

SUBMISSION TO STRATEGIC OVERVIEW AND SCRUTINY COMMITTEE

Date: 21st June 2011

Agenda item: 7

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SUBMISSION BY THE CABINET MEMBER FOR ORGANISATIONAL DEVELOPMENT

Annual Performance Report

1. Purpose of the report

- 1.1 To provide Members with the opportunity to scrutinise the Council's performance against the Strategic Plan Action Plan 2010/11 by reviewing the attached Performance Reports.

2. Background

- 2.1 Sound governance of the organisation needs to be built on strong performance management principles. Performance for key service areas is reported through service planning and performance monitoring reports, however, when we are looking at overall performance we focus on how well we are achieving our corporate priorities, as set out in the Council's Strategic Plan 2008/12.
- 2.2 Each year we produce a one year action plan that turns the priority actions into tasks that we need to achieve in the current year. It is important that in this area we know what progress is being made and where we may not be progressing as quickly as we wanted. The outcome of the actions that Cabinet identified as most important for the 2010/11 Strategic Action Plan is set out at **APPENDIX A**.
- 2.3 Alongside looking at our achievements, we monitor performance in terms of quantitative measures (Performance Indicators) which is set out at **APPENDIX B**. The areas included are ones where we particularly want to monitor our performance as they do link strongly to our strategic priorities. There is further data reported in through other Committees that goes into more detail on specific areas.
- 2.4 Risks to the operation of the Council's business are assessed at service and at corporate levels, to make sure we know what are the issues that we need to pay attention to and that we are taking the right actions to minimise these risks. The Corporate Risk Register is produced by assessing the risk factors that could potentially impact on the Council's ability to deliver its Strategic Action Plan for 2011/12, as this sets out our priorities. This assessment ensures that we have measures in place to control the potential risks to our business objectives.
- 2.5 Many risks have either a low impact or likelihood but those that currently have the highest overall scores and rated as "Severe" are set out at **APPENDIX C**, along with a brief description of the measures that are in place to prevent the risk from affecting our ability to deliver our plans and the actions we are taking. Quarterly reports which monitor our approach on risk management are taken to the Audit Committee to provide assurance that the processes for risk management are sound. This Committee is asked to review the work being undertaken to ensure that the business risks are being actively managed.
- 2.6 The outcome from the scrutiny by this Committee will be reported to Cabinet on 28th June 2011.

3. Recommendations

- 3.1 That Members scrutinise the information on the attached reports, the results of which will be fed back to the Cabinet.
- 3.2 Members may also wish to consider whether the format of the report could be adjusted to further facilitate scrutiny in the future.

4. Community Benefits

- 4.1 The effective scrutiny of performance data drives performance improvement leading to direct benefits for the Community through improved services and value for money based on achieving key priorities.

5. Financial Implications

- 5.1 This report sets out what has been achieved through the application of the Council's resources.

6. Strategic Plan Implications

- 6.1 The report identifies what the Council has achieved in its priority areas against the targets it set in the Strategic Plan Action Plan for 2010/11.

7. Sustainability Issues

- 7.1 The information scrutinised contains components related to this area of performance.

8. Crime and Community Safety Issues

- 8.1 The information scrutinised contains components related to this area of performance.

9. Risk Management Issues

- 9.1 The following risk has been identified as relevant to this report.

Risk Description	Likelihood / Impact	Status	Risk Category	Countermeasures
Performance levels are not maintained through ineffective monitoring	Medium / Medium	Material	Reputation	Effective utilisation of the performance management systems available to the Council enables performance data to be closely monitored

Background Documents:

Strategic Plan 2008/12

Appendix A: Performance Report

Appendix B: Performance Indicators


Appendix C: Management of Severe Risks

Appendix A - Priority Strategic Actions - Outcomes for 2010/11





Key:  Completed  Not fully completed

Cabinet Member: Cllr **Louise Flowith**




Strategic Plan Priority & Action	What We Said We Would Achieve	What We Achieved
<p>Vibrant towns and Villages Deliver improvements in street design and environmental cleanliness.</p> <p>On Track? </p>	<p>Delivery of the year 3 Environmental Action Forum Action Plan. Improve street cleanliness and environmental cleanliness (N195) with at least 10 per cent of areas rated as satisfactory or better.</p>	<p>Cleanliness</p> <p>This is measured by the levels of acceptable cleanliness as recommended by The Tidy Britain Group, after consultation with members of the public. In 2009/2010 we achieved a rating of 96% of our streets being classed as above a satisfactory standard; this puts Lichfield District in the top quartile of Local Authorities for cleanliness and is an increase on our previous rating of 94% for 2008/2009. This has been done with minimal investment by initiating a flexible cleansing schedule which allows areas of concern to have concentrated cleansing; this in turn allows a lighter touch to areas that are already considered to be of a high level of cleanliness and are not subject to heavy traffic, either transport or person related.</p> <p>Trunk Road Cleansing</p> <p>Partnership working has been undertaken with Amey (Highways Agency Contractors), Staffordshire County Council to improve working practices undertaken for the cleansing of the trunk road network. Most cleansing operations that are carried out on the trunkroads require carriageway lane closures due to Health and Safety regulations. These road closures are time consuming and costly to organise and can only be undertaken by appropriately qualified organisations. By working with partners we have been able to carry out our street cleansing duties more frequently and at the same time that other work requiring lane closures has been carried out. This has enabled us to share the financial cost of the closures and reduce inconvenience to road users. A new working group involving the County Council Highways Department has been formed and liaises on a regular basis to deal with cross authority issues.</p> <p>Flytipping</p> <p>Lichfield District Council obtained an "effective" rating in 2009/2010 for dealing with flytipping (National Performance Indicator 196), this is the highest possible score for this Indicator.</p>


2010/11 Outturn Performance Report


Strategic Plan Priority & Action	What We Said We Would Achieve	What We Achieved
		<p>Pre audit figures indicate that we are on target to maintain this rating. A record is kept of all fly tipping incidents and any enforcement action taken. A weighting is applied to each type of incident and enforcement action in order to recognise the differing effort involved in clearing larger fly-tips and the deterrent effect of enforcement. For example, 'significant multiple loads' are weighted greater than 'single items'; while for incidents 'prosecution' are weighted higher than 'warning letters'.</p> <p>Lichfield District Council has focused on pro-active prevention rather than concentrating on clean-up operations, recognising the positive effect pro-active measures, such as education and awareness-raising contribute to a reduction in incident numbers over time, the last quarter saw a successful prosecution of two flytippers, and a covert exercise to apprehend a serial flytipper, which was also successful, there is currently 1 active case awaiting further legal advice prior to possible court action. In addition, work continues to identify "hot spots" (regularly used fly tipping sites) which can be targeted for covert action in identifying offenders.</p> <p>Community Clean-ups</p> <p>Operational Services regularly assist voluntary and community groups with organised litter picking events. Groups are loaned litter pickers and issued with bags to collect waste in. The collection and disposal of any waste is arranged and carried out free of charge.</p> <p>The most recent events offered support have been at Clifton Campville Community clean up and Shenstone Community Cleanup, litter pickers purchased via the Joint Operation Group funding were deployed.</p>
<p>Vibrant towns and Villages</p> <p>Maintain on-street parking enforcement improving the traffic flow and ensuring a fairer distribution of parking spaces.</p> <p>On Track? </p>	<p>Delivery of the Civil Parking Enforcement in line with the agreed action plan.</p>	<p>In the last twelve months the service issued 7340 penalty notices for on street and off street offences. Of these 6707 were satisfactorily resolved by either cancellation or payment. The balance of these is in progress. Compared to the previous year total notices are down by 482 (6%) with on street notices reduced by 9% and off street car parks reduced by 5%.</p> <p>There were fewer notices issued in December 2011 due to the bad weather, with snow obscuring the signs and lines for motorists.</p> <p>The service ran at an on street operating deficit of £51,430 for the year, this is underwritten by the County Council as the authority with the powers for on street parking enforcement and is better than the £62,000 predicted at the beginning of the year. The service hopes that this deficit will fall to around £23,000 in 2011/12 as a result of efficiency savings agreed with the contractor APCOA.</p> <p>It is clear that enforcement has led to the waiting restricted areas now being available to be used as they were designed.</p> <p>Consultation on Traffic order changes was undertaken by the County Council at Cherry Orchard Lichfield, Beacon St/Anson Avenue Lichfield, and Fazeley Town Centre.</p>

Strategic Plan Priority & Action	What We Said We Would Achieve	What We Achieved
<p>Protect and enhance our environment Identify opportunities to use new technology and work with partners to reduce the cost of the refuse and recycling service.</p> <p>On Track? </p>	<p>County Council Planning permission for transfer station approved Joint Service with Tamworth implemented in accordance with agreed timescale. Completion of Phase 2.</p>	<p>The area around the station at Shenstone was surveyed and it was agreed to hold this proposal back for the time being. Progress on traffic orders is slightly behind programme due to the complex nature of some consultations.</p> <p>The outstanding double yellow scheme from 2009/2010, Greenhough Road Lichfield, was implemented.</p> <p>Consultation also took place on the first Resident Parking Zone for the District with agreement to progress with a first scheme at Walsall Road Spur Lichfield.</p> <p>Joint Waste Service</p> <p>The Joint Waste Service for Lichfield and Tamworth District Councils was launched on 5th July 2010. The new organisation now provides all the Waste and Recycling services to approximately 73,000 properties across the two Districts. A total of 80 operational and support staff are directly employed in delivering the service which is based on 57 urban and 8 rural rounds.</p> <p>Teething problems were minimal and in particular the number of missed bins was lower than expected. Except for a change in collection day residents have reported little or no adverse impact and as a consequence demand on the support services particularly the Lichfield Connects Customer Services team has been within capacity and expectation. The smooth launch is testimony to the hard work and detailed planning undertaken by all the employees that have been involved in delivering the project.</p> <p>The service is being delivered in accordance with the Operational Plan and on budget, and the anticipated savings are being achieved.</p> <p>Transfer Station</p> <p>The County Council planning application for the transfer station at Burntwood was not supported by the Town Council or the District Council Planning Committee, and as a result the County Council withdrew their application.</p> <p>The implication of this is that unless an alternative acceptable location is found from 2013 the refuse collection vehicles will have to travel an additional 30,000 miles a year, creating an additional 114 tonnes of carbon emissions. This date is when the County Council Four Ashes disposal site is opened. The cost of this is estimated at £180,000 per annum at today's prices and this will need to be met by Staffordshire County Council. The County Council is now working with the District Council to find an alternative site.</p>


Cabinet Member: Cllr **Colin Greatorex** (Community Housing & Health)

Strategic Plan Priority & Action	What We Said We Would Achieve	What We Achieved
<p>Create safe, strong and proud communities Deliver community development activities focused in the areas with higher rates of deprivation.</p> <p>On Track? </p>	<p>Support 11 residents through level 2 Childcare Training and into employment thereafter.</p> <p>Support 20 individuals with learning disabilities/mental health issues to increase their employability by offering volunteering and employment opportunities.</p>	<p>Since its inception in October 2008, the Community & Partnerships Team has led the Districtwide multi-agency response to getting people into work: the Lichfield District In To Work Group.</p> <p>The In To Work Group has delivered against two main strands of work:</p> <ul style="list-style-type: none">  Child Care Training, and  Support In To Work for those with poor mental health or learning impairment. <p>Both pieces of work have focused geographically on those areas within the District with the greatest proportion of residents in receipt of out of work benefits: Curborough, Chadsmead and Chasetown.</p> <p>Since it began in February 2009, 33 people have accessed Level 1 training in Child Care, delivered in Curborough. 10 of these then progressed to the 32 week accredited Level 2 course from September 09, 4 of whom went on to a Level 3 course at South Staffordshire College in September 10. Progression into work took place at all stages, predominantly into childcare and teaching assistant work, but also into youth work.</p> <p>The Support In To Work strand has worked very closely with two voluntary sector organisations: GrowWell (a mental health charity) and Cherry Orchard Garden Services (or “COGS”), a Community Interest Company (from April 10), which supports adults with learning impairment.</p> <p>GrowWell began an innovative pre-engagement project in November 09, funded through the In To Work Group. This attracted 19 referrals to work as volunteers with GrowWell in a project with the Forest of Mercia. The learning and evidence from this project has enabled GrowWell to make successful funding applications sufficient to sustain this work for a further 5 years.</p> <p>GrowWell is now developing a portfolio of linked projects to provide a progressive pathway for service users. Most recently (March 2011), they achieved funding for a pilot Care Farming project at Beaudesert Park, with 26 clients interested in participating. They are also in discussions with the Beacon Park horticultural project team and with South Staffordshire College on education & training packages.</p>


Strategic Plan Priority & Action	What We Said We Would Achieve	What We Achieved
<p>Create safe, strong and proud communities With partners reduce anti-social behaviour and nuisance in our towns and villages and achieve safer public spaces.</p> <p>On Track? </p>	<p>Reduce the number of incidents of anti social behaviour recorded by the Police.</p> <p>Deliver two ‘Where is your child tonight?’ campaigns.</p> <p>Implement the recommendations arising from the North Lichfield Serious Incident Review.</p> <p>Produce a Parenting Plan which will introduce Parenting Contracts and Orders.</p>	<p>Anti-Social Behaviour (ASB) is one of the main concerns for our community and can have a significant impact on the quality of people’s lives. When compared to other districts across Staffordshire, Lichfield District has a rate per thousand residents that is 19% below the county average, with 2260 incidents recorded (against a target of 3155).</p> <p>ASB is addressed by a range of approaches, including: diversionary activities, use of “stage one” letters (80 in 10/11), referrals to the Prevent & Deter scheme (2 in 10/11) and special campaigns to address under age drinking (19 referrals to T3, a specialist substance misuse service), safer driving training for young drivers, and public meetings where there are areas of particular concern, e.g. Redwood Park (September 10).</p> <p>During the run up to Christmas 10, two ‘Where is Your Child?’ events were held outside local supermarkets in Lichfield and Burntwood. These events give parents the opportunity to volunteer to help run diversionary activities for young people, as well as challenging them as the name suggests.</p> <p>The learning from the North Lichfield Serious Incident Review led to the development of the Supporting Families project, as one of the two flagship LSP Lichfield One Place schemes. This project aims to get agencies and organisations working more effectively together to ensure families receive support when, where and how will be most effective, and with a view to achieving earlier intervention. The project manager started in February 11.</p> <p>It has not been possible to produce a Parenting Plan introducing Parenting Contracts and Orders. This was an emerging initiative at the time of drafting the service delivery plan for the year. As discussions developed, it transpired that this was not our responsibility at District Council level, but we continue to support the development of this approach.</p>


Strategic Plan Priority & Action	What We Said We Would Achieve	What We Achieved
<p>Involve local people and partners With partners provide support to develop and sustain new and existing community and voluntary organisations.</p> <p>On Track? </p>	<p>Continue to promote the Grant Aid scheme particularly encouraging new and developing organisations to apply. Review Grant Aid assessment criteria within the context of strategic objectives and community priorities. Support and contribute to the implementation of the new Compact and associated codes of practice.</p>	<p>Elected Members from the People and Partnerships Overview and Scrutiny Committee comprehensively reviewed the Grant Aid scheme in 2010.</p> <p>The refreshed scheme was promoted widely through community networks, and particularly through Voluntary Voice, a regular forum of local voluntary organisations organised by Lichfield & District CVS.</p> <p>The Grant Aid scheme for 2011/12 was open for applications between the end of October and December 17th 2010 and 54 applications were received, up from 46 last year.</p> <p>Lichfield District's LSP signed up to the refreshed Staffordshire Compact in March 10. We continue to work to promote the Compact with our partners.</p>

Cabinet Member: Cllr **Colin Greatorex** (Organisational Development)




Strategic Plan Priority & Action	What We Said We Would Achieve	What We Achieved																								
<p>Help people realise their potential Improve training opportunities for residents to be able to enter employment, education or training.</p> <p>On Track? </p>	<p>230 Learners completing course/programme made up of 120 Learn Direct, 40 UK Online, 40 Burntwood Live at Home, 30 Adult and Community. 90 Learners gaining a qualification. Less than 15 per cent of learners fail to complete the course/programme. New contracts sought and implemented to increase income. To achieve £27k income on Room Hire. To achieve £120,000 of external income overall. To achieve all quality targets for external contracts.</p>	<p>The Community Training Team at Venture House continue to focus their work on improving training opportunities for all residents to realise their potential by entering employment, education or training but focusing on the most socially disadvantaged residents of Lichfield District. As all education contracts run from 1st August through to 31st July annually there will always be a crossover period with the Council's reporting year. Highlights of the contract year 2009/10 ending 31st July 2010 include:</p> <p>Learndirect Via our Learndirect contract, we are able to offer our residents the opportunity to gain formal nationally recognised qualifications in basic skills (Numeracy & Literacy), these are the equivalent of a GCE grades A-C. We are also delivering the new nationally recognised ITQ (IT) qualification. KPI Report: Performance Summary.</p> <p>Performance Indicators:</p> <table border="1" data-bbox="969 1209 1659 1455"> <thead> <tr> <th></th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Number of courses -</td> <td>350</td> <td>409</td> </tr> <tr> <td>Number of course completions -</td> <td>290</td> <td>380</td> </tr> <tr> <td>Number of programmes -</td> <td>78</td> <td>92</td> </tr> <tr> <td>First Skills for Life Qualification -</td> <td>35</td> <td>41</td> </tr> <tr> <td>Second Skills for Life Qualification -</td> <td>40</td> <td>66</td> </tr> <tr> <td>First Full Level 2 Qualification ITQ</td> <td>10</td> <td>22</td> </tr> <tr> <td>Unique funded learners</td> <td>15</td> <td>148</td> </tr> </tbody> </table>		Target	Actual	Number of courses -	350	409	Number of course completions -	290	380	Number of programmes -	78	92	First Skills for Life Qualification -	35	41	Second Skills for Life Qualification -	40	66	First Full Level 2 Qualification ITQ	10	22	Unique funded learners	15	148
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Strategic Plan Priority & Action	What We Said We Would Achieve	What We Achieved
		<p>Our customer feedback survey conducted via an independent third party showed the following:</p> <ul style="list-style-type: none"> ➤ . A 100% satisfaction rate. ➤ . 80% of our learners would positively endorse/promote Lichfield District Council ➤ . 45% of our learners have a disability either of a physical or learning nature. <p>UK Online</p> <p>This national Government backed programme gives the opportunity for some 16 million people who have never accessed the internet. Via this programme we can give local residents the opportunity to learn how to use a computer and the internet, thus providing equality & diversity across the digital spectrum. Within this programme, learners will access the “direct gov” website as well as our own website promoting the authorities wider services. This was the first year of offering the facility and we attracted 34 learners to this programme. The intention is to progress learners onto our Learndirect provision.</p> <p>Room Hire</p> <p>Our room hire has continued to grow. From a standing start, we are now averaging some 20 bookings per month not only adding value to our provision but also assisting both local residents & businesses in the district.</p> <p>Burntwood Live at Home Scheme</p> <p>The scheme targets residents of 55 years & older who are capable of independent living but may not have any external social contact. We currently deliver “soft” IT skills & training at the Old Mining College Centre in Burntwood for 56 learners. The age range is 55 - 87</p> <p>Contract Year 2010/11</p> <p>For the contract year starting 1st August 2010 – 31st July 2011 we have made a very good start with Learndirect. Our targets have been increased by some 15% but we are on track with our numbers. We have a total of 57 Learndirect learners split between Literacy, Numeracy, and the IT Qualification programmes.</p> <p>The second of our customer feedback surveys once again show a 100% satisfaction result from our service users giving another excellent endorsement of our activities. We have now enrolled a total of 64 learners onto the UK Online programme. This is well above target.</p> <p>The usage of the centre continues to increase with some 350 learner visits for our Learndirect service each month as well as a further 150 client visits for room hire.</p>

Strategic Plan Priority & Action	What We Said We Would Achieve	What We Achieved
<p>Provide value services centred on customer needs. Improve efficiency in the way we deliver our services through reviewing our processes and finding ways to work smarter.</p> <p>On Track? </p>	<p>Achieve and evidence the corporate efficiency target for NI 179. Achieve demonstrable improvements in service quality and customer experience through the use of NI14 (avoidable contact) data. Complete evaluation of the potential impact on LDC of the Equality Bill and identify recommendations. Formal programme structures in place to manage the progress of the delivery of the Improvement and Efficiency Strategy in line with organisational priorities and capacity. Increase the number of formal equality impact assessments undertaken (based on 2008/9 datum of 10).</p>	<p>Work on improvement projects has taken place covering 6 areas of activity set out below in summary. Our drive to improve efficiency is now incorporated into the Budget Reduction Programme. The requirement to report performance nationally on efficiency and customer contact has ended, although data on customer contact is included in Appendix B which follows. A Task Group of this Committee has been working on the requirements regarding Equality, but this work has not yet been completed owing to the legislation changing and being subject to further consultation.</p> <p>Major Projects</p> <p>The operational delivery of the joint waste and recycling services with Tamworth BC has been completed extremely successfully and delivered both financial and service benefits. The Council's print services are being delivered through a temporary partnership with Walsall MBC which again has delivered significant financial benefits.</p> <p>Improved Financial Management</p> <p>The work undertaken through the partnership with Solihull MBC to support the Council's financial systems has successfully given us access to up-to-date systems at an affordable level of cost.</p> <p>Process Improvement</p> <p>A bulk printing service for the ad-hoc revenues and benefits notification letters is being introduced to streamline processes and reduce administrative burden within teams.</p> <p>The implementation of the Employee Authentication Service for access to the DWP Customer Information Service ensures employees operate within the requirements of the data sharing protocol issued by central government. A device for the transfer of documents between DWP and Revenues and Benefits is streamlining the process of passing information between different agencies.</p> <p>Technology Deployment and Enhancement</p> <p>The re-procurement of ICT support services was completed, delivering a cost saving for the same standard of service. It also provides a springboard to further explore opportunities for ICT improvement and efficiencies. From a technology perspective we have implemented a number of new laptops for Members based on their requirements from the comprehensive review of Members' ICT. A review of telephone lines in operation across the council has identified areas of cost savings and the implementation of the Citrix system at the leisure centres has enabled new working practices removing the need for investment and the release of physical space.</p> <p>Customer Service and Effective Channel Delivery</p> <p>A major achievement in relation to Customer Services has been the Lichfield Connects team taking on the customer enquiries role for other bodies including:</p>




Strategic Plan Priority & Action	What We Said We Would Achieve	What We Achieved
<p>Provide value services centred on customer needs With partners create a strategic approach to exploring the options for shared services where there is clear mutual benefit for partners.</p> <p>On Track? </p>	<p>Complete the review of governance arrangements and share the best practice with shared service leads. Extend the scope of existing shared services by increasing the number of partners. Increase the number of shared services by at least two.</p>	<ul style="list-style-type: none"> ➤ Joint Waste Service - providing customer services for Lichfield DC and Tamworth BC residents – one of the first examples of joining up customer facing and operational services. ➤ Joint working with the County Council on the delivery of front line services such as Blue Badges for disabled drivers which went live at the start of April 2011, and development of a Customer Access Point which included an enhanced Reception facility <p>Procurement</p> <p>Work on collaborative procurement continues with support from the West Midlands Improvement and Efficiency Partnership (WMIEP). Spend is being looked at across the Staffordshire authorities to identify opportunities for cost savings and improved processes. The development of an improved approach to carbon reduction and cost savings is progressing, looking closely at how we manage our energy and again working in collaboration with others.</p> <p>We have had significant savings in our spending on utilities by changing the arrangements in place and working more closely with Staffordshire County Council.</p> <p>Considerable progress has been made on the development of shared services. Those in place at the start of the year have continued to mature and where possible expand. New shared services such as the Joint Waste arrangement with Tamworth are now live and delivering significant savings. Work is progressing in exploring the potential for shared working in other areas, and the detail of our work in this area is set out on a report to Strategic Overview and Scrutiny Committee twice yearly.</p> <p>Going forward there is an interest across the County in increasing momentum around developing shared services and Members may have heard of an initiative known as Staffordshire One Place; this is a programme that is exploring sharing expertise to fully integrated services for Building Control, Development Control, Environmental Health and Trading Standards, Revenues and Benefits and Legal services which involves all Staffordshire Districts and the County. We will continue to fully participate in this programme and where possible also work with the County on services where we could join together so customers have a better service and we can reduce cost.</p>

Cabinet Member: Cllr Ian Pritchard






Strategic Plan Priority & Action	What We Said We would Achieve	What We Achieved
<p>Improve people's health and well being</p> <p>With partners help people live independently in their homes for longer.</p> <p>On Track? </p> <p>Help people to access a home that's right for them and to live independently.</p> <p>Make more housing available to local people for social rent or shared ownership.</p> <p>On Track? </p>	<p>Contribute towards the Countywide Housing Support and Independent Living Strategy to be introduced in 2010.</p> <p>Reduce the time taken to process grants for adaptations in 10/11 compared with 9/10.</p> <p>Deliver 40 affordable homes.</p> <p>Uchoose Allocation Policy reviewed and updated.</p> <p>Explore the potential for enhanced housing options approach through Uchoose (linking housing to availability of employment).</p>	<p>The Strategic Housing Partnership contributed towards the consultation on the draft County Housing Support & Independence Strategy. A final version of the strategy is currently awaited from Staffordshire County Council.</p> <p>During 2010-11 the overall time taken to process grants from initial enquiry to case closure reduced by 27.1 weeks, from 100.6 weeks to 73.5 weeks with the average time taken from the date of enquiry to approval of grants also reducing from 64.7 weeks to 41.2 weeks (a reduction of 23.5 weeks). It is anticipated that this will further improve during 2011-12 as many of the cases processed during 2010-11 had been on a waiting list for a number of months, and in some cases years, before actively being processed.</p> <p>40 new affordable homes were delivered during 2010-11 of which 13 were social rented, 6 shared ownership 4 mortgage rescue and 17 Homebuy direct. The Homes and Communities Agency contributed £629,000 towards the delivery of some of these homes.</p> <p>The U-Choose Steering Group reviewed the allocation policy and how the scheme operated. This resulted in some minor amendments that did not require the revision of the policy. Planned changes in the legislation will require the allocation policy to be reviewed again in 2011/12.</p> <p>An enhanced Housing Options approach is currently being explored including a web-based advice application for residents to use.</p>
<p>Help people to access a home that's right for them and to live independently.</p> <p>Protect homeless people and families by improving the services we deliver.</p> <p>On Track? </p>	<p>85% of homeless decisions made within 25 working days.</p> <p>Homelessness and enquiry database requirements reviewed.</p> <p>Reduce length of stay in Bed & Breakfast accommodation to an average of 5 weeks. Reduce length of stay in RSL temporary accommodation to an average of 14 weeks.</p>	<p>92% of Homelessness decisions were made within 25 working days of an application.</p> <p>A total of 12 households were placed in Bed & Breakfast during the year at a cost of £6,782 compared to 11 households and £19,600 for the same period last year. 38 households were placed in temporary accommodation owned and managed by Bromford Living compared to 46 households in 2009/10. The number of households accepted as statutorily homeless was 115 compared to 81 in 2009/10.</p> <p>The length of stay in Bed & Breakfast for families has reduced from an average of 6 weeks in 2009/10 to 0.14 weeks in 2010/11. The length of stay in RSL accommodation of families has however increased from an average of 12 weeks to over 16 weeks.</p>


Strategic Plan Priority & Action	What We Said We would Achieve	What We Achieved
<p>Protect and enhance our environment for future generations.</p> <p>Identify and sustainably reuse any formerly used land.</p> <p>On Track? </p>	<p>Initiate investigations on up to 3 new sites; undertake remedial action as necessary</p>	<p>15 sites have now been investigated. We have obtained DEFRA Grants for 6 sites totaling £ 99K work and intrusive investigations completed in 2011. Changes to the DEFRA grant scheme is likely to result in loss of future grants.</p>
<p>Help people to access a home that's right for them and to live independently.</p> <p>With partners help to prevent people from becoming homeless.</p> <p>On Track? </p>	<p>Assist 80 Households to prevent homelessness for at least six months.</p> <p>20 Households helped by the Homelessness Prevention Fund.</p> <p>No more than 5% of homeless applications will be repeated applications within the last two years</p>	<p>Out of a total of 1,587 enquiries received in the year, 128 households were assisted in having their homelessness prevented for at least 6 months.</p> <p>Of these, 20 households were helped by loans from the Homelessness prevention fund at a total expenditure of £16,070 and 4 households were able to remain in their own homes through the mortgage rescue scheme.</p> <p>No repeat homelessness applications were received from households who had been homeless within the last two years.</p>

Cabinet Member: Cllr Val Richards



Strategic Plan Priority & Action	What We Said We Would Achieve	What We Achieved
<p>Create safe, strong and Proud communities Invest more in activities for young people delivered through our leisure centres and neighbourhood projects.</p> <p>On Track? </p>	<p>Build a skatepark for Lichfield. Designs for skatepark completed.</p>	<p>A designer has been appointed to develop a skatepark for Lichfield and initial designs have been prepared. Funding of around £50,000 has been secured.</p> <p>Discussions continue with interested organisations and potential funders.</p> <p>We have also built a skate ramp at the new Darwin Park recreation area with money raised by the Friends of Michael Patterson Group, with support from the Lichfield Skatepark Association.</p>
<p>Improve health and wellbeing Have more people, young and old, taking part in sport, exercise, play and learning in order to promote positive physical and mental health.</p> <p>On Track? </p>	<p>To complete a Sport and Physical Activity Strategy. To continue to implement the Aspire programme. To promote our Leisure Activity Passports, and increase attendances at the centres, by our target groups.</p>	<p>The Sport and Physical Activity Strategy remains a work in progress.</p> <p>The Aspire project continued throughout 2010/11 with activity in north Lichfield, Fazeley and Mile Oak and Edingale.</p> <p>We have continued to promote our Leisure Activity Passport and saw the numbers of over 60's LAP members increase by 21% year-on-year.</p>
<p>Improve health and wellbeing Invest more in play facilities and services.</p> <p>On Track? </p>	<p>Secure Grant from the Football Foundation for Beacon Park pavilion. To implement the 2010 summer playschemes programme</p>	<p>We were not able to secure Football Foundation cash because of financial constraints at the Foundation.</p> <p>Summer playscheme programme for 2010 was successfully completed – over 2985 daily places were taken up by children – and we had over 4000 visits to our play ranger sessions. 850 people also attended our Play Day in Beacon Park in August.</p> <p>We opened the revamped play area in Beacon Park and a new play area at Darwin Park – and supported the development of new play areas at Edingale and Shenstone.</p>

Cabinet Member: Cllr **Neil Roberts**


Strategic Plan Priority & Action	What We Said We Would Achieve	What We Achieved
<p>Health & Wellbeing Plan for sustainable communities.</p> <p>On Track? </p>	<p>Commence work on Land Allocations Development Plan Document Prepare a draft Core Strategy for publication ready to submit to the Secretary of State. Undertake further public consultation on specific topics.</p>	<p>Further informal consultation undertaken to progress Core Strategy to publication stage. Public consultation exercises carried out in our key rural settlements as part of the Rural Masterplanning Project. Consultation required to take account of the Government's Localism agenda and to ensure a solid base for taking forward the Core Strategy.</p>
<p>Help people realise their potential Produce a fully developed and implemented business engagement strategy.</p> <p>On Track? </p>	<p>Report on progress against the Delivery Plan at each quarter.</p>	<p>Business Engagement Strategy completed and in the process of being implemented via the Lichfield and Tamworth Business and Economic Partnership.</p>
<p>Help people access a home that's right for them Deliver a range of new housing to meet the changing needs of local people.</p> <p>On Track? </p>	<p>Continually monitor and take account of this in preparing draft Core Strategy and regulated Land Allocations Development Plan Document. Report Position through Annual Monitoring.</p>	<p>Completions for 2009/10 reported in published Annual Monitoring Report (AMR). 316 homes completed in 2010/11 including a range of types, sizes and tenures.</p>
<p>Vibrant towns & Villages Enhance our villages through conservation programmes.</p> <p>On Track? </p>	<p>Deliver agreed actions as part of the Council's Conservation Area Improvement Programme and also directed by relevant Conservation Area Appraisals and Management Plans.</p>	<p>The Conservation Area Improvement Programme has now been completed, with the works at Colton (railings at closed burial ground), Whittington (environmental improvements at Main Street/Langton Crescent) and Alrewas (shop forecourt improvements) all being finished.</p>
<p>Vibrant towns and villages With partners enhance and enrich the character of Lichfield's public spaces, urban areas and parks through the Heritage Lottery Fund scheme (HLF)</p> <p>On Track? </p>	<p>Completion of restoration works. Stage 12th annual Lichfield Proms in the Park.</p>	<p>Work undertaken on the HLF Lichfield Parks project to deliver improved recreation and leisure opportunities. Completion expected late summer. A successful 12th annual Lichfield Proms in the Park was staged in September</p>

Strategic Plan Priority & Action	What We Said We Would Achieve	What We Achieved
<p>Protect & Enhance our Environment Promote and support biodiversity.</p> <p>On Track? </p>	<p>Bring forward improved habitats as part of the Biodiversity Strategy for Lichfield District and Staffordshire and report progress through the Annual Monitoring Report.</p>	<p>New and improved biodiversity habitats continued to be brought forward in 2010/11 with associated improvements in accessibility for residents and visitors to the District to enjoy the same. Promoting biodiversity (habitats and species) has been high on the agenda with numerous events and learning experiences held throughout the year and involving mixed groups and age ranges.</p>

Cabinet Member: Cllr **Margaret Stanhope**

Strategic Plan Priority & Action	What We Said We Would Achieve	What We Achieved
<p>Involve local people and partners Provide clear and accountable leadership to our communities through locally elected Councillors.</p> <p>On Track? </p>	<p>Assist with the administration of any schemes introduced in relation to ePetitions. Formulate a programme of Overview and Scrutiny Training. Undertake a review of extending the Cabinet pilot scheme of concise reports with web links.</p>	<p>E-Petitions Scheme agreed at Council and reviewed through Overview and Scrutiny Committee. Overview and Scrutiny Toolkit agreed and dates agreed for training following the District Council elections.</p>
<p>Involve local people and partners Increase the numbers of people, young and old, taking part in the democratic process.</p> <p>On Track? </p>	<p>Publicise and administer the Parliamentary election which is required to be held before 3rd June 2010.</p>	<p>Parliamentary election in 6th May 2010 widely publicised and successfully administered.</p>

Cabinet Member: Cllr **Michael Wilcox**

Strategic Plan Priority & Action	What We Said We Would Achieve	What We Achieved
<p>Health & Wellbeing With partners help local people live better lives by getting the financial benefits they are entitled to from the Council and other agencies.</p> <p>On Track? </p>	<p>Attendance at all landlord forums. Information on Local Housing Allowance (LHA) to be produced for landlords on a monthly basis. To continue to help customers understand their responsibilities to report changes of circumstances promptly. To liaise with outside agencies providing help and support to benefit claimants, maintaining records of information and updating them on a regular basis. To work with other government agencies, Department for Work and Pensions, Job Centre Plus, Pensions Service, adhering to best practice and Service Level Agreements to ensure our citizens receive the maximum benefit that they're entitled to.</p>	<p>Work has been completed on these activities, though further monitoring of performance will continue. In summary the highlights are:</p> <ol style="list-style-type: none"> 1) We advise customers about reporting changes promptly on the claim form, a receipt that is returned to them on their notifications letters. When we review a claim we send them a pen and a book mark with the same message. 2) Activities on LHA have been launched successfully. 3) From 1st April 2011 the administration of the issue of concessionary bus passes has been transferred to Staffordshire County Council. <p>The customer facing transactions continue to be offered by the Council's Customer Services team, for which a fee is charged to the County Council.</p>

Cabinet Performance Indicator Charts Report



Cabinet Member: Cllr Louise Flowith

Performance Indicator	Latest Update	Trend in Performance/Demand for Service																				
Percentage of household waste sent for reuse, recycling and composting	The percentage of household waste sent for reuse, recycling and composting continues to increase year on year.	<p>NI 192 Percentage of household waste sent for reuse, recycling and composting</p> <table border="1"> <caption>NI 192 Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2009/09</td> <td>52.00%</td> </tr> <tr> <td>2009/10</td> <td>55.00%</td> </tr> <tr> <td>2010/11</td> <td>55.00%</td> </tr> </tbody> </table>	Year	Percentage	2009/09	52.00%	2009/10	55.00%	2010/11	55.00%												
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Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter (percentage of sites where litter is present)	The results again show a high level of cleanliness for the year (note a low value shows high performance).	<p>NI 195a Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter</p> <table border="1"> <caption>NI 195a Data</caption> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>July 2008</td> <td>4.0%</td> </tr> <tr> <td>November 2008</td> <td>7.0%</td> </tr> <tr> <td>March 2009</td> <td>7.0%</td> </tr> <tr> <td>July 2009</td> <td>3.0%</td> </tr> <tr> <td>November 2009</td> <td>8.0%</td> </tr> <tr> <td>March 2010</td> <td>1.0%</td> </tr> <tr> <td>July 2010</td> <td>0.0%</td> </tr> <tr> <td>November 2010</td> <td>0.0%</td> </tr> <tr> <td>March 2011</td> <td>0.0%</td> </tr> </tbody> </table>	Month	Percentage	July 2008	4.0%	November 2008	7.0%	March 2009	7.0%	July 2009	3.0%	November 2009	8.0%	March 2010	1.0%	July 2010	0.0%	November 2010	0.0%	March 2011	0.0%
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Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus (percentage of sites where detritus is present)	The results again show a high level of cleanliness for the year (note a low value shows high performance).	<p>NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus</p> <table border="1"> <caption>NI 195b Data</caption> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>July 2008</td> <td>7.0%</td> </tr> <tr> <td>November 2008</td> <td>11.0%</td> </tr> <tr> <td>March 2009</td> <td>11.0%</td> </tr> <tr> <td>July 2009</td> <td>6.0%</td> </tr> <tr> <td>November 2009</td> <td>10.0%</td> </tr> <tr> <td>March 2010</td> <td>1.0%</td> </tr> <tr> <td>July 2010</td> <td>2.0%</td> </tr> <tr> <td>November 2010</td> <td>0.0%</td> </tr> <tr> <td>March 2011</td> <td>0.0%</td> </tr> </tbody> </table>	Month	Percentage	July 2008	7.0%	November 2008	11.0%	March 2009	11.0%	July 2009	6.0%	November 2009	10.0%	March 2010	1.0%	July 2010	2.0%	November 2010	0.0%	March 2011	0.0%
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Performance Indicator	Latest Update	Trend in Performance/Demand for Service																				
<p>Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Graffiti (percentage of sites where graffiti is present)</p>	<p>The results again show a high level of cleanliness for the year (note a low value shows high performance).</p>	<p>NI 195c Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Graffiti</p> <table border="1"> <caption>Data for NI 195c: Graffiti</caption> <thead> <tr> <th>Month</th> <th>Percentage of Sites</th> </tr> </thead> <tbody> <tr><td>July 2008</td><td>0%</td></tr> <tr><td>November 2008</td><td>1%</td></tr> <tr><td>March 2009</td><td>1%</td></tr> <tr><td>July 2009</td><td>0%</td></tr> <tr><td>November 2009</td><td>0%</td></tr> <tr><td>March 2010</td><td>0%</td></tr> <tr><td>July 2010</td><td>0%</td></tr> <tr><td>November 2010</td><td>0%</td></tr> <tr><td>March 2011</td><td>0%</td></tr> </tbody> </table>	Month	Percentage of Sites	July 2008	0%	November 2008	1%	March 2009	1%	July 2009	0%	November 2009	0%	March 2010	0%	July 2010	0%	November 2010	0%	March 2011	0%
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<p>Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Fly-posting (percentage of sites where fly-posting is present)</p>	<p>The results again show a high level of cleanliness for the year (note a low value shows high performance).</p>	<p>NI 195d Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Fly-posting</p> <table border="1"> <caption>Data for NI 195d: Fly-posting</caption> <thead> <tr> <th>Month</th> <th>Percentage of Sites</th> </tr> </thead> <tbody> <tr><td>July 2008</td><td>0%</td></tr> <tr><td>November 2008</td><td>0%</td></tr> <tr><td>March 2009</td><td>0%</td></tr> <tr><td>July 2009</td><td>0%</td></tr> <tr><td>November 2009</td><td>0%</td></tr> <tr><td>March 2010</td><td>0%</td></tr> <tr><td>July 2010</td><td>0%</td></tr> <tr><td>November 2010</td><td>0%</td></tr> <tr><td>March 2011</td><td>0%</td></tr> </tbody> </table>	Month	Percentage of Sites	July 2008	0%	November 2008	0%	March 2009	0%	July 2009	0%	November 2009	0%	March 2010	0%	July 2010	0%	November 2010	0%	March 2011	0%
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Cabinet Member: Cllr Colin Greatorax

Performance Indicator	Latest Update	Trend in Performance/Demand for Service
Value of payments made via the LDC website	The trend is showing an overall increase in the value of transactions although there are monthly variances	<p>LICT5b Value of payments made via the LDC website (machine 'WP')</p>
Value of payments made using the self service telephone number	The trend is showing an overall increase in the value of transactions although there are monthly variances	<p>LICT5d Value of payments made using the self service telephone number (machine 'TP')</p>
Value of payments made by talking to staff	It is anticipated that this should drop as more people become confident in using automated channels, but figures still remain fairly steady	<p>LICT5f Value of payments made by talking to staff (machine 'WS')</p>

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<p>Number of calls received during the period in the contact centre</p>	<p>There was an overall increase of 2,712 during the 2010/11 year compared to the previous year.</p>	<p>LLC05a Number of calls received during the period in the contact centre</p> <table border="1"> <caption>LLC05a Data (Approximate)</caption> <thead> <tr> <th>Month</th> <th>Number of Calls</th> </tr> </thead> <tbody> <tr><td>April 2008</td><td>13,500</td></tr> <tr><td>May 2008</td><td>10,500</td></tr> <tr><td>June 2008</td><td>10,800</td></tr> <tr><td>July 2008</td><td>10,200</td></tr> <tr><td>August 2008</td><td>9,500</td></tr> <tr><td>September 2008</td><td>10,800</td></tr> <tr><td>October 2008</td><td>10,200</td></tr> <tr><td>November 2008</td><td>11,500</td></tr> <tr><td>December 2008</td><td>10,500</td></tr> <tr><td>January 2009</td><td>11,000</td></tr> <tr><td>February 2009</td><td>13,200</td></tr> <tr><td>March 2009</td><td>11,500</td></tr> <tr><td>April 2009</td><td>10,800</td></tr> <tr><td>May 2009</td><td>10,500</td></tr> <tr><td>June 2009</td><td>10,800</td></tr> <tr><td>July 2009</td><td>9,500</td></tr> <tr><td>August 2009</td><td>10,500</td></tr> <tr><td>September 2009</td><td>11,500</td></tr> <tr><td>October 2009</td><td>14,000</td></tr> <tr><td>November 2009</td><td>14,800</td></tr> <tr><td>December 2009</td><td>12,500</td></tr> <tr><td>January 2010</td><td>10,500</td></tr> <tr><td>February 2010</td><td>14,200</td></tr> <tr><td>March 2010</td><td>12,500</td></tr> <tr><td>April 2010</td><td>10,500</td></tr> <tr><td>May 2010</td><td>9,500</td></tr> <tr><td>June 2010</td><td>10,500</td></tr> <tr><td>July 2010</td><td>14,200</td></tr> <tr><td>August 2010</td><td>12,500</td></tr> <tr><td>September 2010</td><td>10,500</td></tr> <tr><td>October 2010</td><td>11,500</td></tr> <tr><td>November 2010</td><td>11,000</td></tr> <tr><td>December 2010</td><td>11,500</td></tr> <tr><td>January 2011</td><td>9,500</td></tr> <tr><td>February 2011</td><td>12,500</td></tr> <tr><td>March 2011</td><td>12,500</td></tr> </tbody> </table>	Month	Number of Calls	April 2008	13,500	May 2008	10,500	June 2008	10,800	July 2008	10,200	August 2008	9,500	September 2008	10,800	October 2008	10,200	November 2008	11,500	December 2008	10,500	January 2009	11,000	February 2009	13,200	March 2009	11,500	April 2009	10,800	May 2009	10,500	June 2009	10,800	July 2009	9,500	August 2009	10,500	September 2009	11,500	October 2009	14,000	November 2009	14,800	December 2009	12,500	January 2010	10,500	February 2010	14,200	March 2010	12,500	April 2010	10,500	May 2010	9,500	June 2010	10,500	July 2010	14,200	August 2010	12,500	September 2010	10,500	October 2010	11,500	November 2010	11,000	December 2010	11,500	January 2011	9,500	February 2011	12,500	March 2011	12,500
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<p>Number of calls received for Revenues & Benefits services during the period in the contact centre</p>	<p>This has been specifically monitored to understand the impact of the recession. There was a slight reduction in the number of calls from the previous year.</p>	<p>LLC05a(3) Number of calls received for Revs & Bens during the period in the contact centre</p> <table border="1"> <caption>LLC05a(3) Data (Approximate)</caption> <thead> <tr> <th>Month</th> <th>Number of Calls</th> </tr> </thead> <tbody> <tr><td>April 2008</td><td>2,900</td></tr> <tr><td>May 2008</td><td>1,400</td></tr> <tr><td>June 2008</td><td>2,100</td></tr> <tr><td>July 2008</td><td>2,100</td></tr> <tr><td>August 2008</td><td>1,800</td></tr> <tr><td>September 2008</td><td>1,800</td></tr> <tr><td>October 2008</td><td>2,100</td></tr> <tr><td>November 2008</td><td>2,300</td></tr> <tr><td>December 2008</td><td>1,900</td></tr> <tr><td>January 2009</td><td>2,000</td></tr> <tr><td>February 2009</td><td>1,800</td></tr> <tr><td>March 2009</td><td>4,000</td></tr> <tr><td>April 2009</td><td>5,200</td></tr> <tr><td>May 2009</td><td>4,000</td></tr> <tr><td>June 2009</td><td>2,800</td></tr> <tr><td>July 2009</td><td>2,600</td></tr> <tr><td>August 2009</td><td>2,500</td></tr> <tr><td>September 2009</td><td>2,500</td></tr> <tr><td>October 2009</td><td>3,000</td></tr> <tr><td>November 2009</td><td>1,400</td></tr> <tr><td>December 2009</td><td>3,100</td></tr> <tr><td>January 2010</td><td>2,300</td></tr> <tr><td>February 2010</td><td>4,500</td></tr> <tr><td>March 2010</td><td>3,400</td></tr> <tr><td>April 2010</td><td>3,200</td></tr> <tr><td>May 2010</td><td>2,300</td></tr> <tr><td>June 2010</td><td>2,800</td></tr> <tr><td>July 2010</td><td>3,100</td></tr> <tr><td>August 2010</td><td>2,600</td></tr> <tr><td>September 2010</td><td>2,600</td></tr> <tr><td>October 2010</td><td>2,000</td></tr> <tr><td>November 2010</td><td>3,000</td></tr> <tr><td>December 2010</td><td>2,200</td></tr> <tr><td>January 2011</td><td>2,200</td></tr> <tr><td>February 2011</td><td>3,900</td></tr> <tr><td>March 2011</td><td>3,900</td></tr> </tbody> </table>	Month	Number of Calls	April 2008	2,900	May 2008	1,400	June 2008	2,100	July 2008	2,100	August 2008	1,800	September 2008	1,800	October 2008	2,100	November 2008	2,300	December 2008	1,900	January 2009	2,000	February 2009	1,800	March 2009	4,000	April 2009	5,200	May 2009	4,000	June 2009	2,800	July 2009	2,600	August 2009	2,500	September 2009	2,500	October 2009	3,000	November 2009	1,400	December 2009	3,100	January 2010	2,300	February 2010	4,500	March 2010	3,400	April 2010	3,200	May 2010	2,300	June 2010	2,800	July 2010	3,100	August 2010	2,600	September 2010	2,600	October 2010	2,000	November 2010	3,000	December 2010	2,200	January 2011	2,200	February 2011	3,900	March 2011	3,900
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<p>Contact made in person relating to Revenues & Benefits services during the period in the contact centre</p>	<p>This has been specifically monitored to understand the impact of the recession. There was a slight reduction in the number of personal contacts from the previous year.</p>	<p>LLC09(e) Contact made in person relating to Benefits</p> <table border="1"> <caption>LLC09(e) Data (Approximate)</caption> <thead> <tr> <th>Month</th> <th>Number of Contacts</th> </tr> </thead> <tbody> <tr><td>April 2008</td><td>1,150</td></tr> <tr><td>May 2008</td><td>900</td></tr> <tr><td>June 2008</td><td>900</td></tr> <tr><td>July 2008</td><td>950</td></tr> <tr><td>August 2008</td><td>380</td></tr> <tr><td>September 2008</td><td>750</td></tr> <tr><td>October 2008</td><td>850</td></tr> <tr><td>November 2008</td><td>800</td></tr> <tr><td>December 2008</td><td>800</td></tr> <tr><td>January 2009</td><td>1,250</td></tr> <tr><td>February 2009</td><td>1,050</td></tr> <tr><td>March 2009</td><td>1,350</td></tr> <tr><td>April 2009</td><td>1,150</td></tr> <tr><td>May 2009</td><td>1,200</td></tr> <tr><td>June 2009</td><td>1,000</td></tr> <tr><td>July 2009</td><td>850</td></tr> <tr><td>August 2009</td><td>950</td></tr> <tr><td>September 2009</td><td>1,000</td></tr> <tr><td>October 2009</td><td>800</td></tr> <tr><td>November 2009</td><td>1,050</td></tr> <tr><td>December 2009</td><td>800</td></tr> <tr><td>January 2010</td><td>950</td></tr> <tr><td>February 2010</td><td>950</td></tr> <tr><td>March 2010</td><td>1,350</td></tr> <tr><td>April 2010</td><td>1,100</td></tr> <tr><td>May 2010</td><td>1,000</td></tr> <tr><td>June 2010</td><td>1,100</td></tr> <tr><td>July 2010</td><td>900</td></tr> <tr><td>August 2010</td><td>900</td></tr> <tr><td>September 2010</td><td>950</td></tr> <tr><td>October 2010</td><td>950</td></tr> <tr><td>November 2010</td><td>950</td></tr> <tr><td>December 2010</td><td>750</td></tr> <tr><td>January 2011</td><td>950</td></tr> <tr><td>February 2011</td><td>950</td></tr> <tr><td>March 2011</td><td>1,250</td></tr> </tbody> </table>	Month	Number of Contacts	April 2008	1,150	May 2008	900	June 2008	900	July 2008	950	August 2008	380	September 2008	750	October 2008	850	November 2008	800	December 2008	800	January 2009	1,250	February 2009	1,050	March 2009	1,350	April 2009	1,150	May 2009	1,200	June 2009	1,000	July 2009	850	August 2009	950	September 2009	1,000	October 2009	800	November 2009	1,050	December 2009	800	January 2010	950	February 2010	950	March 2010	1,350	April 2010	1,100	May 2010	1,000	June 2010	1,100	July 2010	900	August 2010	900	September 2010	950	October 2010	950	November 2010	950	December 2010	750	January 2011	950	February 2011	950	March 2011	1,250
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Cabinet Member: Cllr Ian Pritchard

Performance Indicator	Latest Update	Trend in Performance/Demand for Service																																																																										
<p>Homeless Prevention cases likely to be successful for at least 6 months monthly</p>	<p>In 2010/11 the number of households where homelessness was prevented for a period of at least six months was 128 compared to 115 in 2009/10. Of the 128 homelessness prevention cases, 55 were found accommodation in the private rented sector.</p>	<p>LH14 Homeless Prevention cases likely to be successful for at least 6 months monthly</p> <table border="1"> <caption>LH14 Homeless Prevention cases likely to be successful for at least 6 months monthly</caption> <thead> <tr> <th>Month</th> <th>Cases</th> </tr> </thead> <tbody> <tr><td>April 2008</td><td>8</td></tr> <tr><td>May 2008</td><td>4</td></tr> <tr><td>June 2008</td><td>19</td></tr> <tr><td>July 2008</td><td>9</td></tr> <tr><td>August 2008</td><td>29</td></tr> <tr><td>September 2008</td><td>22</td></tr> <tr><td>October 2008</td><td>18</td></tr> <tr><td>November 2008</td><td>47</td></tr> <tr><td>December 2008</td><td>33</td></tr> <tr><td>January 2009</td><td>41</td></tr> <tr><td>February 2009</td><td>31</td></tr> <tr><td>March 2009</td><td>23</td></tr> </tbody> </table>	Month	Cases	April 2008	8	May 2008	4	June 2008	19	July 2008	9	August 2008	29	September 2008	22	October 2008	18	November 2008	47	December 2008	33	January 2009	41	February 2009	31	March 2009	23																																																
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<p>Total number of Housing Advice Enquiries (monthly)</p>	<p>The total Number of housing advice enquiries has increased from 1350 in 2009-10 to 1587 in 2010-11.</p>	<p>LH27 Total number of Housing Advice Enquiries (monthly)</p> <table border="1"> <caption>LH27 Total number of Housing Advice Enquiries (monthly)</caption> <thead> <tr> <th>Month</th> <th>Enquiries</th> </tr> </thead> <tbody> <tr><td>April 2008</td><td>60</td></tr> <tr><td>May 2008</td><td>70</td></tr> <tr><td>June 2008</td><td>85</td></tr> <tr><td>July 2008</td><td>100</td></tr> <tr><td>August 2008</td><td>75</td></tr> <tr><td>September 2008</td><td>105</td></tr> <tr><td>October 2008</td><td>125</td></tr> <tr><td>November 2008</td><td>95</td></tr> <tr><td>December 2008</td><td>40</td></tr> <tr><td>January 2009</td><td>75</td></tr> <tr><td>February 2009</td><td>125</td></tr> <tr><td>March 2009</td><td>140</td></tr> <tr><td>April 2009</td><td>110</td></tr> <tr><td>May 2009</td><td>125</td></tr> <tr><td>June 2009</td><td>135</td></tr> <tr><td>July 2009</td><td>105</td></tr> <tr><td>August 2009</td><td>115</td></tr> <tr><td>September 2009</td><td>115</td></tr> <tr><td>October 2009</td><td>115</td></tr> <tr><td>November 2009</td><td>40</td></tr> <tr><td>December 2009</td><td>120</td></tr> <tr><td>January 2010</td><td>100</td></tr> <tr><td>February 2010</td><td>170</td></tr> <tr><td>March 2010</td><td>125</td></tr> <tr><td>April 2010</td><td>115</td></tr> <tr><td>May 2010</td><td>165</td></tr> <tr><td>June 2010</td><td>140</td></tr> <tr><td>July 2010</td><td>135</td></tr> <tr><td>August 2010</td><td>125</td></tr> <tr><td>September 2010</td><td>125</td></tr> <tr><td>October 2010</td><td>155</td></tr> <tr><td>November 2010</td><td>165</td></tr> <tr><td>December 2010</td><td>145</td></tr> <tr><td>January 2011</td><td>75</td></tr> <tr><td>February 2011</td><td>145</td></tr> <tr><td>March 2011</td><td>110</td></tr> </tbody> </table>	Month	Enquiries	April 2008	60	May 2008	70	June 2008	85	July 2008	100	August 2008	75	September 2008	105	October 2008	125	November 2008	95	December 2008	40	January 2009	75	February 2009	125	March 2009	140	April 2009	110	May 2009	125	June 2009	135	July 2009	105	August 2009	115	September 2009	115	October 2009	115	November 2009	40	December 2009	120	January 2010	100	February 2010	170	March 2010	125	April 2010	115	May 2010	165	June 2010	140	July 2010	135	August 2010	125	September 2010	125	October 2010	155	November 2010	165	December 2010	145	January 2011	75	February 2011	145	March 2011	110
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<p>Homelessness (Accepted Stat) (monthly)</p>	<p>The number of people found to be statutorily homeless in 2010/11 increased from 81 in 2009/10 to 115 (41% increase). The graph shows the trend in the monthly number of homeless households accepted as statutorily homeless since April 2008.</p>	<p>LH43 Homelessness (Accepted Stat) (monthly)</p> <table border="1"> <caption>LH43 Homelessness (Accepted Stat) (monthly)</caption> <thead> <tr> <th>Month</th> <th>Accepted Stat</th> </tr> </thead> <tbody> <tr><td>April 2008</td><td>8</td></tr> <tr><td>May 2008</td><td>6</td></tr> <tr><td>June 2008</td><td>10</td></tr> <tr><td>July 2008</td><td>11</td></tr> <tr><td>August 2008</td><td>11</td></tr> <tr><td>September 2008</td><td>8</td></tr> <tr><td>October 2008</td><td>10</td></tr> <tr><td>November 2008</td><td>11</td></tr> <tr><td>December 2008</td><td>8</td></tr> <tr><td>January 2009</td><td>5</td></tr> <tr><td>February 2009</td><td>9</td></tr> <tr><td>March 2009</td><td>11</td></tr> <tr><td>April 2009</td><td>6</td></tr> <tr><td>May 2009</td><td>4</td></tr> <tr><td>June 2009</td><td>9</td></tr> <tr><td>July 2009</td><td>8</td></tr> <tr><td>August 2009</td><td>10</td></tr> <tr><td>September 2009</td><td>8</td></tr> <tr><td>October 2009</td><td>8</td></tr> <tr><td>November 2009</td><td>5</td></tr> <tr><td>December 2009</td><td>2</td></tr> <tr><td>January 2010</td><td>1</td></tr> <tr><td>February 2010</td><td>9</td></tr> <tr><td>March 2010</td><td>9</td></tr> <tr><td>April 2010</td><td>12</td></tr> <tr><td>May 2010</td><td>8</td></tr> <tr><td>June 2010</td><td>11</td></tr> <tr><td>July 2010</td><td>7</td></tr> <tr><td>August 2010</td><td>11</td></tr> <tr><td>September 2010</td><td>7</td></tr> <tr><td>October 2010</td><td>15</td></tr> <tr><td>November 2010</td><td>12</td></tr> <tr><td>December 2010</td><td>2</td></tr> <tr><td>January 2011</td><td>8</td></tr> <tr><td>February 2011</td><td>6</td></tr> <tr><td>March 2011</td><td>11</td></tr> </tbody> </table>	Month	Accepted Stat	April 2008	8	May 2008	6	June 2008	10	July 2008	11	August 2008	11	September 2008	8	October 2008	10	November 2008	11	December 2008	8	January 2009	5	February 2009	9	March 2009	11	April 2009	6	May 2009	4	June 2009	9	July 2009	8	August 2009	10	September 2009	8	October 2009	8	November 2009	5	December 2009	2	January 2010	1	February 2010	9	March 2010	9	April 2010	12	May 2010	8	June 2010	11	July 2010	7	August 2010	11	September 2010	7	October 2010	15	November 2010	12	December 2010	2	January 2011	8	February 2011	6	March 2011	11
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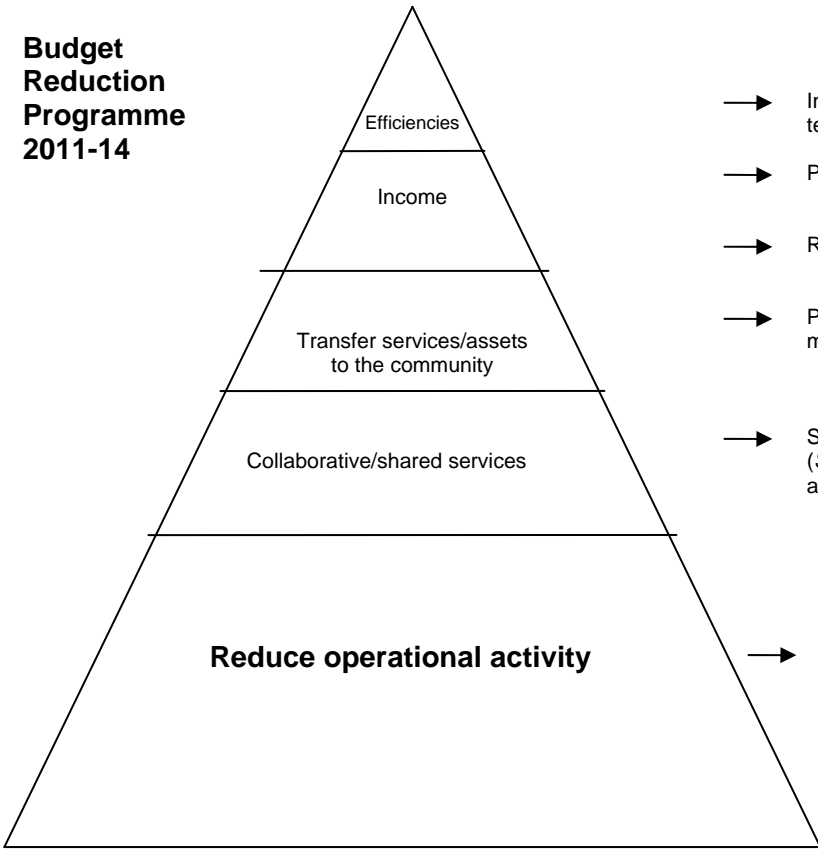
Cabinet Member: Cllr Neil Roberts

Performance Indicator	Latest Update	Trend in Performance/Demand for Service
<p>Processing of planning applications: Major applications (percentage of major applications processed within 13 weeks)</p>	<p>These figures demonstrate that the Development Control Service continues to perform very well against the Governments performance target in this category.</p>	<p>BV109a NI 157a Processing of planning applications: Major applications</p>
<p>Processing of planning applications: Minor applications (percentage of minor applications processed within 8 weeks)</p>	<p>These figures also demonstrate that the Development Control Service continues to perform very well against the Governments performance target in this category.</p>	<p>BV109b NI 157b Processing of planning applications: Minor applications</p>
<p>Processing of planning applications: Other applications (percentage of other applications processed within 8 weeks)</p>	<p>These figures again demonstrate that the Development Control Service continues to perform very well against the Governments performance target in this category.</p>	<p>BV109c NI 157c Processing of planning applications: Other applications</p>

**Corporate Risk Register Update
May 2011**

Risk Area: Lichfield Venture Programme	
Description:	<p>The Lichfield District Venture Programme comprises a variety of projects which total in the region of £200 million. The projects include a mixed use development at Birmingham Road, Lichfield known as the Friarsgate Scheme, mixed use development at City Wharf, Lichfield, redevelopment of the Friary Outer Car Park for residential and offices as well as a multi storey car park, regeneration of Lichfield City Centre Parks, creation of a new town centre with major retail and leisure facilities at Burntwood Town Centre and environmental improvements at Chase Terrace.</p> <p>The projects within the programme need to be effectively project managed to ensure they are completed to time, budget and quality. Risks relate to land ownership, economic conditions and project management.</p>
What is the risk to the Council:	<p>Consequences if the projects are delayed or fail:- Public disappointment; Impact on the Council's reputation; Adverse publicity; Impact on overall strategic ambitions; Economic impact on the District; Loss of predicted revenue from certain developments; Financial health of the Council impacted; Loss of car parking.</p>
How are we controlling this risk?	<p>Lichfield District Venture Board comprising 5 Members has been established to oversee the Lichfield Venture Programme and sound project and programme management is in place. The Council has recruited employees with a high level of skills in major development projects. Member scrutiny takes place through the Environment and Development (Overview and Scrutiny) Committee.</p>
Link to Strategic Action Plan objectives:	<p>SP1 6.01 – rejuvenate Burntwood Town and Lichfield City Centres via the Lichfield Venture Programme, SP1 6.08 – enhance parking provision as a result of the Friarsgate redevelopment and SP1 8.07 – with partners provide vibrant and varied shopping in Lichfield and Burntwood.</p>
Updates:	<p>The credit crunch and subsequent recession delayed both the Friarsgate and Friary Outer schemes. However the developer, S Harrison Developments Ltd, has continued to move the schemes forward. To this end a joint venture partner is about to be appointed on Friarsgate and steps have been taken to implement the confirmed CPO. A planning submission to seek approval for some minor material design amendments has been approved. The developer confirms that occupier interest remains high. More progress has been made on Friary Outer which now, with the benefit of some £2.4 million grant from the Homes and Communities Agency and the involvement of Bromford, proposes 60 units of affordable housing, a 414 space car park and a hotel and restaurant/retail showroom. A Development Agreement between Harrison, Bromford and the Council has been completed and development is expected to commence in the summer of 2011.</p> <p>The Heritage Lottery Fund (HLF) funded refurbishment of our City Centre Parks is progressing and is expected to be completed by late summer.</p>
Current assessment of risk:	<p>Whilst the initial delay in the delivery of Friarsgate was disappointing, the signs that the economy is picking up are encouraging. Inevitably this raises financial implications for the Council and the degree of risk. Close scrutiny and management is essential.</p>

Risk Area: Financial Resilience	
Description:	<p>On 22 February 2011, Council approved its Medium Term Financial Strategy 2011-14 (Revenue & Capital), taking into account the ongoing impact of the Recession, set its level of Council Tax 2011/12 (frozen) and considered the level of Budget Reductions needed to achieve a balanced Budget over the medium term 2011-14.</p> <p>In December 2010, the Government announced its funding for Local Government for 2 years 2011/12 and 2012/13. For Lichfield, this has resulted in a 26.9% reduction in Government funding over the 2 years. The Approved Medium Term Financial Strategy 2010-13 assumed a 5% reduction in Formula Grant in each financial year 2011/12 and 2012/13 totalling £0.592m and cumulatively £1.762m loss of grant was built into the Budget.</p> <p>In total, it is estimated that there will be a loss in grant over the 3 years of £4.469m, leaving £2.707m additional reduction to be met.</p> <p>In addition to the reduction in Government Grant there are budgetary pressures on the Revenue Budget amounting to £1.638m and the contributions from Revenue for the Capital Programme of £0.378m in total present a Funding Gap of £4.723m over the 3 year period 2011/12 to 2013/14 after having used Reserves. The scale of the Funding Gap is such that the level of Budget Reduction needed requires a fundamental change in our strategic approach as a Council, resulting in us scaling back our operations and changing our view on the type of Council we are. This responds to the Government's view of a small state, and a new relationship between the citizen and the state.</p> <p>Council approved a Budget Reduction Programme 2011-14 aimed at taking out significant costs, necessitating reductions in the operational activity of the Council.</p>
What is the risk to the Council:	The financial resources available are not sufficient to support all of the planned top priorities for the Council and areas that rely on significant income generation could undershoot their target.
How are we controlling this risk?	<p>The Council is managing this risk by:</p> <ul style="list-style-type: none"> ➤ Completion of Budget Reduction Programme 2011-14. ➤ The Review is being done on a risk assessed basis, so that we effectively manage the risk to the Council's business. ➤ Medium Term Financial Strategy 2011-2014 (Revenue and Capital) has identified the financial risk to the Council of the Government Grant Settlement 2011-13 and potential risk of Settlement 2013/14.
Link to Strategic Plan objectives:	This has been identified as a strategic risk, overarching the delivery of the Strategic Plan objectives.
Updates:	<p>The Council continues to focus on key business risk areas and reports on a regular basis to the Cabinet on progress.</p> <p>Over the last 4 years the Council has completed Expenditure Reviews that have yielded savings of £8.030m since 2007/08. As reported at Council the scale of the approach that the Council now needs to take has to be of a different order than that taken in our preceding Expenditure Reviews.</p> <p>In addition to the completion of the Budget Reduction Programme 2011-14, the Council will also be monitoring the impact of Public Sector Service cuts that could</p>

	<p>have a secondary impact on its finances. The approach for the Budget Reduction Programme 2011-14 is shown in the diagram below :</p> <div style="display: flex; align-items: center;"> <div style="flex: 1;"> <p>Budget Reduction Programme 2011-14</p>  </div> <div style="flex: 2;"> <ul style="list-style-type: none"> → Incl asset mngt, energy efficiency, technology → Pursue expansion & external £s → Roll over from Exp Review 2010 → Parishes, voluntary groups, mutualisation/trusts → Shared services: external (<i>Staffordshire One Place Programme</i>) and internal sharing → Change approach to risk, Safeguard critical customer facing activity, Pare statutory services, Stop providing others </div> </div>
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Current assessment of risk:	The financial risks facing the Council continue to be severe. The Council is taking actions to manage and reduce the severity of this risk. The Budget Reduction Programme 2011-14 is in progress; approximately £3.000m of the Funding Gap of £4.723m has been found.
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Risk Area: Lack of Affordable Housing

Description:	There is a lack of affordable housing within the district and a limited amount of social rented housing.
What is the risk to the Council:	The potential is for an increase in homelessness; young people may be forced to move out of the district; population becomes older; fewer economically active people within the district and a more limited local workforce. All these factors could have implications for the local economy and lead to increased pressure on Council services, in particular pressure on the bed and breakfast budget as the lack of permanent affordable accommodation means that it is more difficult to move people out of temporary accommodation.
Link to Strategic Action Plan objectives:	SP3 5.02 Make more housing available to local people for social rent or shared ownership; SP3 5.03 Protect homeless people and families by improving the services we deliver; SP3 5.08 With partners, help to prevent people from becoming homeless.

<p>How are we controlling this risk?</p>	<p>The Housing Strategy ensures that the long-term demands are known and action plans are in place that seek to address the shortfall in affordable housing. Delivery of this is being actively managed through the Council's Covalent performance management system.</p> <p>We continue to work closely with our Registered Provider Development partners to identify opportunities to develop new affordable housing and we are also continuing our work with private sector landlords to try and stimulate this part of the market.</p>
<p>Updates:</p>	<p>The Strategic Housing Partnership (SHP) monitors the progress of the Housing Strategy action plan and a sub-group of the SHP, the Affordable Housing Working Group, also has an action plan to ensure that all opportunities to enable affordable homes are being explored whether on new development sites or by making better use of existing stock. It is planned to revise the Housing Strategy and re-evaluate the action plan later this year.</p> <p>The proposed new affordable housing policy (H2- Provision of Affordable Homes) has recently been out to consultation in the draft Core Strategy of the Local Development Framework. Based on evidence from the Affordable Housing Viability Study it proposes a target of up to 40% affordable housing but it is a flexible policy that allows the Council to change the % provision of affordable housing according to market conditions.</p> <p>The Southern Staffordshire Local Investment Plan (SSLIP) covering Lichfield District along with Cannock Chase District, South Staffs District and Tamworth Borough Councils was approved by the Homes and Communities Agency (HCA) and received Portfolio Holder approval in April. The SSLIP sets out the strategic context for investment in housing and regeneration across the four local authority areas and in particular the need for affordable housing and the opportunities for delivery over the next four years. We are continuing to work with the Homebuy agents Orbit to promote low cost home ownership options available in the district and the shared equity scheme Homebuy direct is available until the end of the financial year on Hawkesyard village site (Rugeley Power Station). To date 12 properties have been sold through Homebuy direct on 'The Pippens' phase of this development.</p>
<p>Current assessment of risk:</p>	<p>The risk continues to be severe as the continuing recession means that many large housing sites where new affordable homes would have been delivered through planning gain are still mothballed. Despite this, some developments have started on site and along with Homebuy direct completions meant that we were able to meet our target of delivering 40 new affordable homes in 2010/11.</p> <p>In terms of new affordable completions, 3 shared ownership properties have recently been sold at Victoria Place by Bromford Living. 9 2 bed apartments for rent are also due to be handed over to Bromford by the developer on the Hawkesyard Village site in June followed by 2 shared ownership houses the following quarter. The apartments have recently been advertised for rent through UChoose.</p> <p>The Homes & Communities Agency recently invited submissions from Registered Providers to bid for funding from the Affordable Homes Programme 2011-15 to deliver affordable rented homes and affordable home ownership. The submissions are currently being evaluated and once</p>

	<p>agreed this programme will operate on the basis of packages for delivery for the next four years between the HCA and each provider. The number of new affordable homes that will be delivered in Lichfield District will not be known until the package of bids is approved.</p> <p>The pilot Private sector leasing scheme was recently launched in conjunction with HomeZone, and two Council owned properties - Holme and Littlecroft have been let as rented accommodation to two families on a temporary basis.</p>
<p>Risk Area: Chasewater Reservoir Improvements</p>	
<p>Description:</p>	<p>Chasewater Reservoir contains approximately 4.5m cubic metres of water and until April 2011 was owned by Lichfield District Council. Because of its volume and its height above natural ground, the council had a responsibility to manage the reservoir in accordance with the 1975 Reservoirs Act.</p> <p>This Act required the council to employ an Inspecting Engineer to certify that the reservoir is as safe as reasonably practicable. However, in his most recent report the Engineer recommended 'in the interests of safety' that works are required to increase the carrying capacity of the reservoir's overflow systems and to reduce the risk to the eastern dam of the effects of internal erosion.</p> <p>The reservoir was built in 1799 to provide the water for the canal network of the West Midlands and these proposed works are improvement works that reflect contemporary engineering standards and risk analysis and are not a commentary on previous maintenance regimes.</p> <p>A contractor has been appointed and works started on 15 November. Completion is now expected late 2011.</p> <p>The project is made more complex because of a lack of 'as built drawings' of the eastern dam, the presence of protected species, like great crested newts, and rare habitats, and complicated land ownership arrangements.</p> <p>Because it is unusual for a council like the district council to have the sole responsibility for owning and managing such an important piece of the region's infrastructure, an agreement has been reached and concluded to transfer the council's assets and liabilities at Chasewater Country Park to Staffordshire County Council.</p> <p>The agreement identifies how the costs of the improvement works and future costs of managing the park and the reservoir are to be divided.</p>
<p>What is the risk to the Council:</p>	<p>There are a number of risks to the council:</p> <ul style="list-style-type: none"> ● Financial – the agreement identifies how the costs of implementing the improvement works and the management of the park will be divided. This remains an extremely risky project and costs can easily, and justifiably, increase. . ● Reputational – In transferring a project part completed, there is a risk that a negative perception of the council could be created if the project does not progress in the manner in which it had previously been directed. ● Health and Safety – a Chasewater with a very low water level provides new health and safety risks including extensive mud flats, accessible deep water and potential finds which include bombs. The council will retain management and operational responsibilities of the park for three years.

<p>How are we controlling this risk?</p>	<p>In order to manage these risks, the council has signed an overarching legal agreement with the council which details roles and responsibilities of each party and the way in which costs will be divided.</p> <p>The council will remain in close contact with the Project Director and Manager of the county council in order to effect a seamless handover of knowledge and experience.</p> <p>The council has been asked to continue to manage the Chasewater dam blog which details the project's progress.</p>
<p>Link to Strategic Action Plan objectives:</p>	<p>SP2 6.11 – with partners position Chasewater as a visitor, recreational and educational resource, showcasing sustainable development.</p>
<p>Updates:</p>	<p>Chasewater is clearly an integral part of the sub-region's infrastructure and so the council has transferred its assets and liabilities at the park to ensure that we can meet our obligations with the minimum of impact on the council.</p> <p>The valves to the reservoir were opened on 1 February 2010.</p> <p>Tenders were returned and appraised during May 2010.</p> <p>The contract was appraised in August 2010.</p> <p>Works started on site on 15 November 2010.</p> <p>Natural England permission was received in November 2010 and in February 2011.</p> <p>We hold regular meetings with the county council to monitor progress.</p> <p>We continue to publish our project blog to provide timely information for those interested.</p> <p>County Council assumed project management responsibility on 10 May 2011.</p>
<p>Current assessment of risk:</p>	<p>The risks to the council have now been significantly reduced but the financial and reputational risk remains substantial.</p>