Jackson		Miscellaneous
Increased number of people accessing council services through the web rather than contacting the council by phone or visiting.	No	124,000	254,636	130,636	Angie Astley		Transactions
Total Community Services		**243,000**	**370,636**	**127,636**			
Chief Executive/Policy							
Policy - additional income from survey activity	Yes	4,000	8,700	4,700	Richard Partington	Surveys have been conducted but work has not yet finished on them, therefore charges have not been made	Corporate
CEX/Members - rationalise conference attendance	Yes	4,000	4,000	0	Emma Price/Tara Hawkes	Currently on target to achieving; may be further saving by year end.	Corporate
Policy - change delivery mechanism for State of the Borough Debate	Yes	11,000	11,000	0	Richard Partington		Corporate
Policy - reduction of cost of Performance Management System	No	0	31,000	31,000	Hilary Knight	Negotiation of price of system following original quote of £62,000	Corporate
CEX/Members - reduction in Member allowances following restructure of Cabinet (reduction of 2 Cabinet posts)	Yes	0	63,000	63,000	Emma Price	Slightly reduced from period 5 as further restructuring has taken place.	Corporate
Total Chief Executive / Policy		**19,000**	**117,700**	**98,700**			

GERSHON EFFICIENCIES - 2007/08

Proposal / Action Identified - brief description of efficiency proposal	**Cashable** √	**Estimated Saving for 2007/08** £	**Year End** £	**Over / Under Achievement** £	**Lead Officer**	**Other Comments**	**Gershon Workstream**
Children & Young People							
Looked After Children - specialist and external residential placements.	Yes	100,000	359,000	259,000	BE	£100k was part of 2007/08 Budget Strategy; improvement above this.	Childrens Services
Youth & Connexions - synergy available from integrated offer	Yes	194,000	230,000	36,000	JG	Part of 2007/08 Budget Strategy - all has been re-invested in other areas	Non-Schools Education
SEN transport review	Yes	143,000	50,000	-93,000	GF	Part of 2007/08 Budget Strategy	Non-Schools Education
Introduction of single meal choice for schools meals in Primary schools with detriemntal impact on quality or take-up	Yes	170,000		-170,000	LI	Meal numbers have reduced.	Non-Schools Education
Reduction in reliance on Agency Workers in Children & Families	Yes	100,000	139,000	39,000	BE	Based on reduction in overspend compared to 2006/07 on Agency staff not on save in base budget	Childrens Services
Savings arising through private prosion of Hadley Learning Centre including Hard and Soft facilities management	No	330,000	138,000	-192,000	CJ	Part year previously included	Non-Schools Education
Sale of surplus assets - interest accrued	Yes	50,000	50,000	0	PH		Non-Schools Education
Operating NVQ Centre	No	0	25,000	25,000	CJ	Skilled workforce leading to more effective service delivery.Assume £250 of benefit per candidate using centre	Non-Schools Education
Workforce Development	No		100,000	100,000	CJ	Skilled workforce leading to more effective service delivery. For example CAF and TAC training for lead professionals has led to effective early intervention and therefore reduced the risk of some children coming into care. Assume £25 of benefit per trained member of workforce	Non-Schools Education
Total Children & Young People		**1,087,000**	**1,091,000**	**4,000**			
Environment & Regeneration							
Hadeley & Donnington PIP rentals above national average and returns on ERDF funding	Yes	50,000	0	-50,000		Scheme delayed	Corporate
Workshops - rent yield	Yes		15,000	15,000			Miscellaneous
West 2 engineering of scheme	Yes	100,000	100,000	0			Procurement
Fridge Disposal Contract				0		Re-negotiation of fridge disposal contract.	
Waste Management recycling and performance based	Yes	75,000	88,604	13,604			Environmental Services
Transforming Telford - Productivity measures and outputs	No	30,000	30,000	0			Productive Time
LTP and Engineering Efficiencies from contractor	Yes	30,000	30,000	0			Procurement
Improvements in outcomes from street lighting and Highways investment	No	40,000	40,000	0			Environmental Services
Transfer of risk associated with UOW ERDF contracts	Yes	100,000	100,000	0		Novation delayed referred to CLG; still pushing for novation before 31/03/08	Procurement
New business planning process - time efficiency savings and effectiveness	No	20,000	20,000	0			Productive time
Traffic Management System	No	20,000	0	-20,000			Local Transport (non Highways)
Postal Arrangements under APM	Yes	50,000	0	-50,000			Corporate
Further efficiencies through review of the environmental mtce contract	Yes	50,000	50,000	0		Part of 2007/08 budget strategy	Environmental Services
Reduced travel costs for the Portfolio	Yes	10,000	0	-10,000		Part of 2007/08 budget strategy	Miscellaneous
Review and rationalisation of Portfolio structure and support services	Yes	60,000	40,000	-20,000		Part of 2007/08 budget strategy	Environmental Services
Gains arising from Transforming Telford support provided	Yes	25,000	0	-25,000		Part of 2007/08 budget strategy; being reviewed.	Productive Time
Total Environment & Regeneration		**660,000**	**513,604**	**-146,396**			

GERSHON EFFICIENCIES - 2007/08

Proposal / Action Identified - brief description of efficiency proposal	**Cashable** √	**Estimated Saving for 2007/08** £	**Year End** £	**Over / Under Achievement** £	**Lead Officer**	**Other Comments**	**Gershon Workstream**
Resources							
Debt Recovery - train the trainer; case management train the trainer	Yes	3,000	3,000	0	RW	debt recovery has taken place, case man ongoing	Corporate
Potential training partnership with external providers	Yes	3,500	3,500	0	RW	standards training provided via Bevans	Corporate
Registering to vote electronically	Yes	5,000	5,000	0	RW		Transactions
Local Government Week-end School - saving on gaining CPD points	Yes	6,000	6,000	0	RW	achieved in April 2007	Corporate
Marketing of Debt Collection services for external clients	Yes	2,000	0	-2,000	RW	not been able to move forward	Corporate
Standards training partnership with Birmingham City Council	Yes	3,550	2,000	-1,550	RW	courses attended	Corporate
Town and Village Greens Course - training partnership externally provided	Yes	4,000	4,000	0	RW	courses attended	Corporate
Word processing duties absorbed within team following temporary staff changes.	Yes		11,346	11,346	RW	one off benefit arising from staff changes brought in place to cover maternity leave	Productive Time
Use of technology within accountancy (lap tops, OLE etc) increasing affiance	No	5,000	5,000	0	PC		Productive Time
Highways direct access to the insurance claims system, saving officer time	No	1,000	1,000	0	PC		Productive Time
Business Planning - preparing one business plan instead of 4	No	2,000	2,000	0	PC		Productive Time
Restructuring of Finance Admin. Role in ASC Finance	No	2,000	2,000	0	PC		Productive Time
Restructure of Training & Admin. Functions (R&Bs)	Yes	20,000	20,000	0	PC		Corporate
Allpay - reduction in transaction charges and introduction of barcoding on bills	Yes	15,000	15,000	0	PC		Transactions
Renegotiation of Northgate S&M Contract	Yes	10,000	11,000	1,000	PC		Procurement
Termination of contract for unit at St Georges for storage	Yes	10,000	10,000	0	PC		Procurement
Renegotiation of Debt Recovery Services Contract	Yes	25,000	10,000	-15,000	PC	There was a delay in signing the contract and we are not realising the results that we expected. Largely this is as a result of bailiff company still collecting debts assigned under the old contract	Procurement
VAT return submitted earlier and VAT reclaimed received earlier, cash flow benefit	Yes	10,000	13,622	3,622	PC		Corporate
Orange Single Mobile Bill - transaction savings from reduced nos of bills	No	20,000	2,000.00	-18,000.00	TG	Delays with go live of the link and contract delay of CLI information; link is now installed but not operational; it is anticipated that roll out and deployment will take place by the end of January	Transactions
Single automated land line costs - reduction in transaction costs by 100 invoices per month	No	20,000	20,000.00	0.00	PH	Cost base con £2.34 cost per invoice processed	Transactions
Less end user down time and increase in resilience from improved ICT processes and less individual down time	No	20,000	0.00	-20,000.00	TG	Infrastructure project is delayed, this is unlikely to be achieved this financial year.	Productive Time
Moss effective document management	No	20,000	0.00	-20,000.00	TG	Moss is implemented in its basic format; full implementation approval has now been given but will be delivered from the Web Services Team over the next 12 months.	Productive Time
Various cost savings around back up retention strategy, disposals contract etc	Yes	61,000	61,000.00	0.00	TG	Achieved	Corporate
PA support being provided within existing resources admin team for HOS	No	3,000	3,000.00	0.00	TG	Achieved	Productive Time
ICT Audit contract reduce cost per day	Yes	6,500	4,850	-1,650	KC		Procurement
Equifax credit checks - early renewal discounts	Yes	500	558	58	KC		Procurement
Use of Tablet PCs to improve productivity	No	500	0	-500	KC		Productive Time
Increase in work carried out for schools	No	8,000	32,214	24,214	KC		Productive Time
Cancellation of broadband allowance	Yes		1,080	1,080	KC	Ongoing from 2006/07	Corporate
Upgrade and change of user licence for IDEA	Yes		75	75	KC	Identified during the year	Corporate
Savings from change in use of ad-hoc external audit provider	No		225	225	KC	Identified during the year	Corporate
HRS Support function transferred from ICT to Payroll and work absorbed within existing budgets	No	36,000	36,000	0	DJ		Productive Time
Total Resources		**322,550**	**285,470**	**-37,080**			
Overall Total		**3,504,241**	**3,583,310**	**79,069**			

Appendix 2

Annual efficiency statement - backward look - Provisional

Details

Local authority Telford & Wrekin Council
Contact name Pauline Harris
Job title Corporate Finance Manager
Email address pauline.harris@telford.gov.uk

Statement

Overarching Key Actions Taken

THE EFFICIENCY & IMPROVEMENT CONTEXT

Telford & Wrekin is a low spending, low Council Tax and high performing local authority. The Council was the first in the West Midlands to achieve 'Excellent' status. It continues to be a 4 Star –rated authority under CPA. The context within which it is continuing to address its annual efficiency target of some £2.932m is:

· The Council Tax for our unitary services has been around £70 below the Unitary average for some time and one of the lowest in the Midlands region**.** In terms of Band D comparisons, the level of Council Tax paid in Telford & Wrekin in 2007/08 was **£1008.50**. The average level of Council Tax for the same services in the other 5 local authority areas of Shropshire was **£1,126.46**;

· A constant drive to make savings has featured in the Budget Strategy every year since becoming a Unitary Authority. This has generated additional savings averaging around **£2m** every year since 1998, consistent with the Government's agenda for efficiency, despite the inherited low spending base acknowledged by the Council's external auditor;

· For the past three decades, Telford & Wrekin has demonstrated that the ONS annual population estimates have systematically failed to accurately track and project population growth. Our position was confirmed by the results of both the 1991 and 2001 Census. The impact of this undercount has been severe. We estimate that since becoming a Unitary Authority in 1998, we have lost in excess of £16 million because of population undercount by ONS and data lag.

· Additionally, Telford & Wrekin has lost a further £8.5m grant through 'damping' in the two years 2006/07 and 2007/08. The Council's budget has been adversely affected by the introduction of the 'damping' mechanism by Government; some £4.3m of money that the RSG formula calculated should have been allocated to Telford & Wrekin was withheld by the Government in 2006/07 and £4.2m in 2007/08, to protect councils whose needs, in real terms, are becoming less.

These factors set a positive context when considered in relation to the overall performance improvement achieved by the Council:

· In terms of our overall 'direction of travel', the Council has improved 75% of statutory BVPIs from 2005/06 to 2007/08, with 64% of BVPIs improving in 2007/08;

· We have achieved an average rate of improvement on each BVPI of 8.7% in 2007/08;

· In 2006 we were named 'Best Achieving Council' (Municipal Journal) and were highly commended by judges in the 'Council of the Year' Award (Local Government Chronicle).

THE COUNCIL'S APPROACH TO EFFICIENCY

There are 2 broad strands to our strategy:

(i) Corporate Service & Financial Planning Process

The core process through which the Council has taken forward its commitment to achieving both greater efficiency and improved performance is its Service & Financial Planning Framework. This links together Community/Corporate Strategy and Priorities with our Priority, Portfolio and Business Plans through to individual Personal Development Plans. It brings together a broad strategic assessment of local community needs, national policy priorities and performance information on our services alongside the revenue and capital resources that are available to us.

Budgets undergo regular review to identify potential corporate efficiencies to ensure that our organisation constantly make best use of all resources – money, people, buildings, systems and equipment – to maximise operational performance, and targets are set annually.

Overall, efficiencies totalling **£3.504m** have been achieved across our services for 2007/08.

(ii) Corporate Efficiency Strategy & Focuses for Action

In addition, we have identified a number of specific corporate focuses for action through which operational efficiency can be improved:

· **Procurement:** Both in terms of undertaking procurement processes more efficiently e.g. e-procurement, and in taking a strategic look at how services are organised and delivered (proposals totalling **£1.217m*** are identified in our Backward Look Efficiency Statement – being a combination of £0.287m identified in the cross-cutting themes and £0.930m within the specific service areas)

· **Using ICT to both improve customer services and maximise efficiency:** This will include re-engineering systems and processes to generate efficiency savings and enhance customer service (proposals totalling **£0.378m*** are identified in our Backward Look Efficiency Statement – all relating to the cross-cutting themes)

· **Creating a workforce of the Future**: Our Beyond Excellence Through People project is examining working practice and terms and conditions of service to improve organisational performance and efficiency (proposals totalling **£0.913m*** are identified in our Backward Look Efficiency Statement – being a combination of £0.186m identified in the cross-cutting themes and £0.727m within the specific service areas);

· **Review and rationalisation of Council assets and buildings:** Exploring opportunities for co-location of services, review current operational buildings and better realise the potential of our assets(proposals totalling **£0.264m*** are identified in our Backward Look Efficiency Statement- being a combination of £0.025m identified in the cross-cutting themes and £0.239m within the specific service areas);

· **Invest to Save Initiatives**: In 2007/08 we created a corporate fund to pump-prime key development initiatives that will result in significant efficiency 'pay-back'.

* As these are focuses for action Council-wide, the figures quoted above include both corporate and service-level proposals.

Appendix 2

	Ongoing gains sustained from 2006/07 (£)		Further gains achieved in 2007/08 (£)		...of which expected to be ongoing (£)		Cumulative gains as at end of 2007/08 (£)		
Title	**Total gains**	**...of which cashable(£)**	**Total gains**	**...of which cashable (£)**	**Total gains**	**...of which cashable (£)**	**Total gains**	**...of which cashable (£)**	**Related links**
Adult social services	943,844	841,626	1,128,600	134,000	1,128,600	134,000	2,072,444	975,626	Documents People Projects

2007/08 Primary quality crosscheck			
Quality crosscheck	**2006/07**	**2007/08**	**Quality crosscheck met?**
Intensive home care as a percentage of intensive home and residential care (PAF B11)	30.34	30.27	No

Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Procurement and Creating a Workforce for the Future.
Key actions: 1. Direct Payments - redirection from council organised provision; increased clients and reduced unit costs : £524k
2. Older People - redirection from residential / nursing care to Helped Live at Home : £296k
3. Assessments & Reviews - increased number of clients processed : £121k
4. Substance Misuse - increased number of clients : £54k
5. Reduction in general running costs within Adult Social Services: £56k
6. Review of Preventative and Support Services contract and service provision: £50k
7. Rationalisation of Performance & Information Unit: £18k
8. Direct Payments contract review : £10k

Quality crosscheck notes: The percentage change between years is minimal and can be attributed to the increased uptake of direct payments.

Children's services	1,546,425	1,516,417	498,000	498,000	498,000	498,000	2,044,425	2,014,417	Documents

									People Projects

2007/08 Primary quality crosscheck			
Quality crosscheck	**2006/07**	**2007/08**	**Quality crosscheck met?**
CSCI judgement: Serving children well?	1	1	Yes

Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Creating a Workforce for the Future and Review and Rationalisation of the Council's assets and buildings.
Key actions:
1. Looked After Children - reduced costs in relation to specialist and external residential placements : £359k
2. Children & Families - reduction in the reliance on agency workers : £139k

Quality crosscheck notes:

Culture and sport	59,937	58,880	53,000	53,000	53,000	53,000	112,937	111,880	Documents People Projects

2007/08 Primary quality crosscheck			
Quality crosscheck	**2006/07**	**2007/08**	**Quality crosscheck met?**
Non-approved indicator (enter 0 in 2006/07 and 1 in 2007/08 and explain in the text box)	1	1	Yes

Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Rationalisation of the Council's assets and buildings together with other efficiencies.

Key actions:
1. Additional income generated at Telford Ice Rink from increased demand and active marketing: £53k

Quality crosscheck notes: Non-approved indicator – the number of visits to leisure facilities has been used as an indication of service quality (this indicator has been re-named since 06/07 from the number of swims and other visits

	but measures the same thing). The number of visits has increased from 1,279,033 in 06/07 to 1,279, 488 in 07/08.

Environmental services

699,815	699,815	218,604	178,604	218,604	178,604	918,419	878,419	Documents People Projects

2007/08 Primary quality crosscheck			
Quality crosscheck	**2006/07**	**2007/08**	**Quality crosscheck met?**
Percentage sum of household waste arisings that have been:(a) sent by the Authority for recycling (BV82a i); (b) sent by the Authority for composting or treatment by anaerobic digestion (BV82b i); and (c) used to recover heat, power and other energy sources (BV82c i)	34.7	36.6	Yes

Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Procurement, Creating a Workforce for the Future, and Invest to Save.

Key actions:
1. Further benefits arising from increased recycling, diversion from landfill and kerbside collection service: £89k
2. Improvements in outcomes from investment in street lighting and Highways, fewer insurance claims and higher level of customer satisfaction: £40k
3. Further efficiencies through review of the environmental maintenance contract: £50k
4. Review and rationalisation of portfolio structure and support services : £40k

Quality crosscheck notes:

Local transport (highways)

258,765	258,765	0	0	0	0	258,765	258,765	Documents People Projects

2007/08 Primary quality crosscheck			
Quality crosscheck	**2006/07**	**2007/08**	**Quality crosscheck met?**

	Percentage of local authority principal road network where structural maintenance should be considered (BV223)								
	Key actions undertaken to achieve efficiency gain: **Quality crosscheck notes:** Information not yet available will be completed prior to submission								
Local transport (non-highways)	0	0	0	0	0	0	0	0	Documents People Projects
	2007/08 Primary quality crosscheck								
	Quality crosscheck						**2006/07**	**2007/08**	**Quality crosscheck met?**
	No efficiency gains to be reported in this sector, (enter 0 in 2006/07 and 0 in 2007/08)						0	0	Yes
	Key actions undertaken to achieve efficiency gain: **Quality crosscheck notes:**								
LA social housing (capex)	0	0	0	0	0	0	0	0	Documents People Projects
	2007/08 Primary quality crosscheck								
	Quality crosscheck						**2006/07**	**2007/08**	**Quality crosscheck met?**
	No efficiency gains to be reported in this sector, (enter 0 in 2006/07 and 0 in 2007/08)						0	0	Yes
	Key actions undertaken to achieve efficiency gain: **Quality crosscheck notes:**								

<table>
<tr><td rowspan="5">LA social housing (other)</td><td>0</td><td>0</td><td>51,000</td><td>51,000</td><td>51,000</td><td>51,000</td><td>51,000</td><td>51,000</td><td><a>Documents
<a>People
<a>Projects</td></tr>
<tr><td colspan="9">2007/08 Primary quality crosscheck<table>
<tr><th>Quality crosscheck</th><th>2006/07</th><th>2007/08</th><th>Quality crosscheck met?</th></tr>
<tr><td>Housing CPA score (A=1, B=2, C=3, D=4)</td><td>1</td><td>1</td><td>Yes</td></tr>
</table></td></tr>
<tr><td colspan="9">Previous primary quality crosscheck (if different)<table>
<tr><th>Previous primary quality crosscheck</th><th>2006/07</th><th>2007/08</th><th>Quality crosscheck met?</th></tr>
<tr><td>No efficiency gains to be reported in this sector, (enter 0 in 2006/07 and 0 in 2007/08)</td><td></td><td></td><td></td></tr>
</table></td></tr>
<tr><td colspan="9">Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Review and Rationalisation of the Council assets and buildings.
Key actions: 1. Housing Needs - reduction in temporary accommodation repairs and maintenance budgets in line with the strategy to reduce the number of temporary accommodation units by 2010: £21k
2. Termination of accommodation lease without impacting on service provision: £30k
Quality crosscheck notes:</td></tr>
<tr><td rowspan="3">Non-school educational services</td><td>216,825</td><td>0</td><td>593,000</td><td>330,000</td><td>593,000</td><td>330,000</td><td>809,825</td><td>330,000</td><td><a>Documents
<a>People
<a>Projects</td></tr>
<tr><td colspan="9">2007/08 Primary quality crosscheck<table>
<tr><th>Quality crosscheck</th><th>2006/07</th><th>2007/08</th><th>Quality crosscheck met?</th></tr>
<tr><td>Percentage achieving five or more GCSEs (BV39)</td><td>87.9</td><td>91.5</td><td>Yes</td></tr>
</table></td></tr>
<tr><td colspan="9">Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Review and Rationalisation of the Council assets and buildings, Creating a Workforce for the Future and Invest to Save.</td></tr>
</table>

Key actions:
1. Synergies available from integrated provision of service: £230k
2. Special Educational Needs Transport Review: £50k
3. Efficiencies from the PFI provision of Hadley Learning Centre (school, leisure and community facility) including hard and soft facilities management spread across the life of the contract: £138k
4. Sale of Surplus Assets, interest accrued from the sale of former school buildings: £50k
5. Efficiencies from operating the NVQ centre and more effective service delivery : £25k
6. Efficiencies from workforce development providing a more skilled workforce and earlier intervention: £100k

Quality crosscheck notes:

Supporting people

387,484	170,573	0	0	0	0	387,484	170,573	Documents People Projects

2007/08 Primary quality crosscheck

Quality crosscheck	2006/07	2007/08	Quality crosscheck met?
Average performance level for all local Supporting People services, using the six Core Objectives in the Quality Assessment Framework (Mode grade letter represented as 1=A, 2=B, 3=C, 4=D)	2	2	Yes

Key actions undertaken to achieve efficiency gain:

Quality crosscheck notes:

Homelessness

158,347	158,347	25,300	0	25,300	0	183,647	158,347	Documents People Projects

2007/08 Primary quality crosscheck

Quality crosscheck	2006/07	2007/08	Quality crosscheck met?

Non-approved indicator (enter 0 in 2006/07 and 1 in 2007/08 and explain in the text box)	0	1	Yes

Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Invest to Save.
Key actions:
1. Homelessness preventative initiatives : £25k

Quality crosscheck notes: : In 06/07, we used the non-approved indicator 'the percentage of applications that are dealt with and receive written notification within 33 working days'. However, we have no data for 2007/08 as we stopped monitoring this indicator this year as we felt it was not a good indicator of service quality. For 2007/08, we have decided to use as an alternative BVPI 213 'number of households who considered themselves as homeless where housing advice casework from the local authority resolved the situation' as it is a better overall indicator of the effectiveness of the service provided and more relevant to the efficiencies delivered. Performance against this PI improved from 3.53 in 06/07 to 4.0 in 07/08.

Other cross-cutting efficiencies not covered above

Corporate services

721,867	540,335	232,202	200,977	138,202	137,977	954,069	741,312	Documents People Projects

2007/08 Primary quality crosscheck

Quality crosscheck	2006/07	2007/08	Quality crosscheck met?
No new qualifications on the financial accounts (0=No, 1=Yes)	1	1	Yes

Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process across all of key strands of the strategy.
Key actions:
1. Reduction in costs of procuring the new performance management system : £31k - one-off
2. Restructure of Training & Admin. function in Revenues and Benefits : £20k
3. VAT return submitted earlier via electronic means, cash flow benefit : £14k
4. Various ICT efficiencies around back-up retention strategy, disposals contract etc : £61k
5. Efficiencies from reviewing training provision : £18k
6. Reduction in member allowance costs : £63 k - one off
7. Rationalise attendances at conferences : £4k

	8. Additional income generated from survey activity : £9k 9. Changing the delivery mechanism for a key seminar : £11k **Quality crosscheck notes:**								
Procurement - goods and services	1,169,818	1,034,458	266,408	266,408	266,408	266,408	1,436,226	1,300,866	Documents People Projects
	2007/08 Primary quality crosscheck								
	Quality crosscheck						**2006/07**	**2007/08**	**Quality crosscheck met?**
	Content and implementation of Corporate Procurement Strategy reviewed in the last year (0=No, 1=Yes)						1	1	Yes
	Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on procurement Key actions: 1. Re-negotiation of system contract : 11k 2 Termination of contract for a storage unit without impacting on service : £10k 3. Renegotiation of debt recovery services contract : £10k 4. Renegotiation of Audit contracts : £5k **Quality crosscheck notes:**								
Procurement - construction	0	0	0	0	0	0	0	0	Documents People Projects
	2007/08 Primary quality crosscheck								
	Quality crosscheck						**2006/07**	**2007/08**	**Quality crosscheck met?**
	No efficiency gains to be reported in this sector, (enter 0 in 2006/07 and 0 in 2007/08)								

<table>
<tr><td></td><td>
Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on procurement
Key actions:
1. Negotiation built into the framework and process surrounding a major engineering scheme: £100k
2. LTP and engineering efficiencies : £30k
3. Negotiated transfer of risks associated with contracts : £100k
Quality crosscheck notes: ** need to pursue **
</td></tr>
<tr><td>Productive time</td><td>
<table>
<tr><td>213,727</td><td>73,307</td><td>142,560</td><td>11,346</td><td>142,560</td><td>11,346</td><td>356,287</td><td>84,653</td><td>Documents
People
Projects</td></tr>
</table>
<table>
<tr><th colspan="4">2007/08 Primary quality crosscheck</th></tr>
<tr><th>Quality crosscheck</th><th>2006/07</th><th>2007/08</th><th>Quality crosscheck met?</th></tr>
<tr><td>Investors in People or other appropriate quality management independent accreditation (0=None, 1=Achieved)</td><td>1</td><td>1</td><td>Yes</td></tr>
</table>
<table>
<tr><th colspan="4">Previous primary quality crosscheck (if different)</th></tr>
<tr><th>Previous primary quality crosscheck</th><th>2006/07</th><th>2007/08</th><th>Quality crosscheck met?</th></tr>
<tr><td>Working days lost to sickness absence (BV12)</td><td>9.04</td><td>9.31</td><td>No</td></tr>
</table>
Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Creating a Workforce for the Future.
Key actions:
1. Productivity improvements and increased outputs relating to the provision of support services to a new regeneration company: £30k
2. Introduction of a new business planning process generating efficiencies : £22k
3. Use of technology within support services (lap tops) : £5k
4. Staffing rationalisation: £16k
5. Systems support team work absorbed within existing resources: £36k
6. Increased work undertaken by support services within existing resources: £32k
Quality crosscheck notes: Use new primary quality crosscheck ‘Investors in People or other quality management
</td></tr>
</table>

	independent accreditation' (2006/07 – 1, 2007/08 – 1). This indicator has been chosen as the Council has again successfully achieved the IiP standard corporately this year and we feel it is a better overall measure of how our organisation is managed and more relevant to the productive time efficiencies in 07/08. In terms of BV12, performance is still better than median. We are taking steps to address this e.g. more proactive use of employee counselling service.

Transactions

353,387	9,292	296,636	20,000	296,636	20,000	650,023	29,292	Documents People Projects

2007/08 Primary quality crosscheck			
Quality crosscheck	**2006/07**	**2007/08**	**Quality crosscheck met?**
Non-approved indicator (enter 0 in 2006/07 and 1 in 2007/08 and explain in the text box)	0	1	Yes

Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Using ICT
Key actions:
1. Increased numbers of people accessing council services via the web : £255k
2. Registering to vote electronically: £5k
3. Reduction in transaction charges and barcoding on bills : £15k
4. Single mobile phone bill : £2k
5. Single automated land line costs: £20k

Quality crosscheck notes: Non-approved indicator 'total number of on-line reservations and renewals for libraries and leisure centre on-line bookings (06/07 – 18,248, 2007/08 27,490)

Miscellaneous efficiencies

727,360	500,207	78,000	78,000	78,000	78,000	805,360	578,207	Documents People Projects

2007/08 Primary quality crosscheck			
Quality crosscheck	**2006/07**	**2007/08**	**Quality crosscheck met?**

	Overall CPA score (0=Poor, 1=Weak, 2=Fair, 3=Good, 4=Excellent)					4	4	Yes	
	Key actions undertaken to achieve efficiency gain: Strategy: Identify and secure efficiencies through the service and financial planning process across all the efficiency strands. Key actions: 1. Additional income generation and efficiencies across community centres : £15k 2. General efficiencies across portfolios £37k 3. Monitoring activity absorbed within existing structure: £5k 4. Rationalisation of Staffing : £6k 5. Rent yield from workshops : £15k **Quality crosscheck notes:**								
Total	**7,457,601**	**5,862,022**	**3,583,310**	**1,821,335**	**3,489,310**	**1,758,335**	**11,040,911**	**7,683,357**	