

**APPENDIX TO**

**Luton Borough Council**

**Corporate Plan  
2011 – 2014**



# **Mission, vision and values**

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## **The Council's corporate mission statement:**

The needs of Luton's people will be first in everything we do.

## **The Council's vision:**

Luton Borough Council will be a high performing, financially viable authority, delivering high quality services that improve health and opportunity for local people and protect the most vulnerable.

Together with our partners, we will help make Luton a place where everyone can learn and thrive and where business can grow and prosper.

Celebrating and building on Luton's rich history and its vibrant, cultural mix, we will develop safe, strong, sustainable communities.

We will be responsive, accountable and innovative – a leader in what we do and a voice for our town.

## **The Council's values:**

Aligned to the achievement of the vision are a set of corporate values that shape corporate behaviour and underpin the work of the Council in delivering services to citizens, customers and communities in challenging times.

- Embrace equality and diversity, cohesion and inclusion
- Respect others
- Act with integrity
- Constantly strive for improvement
- Focus on our customers and citizens
- Promote accountability to local people

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# **1. Foreword by the Leader of the Council**

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I am delighted to present the Corporate Plan 2011 – 2014 for Luton Borough Council and to have returned as Leader of the Council for a further four year term following the elections in May.

The democratic process is just about the most important pillar of our society in this country. Here in Luton, it was a chance for local people to have their say on how the Council should be run for the next four years. I was proud to stand on the record of the last Labour administration. It made significant progress during increasingly difficult times following the banking crisis in 2008. Despite the credit crunch and the economic recession that followed, Luton Borough Council working with the Labour Government continued to regenerate the town centre, attract businesses to the town and improve local schools.

The results of that investment can be seen all around us. The Mall extension on three trading levels is now open and complements the new St George's Square.

Recently five schools in Luton received Ofsted reports following inspections carried out in March 2011. Ashcroft High School was rated outstanding. All of the assessments showed improvement, were good news for students and parents in Luton, and reflected the determination of our schools to work together and improve the education experience and outcomes for young people.

The Council was financially sound and efficient. It maintained a balanced budget and the lowest council tax in Bedfordshire. The administration protected frontline services and halved payments to consultants.

The last year in particular has been a challenging one, and the Council had to make some difficult decisions in response to the Government's spending cuts. I was sorry that Council jobs had to be lost but pleased that we managed to protect frontline services in Luton.

I am under no illusions that the coming years will pose anything other than even greater challenges. The administration's new term will bring an increased focus not only on the provision of primary education, adult care and affordable housing but also the continuing regeneration of Luton, the drive to create new jobs and the campaign to achieve city status. The administration's commitment is that the Council will remain fully focused on these important issues that matter most to the people of Luton.

One of the delights of living in Luton is its diversity and what it brings to the town. It celebrates this diversity through the Luton International Carnival, the sights and sounds of the Mela, decking the place out to support St. George's day and joining in the fun for national events like St. Patrick's day. This all helps make Luton such a friendly, inclusive and fun place to spend time. We are all looking forward to being on show next year when the Olympic flame comes to town with a weekend of festivities that will show again that Luton is a truly international place.

Councillor Hazel Simmons  
Leader of the Council

## **2. Introduction by the Chief Executive**

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I am very pleased to introduce the Corporate Plan 2011 – 2014 for Luton Borough Council at this most challenging of times. By 2014 the Council will have £60 million less funding from central government when compared with the budget for last year. I am clear that continuing to balance the Council's budget over the years to come is essential to our sustainability as an organisation. I am equally clear that we must be able to deliver high-quality services that improve life-chances, protect the most vulnerable and increase opportunity for all in Luton.

That is why in the Council's vision for the future it will be responsive, accountable and innovative – a leader in what we do and a voice for our town.

The Council has made a great start on all of these fronts. It is implementing and embedding transformation projects that will remove £20 million of cost from the organisation during the current year. But there is much more to be done and real determination among members and officers alike that the Council will meet this challenge while continuing to deliver the services that Luton's customers, citizens and communities need most.

That is why the key strategic priority of ensuring a financially sound and efficient Council is also a recurring theme throughout the Corporate Plan, and is closely linked to the Transformation Strategy and Organisational Development Strategy. Experience so far has shown that transformational change and cultural change must go hand in hand for the Council to deliver on the highest ambitions of elected members and local people.

By the time this Corporate Plan is presented to Full Council on 19<sup>th</sup> July 2011 Luton Borough Council will have a new service structure with further reorganisation to come at departmental level later this year. Both vital parts of creating a Council that can deliver the best for its residents at the time when local people need us most. At the same time, the three Bedfordshire local authority chief executives are working closely together on areas where a shared services model is viable and would provide savings and greater efficiency. This work will continue with a head of service post in the new structure dedicated to pursuing the shared services model when and where it makes sense for Luton.

The challenges for Luton are significant but so are some of the opportunities. Luton's bid for city status has captured everyone's imagination and has brought people from every sector of the local economy together. There may be tough times ahead but through innovation and working together we can ensure Luton is more than equipped to meet the challenge.

Luton's resilience is in no small measure due to its thriving voluntary and community sector. At summits held over the past year we have been exploring new ways that this vital partnership can work for the benefit of local people.

Although this is the Council's high level business plan, we all know that to deliver on our key priorities will require continued and purposeful partnership working. For that reason I am pleased that the Council's Executive has agreed to support the transfer of the Public Health team from NHS Luton to the Council. The change is in response to the NHS white paper, which places new statutory duties on local authorities to improve the health of their populations. Under the new arrangement the Public Health team will be based within the Council from September 2011.

The experience and expertise of the team joining us from NHS Luton is an exciting and immediate development which will be a major factor in helping us to meet the challenges set out in this Corporate Plan.

Trevor Holden  
Chief Executive

## **3. Luton's customers, citizens and communities**

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### **3.1 Needs and preferences**

The Council's new corporate mission statement is that the needs of Luton's people will be first in everything we do. It is through this lens that the Council will continue to shape its transformation programme and service delivery, in order to understand the needs and preferences of Luton's customers, citizens and communities.

There is a wealth on data and information, needs analyses and assessments on which the Council has drawn in order to develop this Corporate Plan.

The public health directorate of the Primary Care Trust and the Council have worked closely together on a full refresh of the Joint Strategic Needs Assessment (JSNA) for health and social care. This important document will be published in July 2011. The Council's Corporate Plan picks up the main themes of the JSNA at a high level. Further work has been done to ensure that the JSNA is an accessible and widely used resource and that the priorities identified are worked through the business planning process. Public health will become part of the Council's structure from September 2011, which pre-empts the Government's deadline nationally and, locally, builds on the close links that already exist between the two organisations.

Detailed assessments have been carried out on family poverty, and economic development over the past 12 months. These major pieces of work have also contributed significantly to the corporate and departmental priorities set out in the Corporate Plan.

The Luton Commission on Community Cohesion published its report in January 2011. This was a high profile piece of work that coincided with the biggest threats to community cohesion that Luton has ever experienced. The Commission's report guided Luton's preparations and response to the national rally of the English Defence League here on 5 February. Its clear recommendations are already helping Luton to build even greater resilience and higher levels of cohesion over the medium to long term.

For this year 2011/12, in particular, there were close links between the Council's budget proposals, which included substantial savings, and its key strategic priorities for the next three years.

The Council's Overview and Scrutiny Finance Review Group made a series of recommendations to Executive prior to its meetings to agree budget proposals for 2011/12. The Finance Review Group had been examining the Council's

transformation proposals since July 2010 and a key part of its work was getting the views of Luton residents.

A consultation was carried out and Luton residents provided a number of ideas on how to tackle the budget challenge. This major consultation exercise involved 750 residents, the highest number ever in Luton. People identified their main priorities as follows:

- Luton residents would most like to see no change or budget reduction in adult social care, children's social care, waste and education.
- Residents placed great importance on protecting vulnerable people.
- Residents were more willing to see budget reductions in cultural services, planning and regeneration, and democracy and central services.
- Residents stressed that all service areas should be considered for efficiency savings.

Based on feedback from residents, people also recommended that the Council should minimise its publication of literature, avoid costly printing where possible, and make greater use of the Community Payback Scheme, where offenders perform unpaid work on community projects, to enhance services at less cost.

The Finance Review Group recommended that the Executive take account of the consultation's findings in making decisions on Council's spending priorities. Its findings were welcomed by the Executive when it met to discuss the budget in February 2011 and have helped shape both the budget, and Corporate Plan for the next three years.

### **3.2 Prevention and early intervention**

The imminent transfer of Public Health responsibilities from NHS Luton to the local authority provides an opportunity to change the approach, and to integrate service delivery in a way that focuses more keenly on prevention and early intervention. This refocusing will help to ensure people's issues and problems are dealt with before they become crises, ensuring that our citizens receive a better service and high dependency cost is minimised.

Specific actions, which are integrated into the Corporate Plan and Transformation Strategy for 2011 – 2014, include:

- Integrating the Public Health team into the local authority in September 2011.

- Realigning strategies and structures, particularly around the Health and Wellbeing Board and Children's Trust, to ensure they are coherent with the new arrangements and maximise opportunities.
- Reprioritising resources to meet the refocused strategies.
- Ensuring that the Council's management structure supports this reprioritisation of resources.

## 4. The Council's key strategic priorities

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An important part of the work to develop a new Corporate Plan has been the identification of eight key strategic priorities. These link to the 32 priorities in the Sustainable Community Strategy, which also provides the wider vision for Luton up until 2026. The eight key strategic priorities also link to key partnership plans – such as the refreshed Children and Young People's Plan – but are more specific areas that the Council will deliver on over the next three years.

More detail is set out in Appendix A. Making it happen – business planning framework.

The Council's eight key strategic priorities are set out in the table below. Departmental priorities and a summary of departmental plans follows in section 5 of this Corporate Plan.

| <b>CORPORATE PLAN 2011 – 2014<br/>KEY STRATEGIC PRIORITIES</b>          |
|---|
| 1. Empower, support and protect the vulnerable                          |
| 2. Improve health and promote health equality                           |
| 3. Improve life and learning opportunities for all                      |
| 4. Create a vibrant environment where businesses thrive and prosper     |
| 5. Reduce crime, antisocial behaviour and the fear it causes            |
| 6. Protect and enhance the quality of the natural and built environment |
| 7. Strengthen community cohesion  |
| 8. Ensure a financially sound and efficient Council                     |

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## 5. Departmental priorities - summary of departmental plans

### CHIEF EXECUTIVE'S DEPARTMENT – TREVOR HOLDEN, CHIEF EXECUTIVE

| Key performance measures   | Departmental delivery priorities  |   |
|--|---|---|
| <p>Citizens' Panel<br/>Proportion of residents who say that people from different backgrounds get along</p> <p>Citizens' Panel<br/>Proportion of residents who say they can influence decisions</p> <p>Citizens' Panel<br/>Changes in satisfaction with public services in relation to treating residents with respect and consideration</p> | <p>1. Ten recommendations from the report of the Luton Commission on Community Cohesion covering Luton's economy, image, the transparency of how resources are allocated within the borough, and continuing to develop the programme of work under the Luton in Harmony banner.</p> <p>2. The Social Justice Framework 2011-2015 for Luton sets the direction for how the Council and its partners will continue to embed the principles and desired outcomes for equality, cohesion and inclusion across the borough. The Framework will set out areas for priority across five key priorities;</p> <ul style="list-style-type: none"> <li>• Recognising needs, situations, responsibilities and goals</li> <li>• Enabling people to flourish</li> <li>• Narrowing the gap on health, education and income</li> <li>• Increasing care and respect for each other</li> <li>• Providing services that meet people's needs</li> </ul> | <p>3. Development of the Council's strategic centre as the driver for meaningful citizen engagement, strategic policy making and high performance that runs throughout all the Council's business.</p> <p>4. Establishing the relationship between area committees and 'Your Say Your Way' neighbourhood governance. In particular, whether they remain as separate entities for the future.</p> <p>5. Delivery of the Luton transformation programme:</p> <ul style="list-style-type: none"> <li>• Meeting the budget challenge of £60 million cumulative savings by 2014/15</li> <li>• Changing the Council's culture and improving its productivity</li> </ul> |

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|---|--|--|
|   |  | <b>Cross-cutting plans and strategies</b>  |
|   |  | <ul style="list-style-type: none"> <li>• Report of the Luton Commission on Community Cohesion (2011)</li> <li>• Social Justice Framework (2011)</li> <li>• Single Equality Scheme (2009)</li> <li>• Luton Community Safety Partnership: Strategic Assessment (2010)</li> </ul> |
| <b>Main departmental efficiency projects</b>  |  |  |
| Embedding the Citizen Engagement workstream through a Lean focussed review of team productivity in 2011/12. |  |  |

**CHILDREN AND LEARNING DEPARTMENT –  
MARTIN PRATT, CORPORATE DIRECTOR**

| Key performance measures  | Departmental delivery priorities  |   |
|---|---|---|
| <p>NI 59 – Percentage of initial assessments for children’s social care carried out within 10 working days of referral</p> <p>NI 60 – Percentage of core assessments for children’s social care carried out within 35 working days of their commencement</p> <p>NI 81 – Inequality gap in the achievement of a level 3 qualification by the age of 19</p> <p>NI 82 – Inequality gap in the achievement of a level 2 qualification by the age of 19</p> <p>NI 92 – Narrowing the gap between the lowest achieving 20% in the early years foundation stage profile and the rest</p> <p>Outcome of unannounced inspection of safeguarding and children in care</p> <p>Outcome of inspections of regulated services, e.g. fostering</p> <p>Working with families to prevent and reduce the need for intervention</p> <p>Munro review quality outcomes</p> | <p style="text-align: center;"><b>Theme 1</b><br/><b>Empower, support and protect the vulnerable</b></p> <p>Promoting prevention and early intervention through:</p> <ul style="list-style-type: none"> <li>• Commissioning and providing a range of services designed to support and strengthen families</li> <li>• Targeting services to support the most vulnerable</li> </ul> <p>Safeguarding Luton’s children to the highest standard through:</p> <ul style="list-style-type: none"> <li>• Leading strong partnership working</li> <li>• Decisive interventions that safeguard children</li> <li>• Effective care planning to ensure children have safe and permanent family arrangements</li> </ul> <p>Transforming services for children in care by:</p> <ul style="list-style-type: none"> <li>• Ensuring timely and effective planning</li> <li>• Promoting the health and education of children in our care</li> <li>• Preparing young people to lead fulfilling and productive adult lives</li> </ul> | <p>Better integrating social care, education and health services for disabled children and those with Special Educational Needs:</p> <ul style="list-style-type: none"> <li>• Supporting more disabled children at home</li> <li>• Increasing the numbers of short breaks</li> <li>• Improving the transition to adult life</li> </ul> <p style="text-align: center;"><b>Theme 2</b><br/><b>Improve health and promote health equality</b></p> <p>Promoting improved childhood through:</p> <ul style="list-style-type: none"> <li>• Integrated provision in children’s centres</li> <li>• Promoting active and healthy lifestyles</li> <li>• Narrowing the gap</li> <li>• Ensuring children and young people have access to high quality information and advice to make sound lifestyle choices</li> </ul> |

|  |   |  |
|--|---|--|
| <p>N 19 – Rate of proven reoffending by young offenders</p> <p>NI 73 – Achievement at level 4 or above in both English and Maths at Key Stage 2</p> <p>NI 75 – Achievement of five or more GCSEs at A*-C including English and Maths</p> <p>NI 43 – Young people within the youth justice system receiving a conviction in court who are sentenced to custody</p> <p>NI 56 – Obesity among primary school age children in Year 6</p> <p>NI 94 – Progression by two levels in Maths between Key Stages 1 and 2</p> <p>NI 111 – First time entrants into the youth justice system aged 10-17 (per 100,000 population)</p> <p>NI 112 – Under 18 conception rate reduction (per 1000 girls aged 15-17 years old)</p> <p>NI 117 – 16-18 years NEET</p> <p>Bullying measure (to be identified)</p> | <p style="text-align: center;"><b>Theme 3</b><br/><b>Improve life and learning opportunities for all</b></p> <p>Give all young people the best start in life and further improve educational standards by:</p> <ul style="list-style-type: none"> <li>• Promoting high quality early years provision</li> <li>• Developing the new relationship with Luton’s schools</li> <li>• Ensuring sufficient provision of school places, including a new primary school and community facility on the Wardown site</li> <li>• Promoting high aspiration and life long learning</li> <li>• Identifying young people at risk of falling out of employment, education or training and intervening to ensure they remain engaged</li> <li>• Narrowing the gap in outcomes for Looked After Children in line with the Council’s role as Corporate Parent</li> <li>• Better integrating social care, education and health services for disabled children and those with Special Educational Needs</li> </ul> | <p style="text-align: center;"><b>Theme 5</b><br/><b>Reduce crime, antisocial behaviour and the fear it causes</b></p> <ul style="list-style-type: none"> <li>• Promoting and commissioning positive activities for young people</li> <li>• Supporting young people who suffer or witness domestic abuse</li> <li>• Challenging and supporting young offenders to change their behaviour through the Youth Offending Service</li> </ul> <p style="text-align: center;"><b>Theme 7</b><br/><b>Strengthen community cohesion</b></p> <ul style="list-style-type: none"> <li>• Engagement of young people through active citizenship</li> <li>• Working with young people on developing and shaping the “My Place” TOKKO centre</li> <li>• Further improving the links between schools</li> <li>• Challenging extremism and supporting those at risk of radicalisation</li> </ul> |
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|  |  | <p style="text-align: center;"><b>Theme 8</b><br/> <b>Ensure a financially sound and efficient Council</b></p> <p>Driven by the principles of prevention and early intervention, projects including:</p> <ul style="list-style-type: none"> <li>• Sharper focus on families with high dependency and multiple needs</li> <li>• Business development of traded services between the Council, schools and, potentially, other partners</li> <li>• Review of children in care placements</li> <li>• Review of Special Educational Needs and disability</li> </ul> |
|  |  | <p><b>Cross-cutting plans and strategies</b></p> <ul style="list-style-type: none"> <li>• Children and Young People's Plan 2010/11</li> <li>• Anti bullying strategy</li> <li>• Family Poverty Strategy</li> <li>• Children in Care Strategy</li> <li>• SEN Strategy</li> <li>• Safeguarding Strategy</li> <li>• Early Intervention Strategy</li> <li>• Joint Strategic Needs Assessment</li> <li>• Local Safeguarding Children Board business plan</li> </ul>   |

### **Main departmental efficiency projects**

Current projects underway include further workforce remodelling around integrated services, which will save £650k. This is service redesign that focuses on the most vulnerable in line with the vision for this bundle. There is also the full year effect of the short breaks review for disabled children, and from joint commissioning for fostering. A number of new projects have been scoped, including:

- Sharper focus on high dependency families. The establishment of a joint team of practitioners would be key for this project to succeed.
- Business development of services to schools. Building on the core/ traded services model, which has been developed this year but extending it beyond Luton's borders.
- Early Intervention Grant. Reducing the number of children, young people and their families requiring support at tiers 3 and 4 (multiple and specialist needs) is key.

This is an ambitious programme of work with some significant risks that will need to be managed. In particular, risks around the upward pressure on numbers of looked after children; and, risks around additional income through traded services with schools.

**CUSTOMER AND CORPORATE SERVICE DEPARTMENT –  
STEVE HEAPPEY, CORPORATE DIRECTOR**

| Key performance measures   | Departmental delivery priorities   |  |
|--|--|--|
| <p>NI 181<br/>Time taken to process housing and council tax benefits</p> <p>LBC 1<br/>Working days lost to sickness absence</p> <p>LBC 4<br/>Percentage/ £s of council tax collected in-year</p> <p>LBC 5<br/>Percentage/ £s of council tax arrears collected in-year</p> <p>LBC 6 and LBC 7<br/>Percentage of customer service calls answered in time</p> <p>New indicator<br/>Percentage of Personal Performance Appraisals (PPAs) completed on time (target 100%)</p> | <p style="text-align: center;"><b>Theme 8</b></p> <p style="text-align: center;"><b>Ensure a financially sound and efficient Council</b></p> <p>1. Optimise and deliver transformation outcomes, including:</p> <ul style="list-style-type: none"> <li>• Financial commitments in the tracker efficiency programme (see below) – new and existing projects</li> <li>• Re-shaping of Information and Communications Technology (ICT), Capital and Asset Management, Finance, Procurement, Human Resources and Legal services</li> <li>• Access to and optimised model for excellent customer service including self-service and channel shift, and the supporting infrastructure</li> <li>• Collecting more council tax</li> <li>• Delivering an optimised model for benefit assessment and revenue collection, which takes account of the significant changes the benefits system at national level. Helping to empower, support and protect the vulnerable</li> </ul> | <ul style="list-style-type: none"> <li>• Shared services in Bedfordshire and beyond</li> <li>• Corporate culture change and organisational development</li> </ul> <p>2. Providing the required support services to help front-line departments achieving their objectives including ICT fundamentals.</p> <p>3. Deliver optimum way forward to develop the airport through 2014 to 2028 and beyond whilst maximising ongoing income.</p> <hr/> <p style="text-align: center;"><b>Cross-cutting plans and strategies</b></p> <ul style="list-style-type: none"> <li>• Medium Term Financial Plan and Strategy</li> <li>• Organisational Development Strategy</li> <li>• Office Accommodation Strategy</li> <li>• Corporate Asset Management Plan</li> </ul> |

## **Main departmental efficiency projects**

The corporate services bundle of projects is focussed on finding new ways of working and reducing costs across a whole range of administrative and business support services, without loss of service quality.

This bundle of projects has:

- Reviewed staffing structures and budgets across the Chief Executive's department and audit, finance, HR, ICT and legal functions in order to deliver significant savings and service improvement opportunities
- Driven the Genesis project to transfer ICT services to a strategic partner
- Driven the development of a business case for a shared legal services arrangement across nearby unitary councils

Projects include:

- Improving integration between payroll and HR systems to enable better use of information
- Further improvements to the intranet
- Developing possible shared service arrangements with other local authorities for legal services
- Developing a strategic framework for further shared service arrangements
- Further reviews of external training spend
- Review of Geographic Information System (GIS) arrangements
- Further cost-reduction programmes across corporate support services

Through delivery of the bundle we will:

- Reduce back-office support service costs in order to protect front-line services most valued by customers
- Ensure the council retains sufficient expertise to protect its interests
- Raise performance and productivity by developing self-sufficiency among frontline service managers
- Increase the resilience of legal, ICT, finance and HR

**ENVIRONMENT AND REGENERATION DEPARTMENT –  
COLIN CHICK, CORPORATE DIRECTOR**

| Key performance measures  | Departmental delivery priorities   |  |
|---|--|--|
| <p><b>Success will be measured through the following service challenges and priorities:</b></p> <ul style="list-style-type: none"> <li>• Continue to maintain effective service delivery alongside a major restructure with reduced capacity.</li> <li>• Delivery of the Core Strategy</li> <li>• Developing and delivering the long-term waste strategy</li> <li>• Finding innovative ways to successfully deliver major projects and infrastructure including affordable homes</li> <li>• Sustainable solutions for tackling crime, antisocial behaviour and disorder, and improving community safety</li> <li>• Attracting inward investment and funding into the town in the current financial climate.</li> <li>• Effectively tackling and reducing health inequalities</li> <li>• Developing effective plans to adapt and mitigate for climate change</li> <li>• Overall crime, overall serious crime</li> <li>• Domestic violence</li> <li>• Location, offenders and victims (new indicators)</li> <li>• Community Safety Survey</li> <li>• Fear of crime</li> </ul> | <p style="text-align: center;"><b>Theme 1</b><br/><b>Empower, support and protect the vulnerable</b></p> <ul style="list-style-type: none"> <li>▪ Protect the community from illegal, unsafe and anti-social practices by using a range of preventative measures and enforcement tools and methods to gain compliance</li> <li>▪ Support elderly and vulnerable – concessionary fares, meals on wheels, tendered services (Passenger Transport Unit)</li> <li>▪ Support and protect the young and vulnerable – age restrictive sales, school crossing patrols, Passenger Transport Unit, road safety, safe routes to schools, cycle training</li> <li>▪ Reduce unemployment</li> </ul> <p style="text-align: center;"><b>Theme 2</b><br/><b>Improve health and promote health equality</b></p> <ul style="list-style-type: none"> <li>▪ Safety and protection – road safety, food safety, health and safety, consumer safety (Pest Control)</li> <li>▪ Encourage healthy life style choices: cycling, walking, sustainable transport, parks and leisure, travel planning</li> <li>▪ Environmental Pollution Management – noise, air, land</li> </ul> | <p style="text-align: center;"><b>Theme 3</b><br/><b>Improve life and learning opportunities for all</b></p> <ul style="list-style-type: none"> <li>▪ Up skilling Luton’s workforce and reducing unemployment</li> <li>▪ Maximising investment in skills in Luton</li> <li>▪ Apprenticeships; work experience</li> </ul> <p style="text-align: center;"><b>Theme 4</b><br/><b>Create a vibrant environment where businesses thrive and prosper</b></p> <ul style="list-style-type: none"> <li>▪ Identify and deliver sites for quality employment</li> <li>▪ Create the right environment for business to thrive (infrastructure, J10A, sites, regulatory)</li> <li>▪ Support business growth and start ups and inward investment (cluster/ sector development)</li> <li>▪ Image and promotion (Olympics, Think Luton, Think Success)</li> <li>▪ Develop and implement a model of business continuity for the Council, and promote business continuity across the business community in Luton</li> <li>▪ Deliver Core Strategy</li> <li>▪ Build more than 200 new homes over the next two years - maximise opportunities to build more affordable housing</li> </ul> |

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|  | <p style="text-align: center;"><b>Theme 5</b><br/><b>Reduce crime, anti-social behaviour and the fear it causes</b></p> <ul style="list-style-type: none"> <li>▪ Work with partners to deliver the location, victim and offender based priorities within the Community Safety Partnership Plan</li> <li>▪ Develop and implement the new 'Prevent' local delivery plan for Luton</li> <li>▪ Take action on the night time economy through initiatives such as Best Bar None</li> <li>▪ Maintain high quality public lighting</li> </ul> <p style="text-align: center;"><b>Theme 6</b><br/><b>Protect and enhance the quality of the natural and built environment</b></p> <ul style="list-style-type: none"> <li>▪ Improve air pollution; reduce noise; parks; provide high quality street cleansing, graffiti cleaning and green</li> <li>▪ Quality, quality, quality in new development</li> <li>▪ Waste reduction/ minimisation/ recycling</li> <li>▪ Action on climate change. Carbon Trust programme to reduce CO2 emissions by 11% by 2014</li> </ul> | <ul style="list-style-type: none"> <li>▪ Develop and implement an Environmental Protection Enforcement Strategy to include key priorities as identified in the Government's waste review</li> </ul> <p style="text-align: center;"><b>Theme 7</b><br/><b>Strengthen community cohesion</b></p> <ul style="list-style-type: none"> <li>▪ Promoting image and pride in the town: City Status, Love Luton, Olympics, Best of Luton Awards, Cultural Festival, Food Festival, sponsorship generally</li> <li>▪ Town Centre regeneration and access – Station Quarter, shops, Plaiters Lea, St George's Square extension, Power Court, High Town and link, LDB, tendered bus services</li> <li>▪ Community involvement, e.g. area committees, consultation, Local Public Service Board, Luton Forum, Assembly, SCS</li> </ul> |
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## **Main departmental efficiency projects**

Savings have primarily been achieved through merging teams, reducing management, removing duplication, reviewing work patterns and agile working. There are some service reductions, due to a revision in work frequency, and weekend working, but the impact will be mitigated by the introduction of emergency cover, merging teams, and increased partnership working.

Projects already delivered include reviews of staffing in the parks and regeneration services and staffing levels for street services, *Street Seen* and abandoned vehicle services. Highways maintenance and engineering services have been restructured and co-located. Vacant posts in building control and development control have been cut and technical support functions for both services are being reviewed to see if they can be merged. Core staffing levels for trading standards, waste management and the cemeteries and crematorium have also been reviewed and will be further reviewed, along with the possibility of further efficiency savings from the parking team. Management of the parks service will be reviewed.

Further service reviews will be undertaken during 2011/12 including assessing and evaluation potential service re-provision. Improved and more efficient working practices will ensure that service standards are maintained as far as possible and in some cases improved.

Separate projects are looking at all aspects of environment and regeneration services. Many of the proposals are endeavouring to find further efficiency savings in order to minimise damage to essential services. Cost reductions with low negative impact will be achieved in services like street lighting through smarter procurement arrangements and the installation of more energy efficient lighting.

**HOUSING AND COMMUNITY LIVING DEPARTMENT –  
PAM GARRAWAY, INTERIM CORPORATE DIRECTOR**

| Key performance measures   | Departmental delivery priorities   |   |
|--|--|---|
| <p>NI 125 – Achieving independence for older people through rehabilitation and intermediate care</p> <p>NI 130 – Self directed support</p> <p>NI 141 – Percentage of vulnerable people achieving independent living</p> <p>NI 142 – Percentage of vulnerable people supported to maintain independent living</p> <p>NI 145 – Adults with learning disabilities in settled accommodation</p> <p>NI 155 – Number of affordable homes delivered</p> <p>NI 158 – Percentage of non decent council homes</p> <p>NI 163 – Proportion of population qualified to at least level 2 or higher</p> <p>Percentage/ £s of rent income collected</p> <p>Income loss through void properties (£value and % of rent roll)</p> <p>D40 – Client receiving a review as a percentage of adult and older clients receiving a service</p> <p>Bed and Breakfast placements - total numbers</p> | <p style="text-align: center;"><b>Theme 1</b><br/><b>Empower, support and protect the vulnerable</b></p> <ul style="list-style-type: none"> <li>• Focus reablement services to help people live independently in their own homes</li> <li>• Develop further the personalisation of social care</li> <li>• Develop the programme of Health and Wellbeing centres across Luton</li> <li>• Improve the appointments system for housing repairs</li> <li>• Continue to develop preventative and early intervention services e.g. affordable warmth, toenail service, maximising income, assistance with debt, DFGs</li> <li>• Develop with partners and implement robust SOVA procedures to Safeguard adults at risk.</li> <li>• Support and increase housing options for homeless households and those threatened with homelessness.</li> </ul> | <p style="text-align: center;"><b>Theme 2</b><br/><b>Improve health and promote health equality</b></p> <ul style="list-style-type: none"> <li>• Seize the opportunities offered by the transfer of Public Health to the local authority</li> <li>• Enhance and explore integration models with NHS Luton and Community Services</li> <li>• Commission and promote high quality cultural and leisure services that target areas most in need.</li> <li>• Target resources to tackle poor housing and develop housing solutions for households with special needs</li> </ul> |

|  |  |  |
|--|--|--|
|  | <p style="text-align: center;"><b>Theme 3</b><br/><b>Improve life and learning opportunities for all</b></p> <ul style="list-style-type: none"> <li>• Targeted courses delivered and developed by Adult and Community Learning</li> <li>• Develop the apprenticeship programme both within the Council and across the community</li> <li>• Develop a volunteer programme and work with agencies to develop skills in the community</li> <li>• Prepare and develop plans for the impact of housing benefit changes on tenants</li> </ul> <p style="text-align: center;"><b>Theme 5</b><br/><b>Reduce crime, antisocial behaviour and the fear it causes</b></p> <ul style="list-style-type: none"> <li>• Maintain and develop tenant services to target antisocial behaviour</li> </ul> <p style="text-align: center;"><b>Theme 7</b><br/><b>Strengthen community cohesion</b></p> <ul style="list-style-type: none"> <li>• Develop and strengthen neighbourhood governance</li> <li>• Develop and deliver community festivals</li> <li>• Deliver community services that are appropriate and inclusive to community needs</li> </ul> | <p style="text-align: center;"><b>Theme 4</b><br/><b>Create a vibrant environment where businesses thrive and prosper</b></p> <ul style="list-style-type: none"> <li>• Develop local care provision to ensure the model of business can flourish and deliver quality services</li> <li>• Review the housing repairs maintenance service to ensure there is a cost effective sustainable service for tenants</li> <li>• Develop Adult Community Learning's support for local business</li> </ul> <p style="text-align: center;"><b>Theme 6</b><br/><b>Protect and enhance the quality of the natural and built environment</b></p> <ul style="list-style-type: none"> <li>• Maximise opportunities for the provision of affordable homes, which includes bringing empty homes back in to use</li> <li>• Maintain the decent homes standard for Council properties</li> <li>• Deliver 50 metre aquatic centre.</li> </ul> <p style="text-align: center;"><b>Theme 8</b><br/><b>Ensure a financially sound and efficient Council</b></p> <ul style="list-style-type: none"> <li>• Deliver the reform of the Housing Revenue Account (self financing)</li> <li>• Implement adult care outcomes framework</li> <li>• Reduce the income loss from void properties</li> </ul> |
|--|--|--|

|  |  | <b>Cross-cutting plans and strategies</b>   |
|--|--|---|
|  |  | <ul style="list-style-type: none"> <li>• Adult Social Care Outcomes Framework</li> <li>• Joint Strategic Needs Assessment</li> <li>• Family Poverty Strategy</li> <li>• Dementia Strategy</li> <li>• Joint Prevention Strategy</li> <li>• New Adult Social Care Outcomes Framework ASCOF</li> </ul> |

**PUBLIC HEALTH –  
GERRY TAYLOR, DIRECTOR OF PUBLIC HEALTH**

| Key performance measures   | Departmental delivery priorities  |   |
|--|---|---|
| <p>NI 112 – Under 18 conception rate</p> <p>NI 120 – All age all cause mortality rates</p> <p>NI 121 – Mortality rate all circulatory diseases in under 75s</p> <p>NI 122 – Mortality all cancers in under 75s</p> <p>NI 123 – Smoking cessation</p> <p>NI 124 – People with Long Term Conditions supported to be independent and in control of their condition</p> <p>NI 137 – Healthy life expectancy at 65</p> <p>Prevalence of adult and childhood obesity</p> <p>Prevalence of infant mortality</p> <p>Reducing alcohol related hospital admissions</p> <p>Adult participation in physical activity</p> <p>Increasing the number of drug users in treatment</p> | <p style="text-align: center;"><b>Theme 2</b></p> <p style="text-align: center;"><b>Improve health and promote health equality</b></p> <p>1. Tackling Cardiovascular Disease (CVD) through implementation of the national health checks programme. Practice registers to be established identifying patients at high risk of developing CVD through a Local Enhanced Service.</p> <p>2. Reduce smoking prevalence through:</p> <ul style="list-style-type: none"> <li>• Prevention: making it less likely that people will start smoking</li> <li>• Cessation: motivating and assisting every smoker to quit</li> <li>• Tobacco free: protecting our families and communities from tobacco-related harm including enforcement work with the Environment and Regeneration department.</li> </ul> <p>3. Preventing overweight and obesity in families with children aged 0-5.</p> <p>4. Drugs and alcohol, including support to people to lead a drug free life, and preventing young people from being harmed by alcohol and drug use. (and COPD) and monitor performance.</p> | <p>5. Long Term Conditions (LTCs):</p> <ul style="list-style-type: none"> <li>• Identifying the undiagnosed cases of CVD and diabetes</li> <li>• Addressing the variation in quality of primary care management of LTCs</li> <li>• improve self management of LTCs</li> </ul> <p>6. Reduce infant mortality: by promoting healthy pregnancy and supporting high risk families</p> <p>7. Develop cancer screening services and improve uptake.</p> |

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|--|--|--|
|  |  | <p><b>Cross-cutting plans and strategies</b></p> <ul style="list-style-type: none"> <li>• Healthy Lives, Healthy People: Consultation on funding and commissioning for public health</li> <li>• Strategy for public health in England</li> <li>• Health Inequalities Strategy</li> <li>• Tobacco Control Strategy</li> <li>• Drug and Alcohol Strategies</li> <li>• Healthy Weight Strategy</li> <li>• Infant Mortality Strategy</li> <li>• Joint Strategic Needs Assessment</li> <li>• Family Poverty Strategy</li> </ul> |
|--|--|--|

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## 6. Ensure a financially sound and efficient Council

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Ensuring a financially sound and efficient Council is central to business planning and delivery over the next three years. It is both a key strategic priority for the Council in its own right and a principle underpinning delivery of the other seven strategic priorities. The links are set out in the summary departmental plans in section 5 above.

There are two specific cross-cutting strategies – Transformation Strategy and the Organisational Development Strategy, which are key to delivery for the Council during this time of austerity for Luton.

### 6.1 Transformation Strategy

The Council embarked on a major transformation programme, Luton Excellence, in 2008. The programme was re-scoped and re-focused in June 2010. The Transformation Strategy 2011-2014 builds on the successful start to the re-scoped programme in its first nine months and sets out the strategy for the next three years.

The Medium Term Financial Plan and Strategy explains in detail the challenging context faced by the Council over the next three years. The Transformation Strategy sets out how the Council plans to continue navigating successfully through these extraordinary times, whilst maintaining the services that are of most importance to our residents.

Transformation is complex and difficult at the best of times; more especially when spending needs to be cut by 35%. The Council's culture needs to change. Relentless momentum, energy and drive from the leadership team will be key.

The key priorities set out in the Transformation Strategy include the following:

- **Reduce waste.** Luton has adopted Lean thinking as its methodology and is empowering staff to make incremental improvements at a service level.
- **Ensure the Council can make difficult decisions.** Through an evidenced-based approach, which includes robust needs assessment and meaningful consultation with residents and staff. Continued focus on Equality Impact Assessments. These are a crucial part of the transformation process because as well as enabling us to ensure that specific groups of citizens are not significantly disadvantaged by forthcoming changes, they help to shape transformation in a way that

maximises the positive opportunities. In addition, a Customer Value Assessment methodology is being designed, using evidence about residents' priorities, service cost and service performance.

- **Ensure elected members have the capacity for the challenging period ahead.** The Transformation Strategy will enable elected members to focus on areas where their efforts can deliver best results for citizens. Members will focus on being leaders of place – community leaders.
- **Increase commercialisation.** The Council currently gets 65% of its income from Whitehall, which means it is highly dependent on central funding decisions. Increasing commercialisation will provide the Council and, most importantly, Luton with greater autonomy. In addition, more profit generated from commercial activities increases the Council's ability to protect the services that citizens most value. Profits generated from commercial activities will be distributed into the General Fund. The Council's existing commercial work will be built upon, and new commercial activity developed that focuses on existing strengths in terms of capacity, infrastructure and asset base, and on the opportunities that new legislation and policies afford – such as Government offices moving out of Whitehall and the expected Power of General Competence.
- **Drive performance up and sickness down in order to increase productivity.** To reduce resources, whilst maintaining the same level of service demands a rise in productivity. Performance systems will be improved at service level and for personal appraisals. Sickness levels are already being driven down.

## 6.2 Organisational Development Strategy

An effective Organisational Development Strategy is key to ensuring the Council's is sustainable during this turbulent period. The unprecedented challenges that lie ahead can only be met by streamlining the way the Council functions. To allow the Council to continue to provide an excellent service to the residents of Luton, it must change the way it works. Delivery of the Organisational Development Strategy will allow the Council to create a different way of working whilst ensuring that customer focus and service delivery do not suffer.

This corporate approach to Organisational Development will operate alongside the Adult Social Care Workforce Strategy and the Children's Workforce Strategy, and will be adapted to accommodate any further government requirements or legislation.

Luton's framework for an integrated approach to Strategic Workforce Planning and Organisational Development was originally agreed by Executive in February

2009. The framework has now been revamped and incorporated into the Organisational Development Strategy, which brings together the key components of the original framework and provides a focus for action. It consists of six clusters, which overlap to give a coherent and consistent approach to meeting change and providing challenge within the Council. The model is set out below.



Overall, the Organisational Development Strategy will embed the new vision for the Council, and facilitate the smooth transition to a new organisation with different ways of working.

Characteristics of the new organisation the Council will become are set out in the Transformation Strategy 2011-2014. These include:

- Lean Council.
- Consistent service measures for effectiveness and productivity to drive out cost.
- Focus on anywhere anytime working and customer self service.
- Integrated systems with partners which facilitate improved services.
- Commissioning services is the default position. Where possible this should be in partnership with other local public services.
- One coherent approach to performance management, commissioning and delivery underpinned by a commercial mindset.
- Rationalise property assets, generate cash and reduce running costs wherever possible.
- Significantly improved individual and organisational performance.
- A culture in which efficiency is embedded.
- Building workforce support for the new structures and ways of working.
- The transformation of leadership capability.
- The management of workforce supply and demand through strategic workforce planning.

## **7. Medium Term Financial Plan and Strategy**

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The Medium Term Financial Plan and Strategy brings together the Council's financial and strategic planning.

Despite a major cut in central government grant for 2011/12, the Council met its challenging 12% savings target (£20 million) in a way that minimised the negative impact on those most in need. It did this by achieving the largest cost reductions within non frontline services and by ensuring that essential services continue to focus on the most vulnerable groups. However, it is clear that ongoing spending reductions of a similar magnitude will be required over the next three years.

The government's formula grant figures for 2012/13 indicate a savings requirement of around £16.5 million. Figures for 2013/14 and 2014/15 are still only available at a national level but further reductions are highly likely. Although the level of the 2013/14 savings requirement could be slightly lower for the first two preceding years, overall budget savings required are likely to be in the order of £60m (35%) a year by 2014 over the 2010/11 base budget.







All local authorities are affected but the extent of reductions required varies. Luton is more dependent on central government grant than many because the low council tax value of many properties in the town means it cannot raise as much from council tax as authorities like Central Bedfordshire. As a result, a similar percentage grant reduction has a greater impact in Luton. By comparison, Central Bedfordshire's income from council tax last year was £121 million - almost double that of Luton. Central Bedfordshire's income from central government grant – £49.4 million – was around half the amount Luton received.

Another key factor is the 'damping' element of the government's funding formula. Put simply, 'damping' is the means by which Whitehall allocates what is now a greatly reduced local government support budget between councils. Again, authorities elsewhere appear to have fared relatively better than Luton under these arrangements.

### **7.1 Revenue expenditure in 2011/12**

The table below sets out the Council's planned expenditure in 2011/12 against the provisional outturn for 2010/11. As the notes explain, some £39.75 million of the increases in service expenditure for the current year relate to exceptional accounting entries for capital expenditure charged to the revenue accounts, in line with financial reporting requirements.

In fact, overall expenditure on services for 2011/12 is budgeted at £19.7m less than 2010/11 due mainly to reductions in both specific and general grant support from central government.

| Note <sup>1</sup> | Service                                     | 2011/12<br>expenditure<br>£m | 2010/11<br>expenditure<br>£m | Percentage of the<br>Council's budget   |
|-------------------|---|------------------------------|------------------------------|---|
| A                 | Education and children's services           | 256.62                       | 233.29                       |  50% |
| B                 | Housing services                            | 106.25                       | 108.73                       |  20% |
| C                 | Adult social care                           | 71.77                        | 64.6                         |  14% |
| D                 | Cultural, environment and planning services | 41.31                        | 46.29                        |  8%  |
|                   | Highways, roads and transport services      | 20.07                        | 20.88                        |  4%  |
|                   | Central services                            | 21.31                        | 20.52                        |  4%  |
|                   | Other costs                                 | 0.74                         | 1.17                         |   |
|                   | Service expenditure                         | 518.07                       | 495.48                       |   |
| E                 | Capital financing                           | -37.99                       | 4.30                         |   |
|                   | <b>TOTAL</b>                                | 480.08                       | 499.78                       |   |









<sup>1</sup> £39.75 million of the increases in service expenditure for 2011/12 shown above relates to exceptional accounting entries for capital expenditure charged to the revenue accounts, in line with financial reporting requirements. The amounts relevant to each service area for this are:








A £40.90m    B £1.32m    C -£0.64m    D -£1.83m    E -£39.75 (contra balance)

As shown in the total row, overall expenditure on services for 2011/12 is budgeted at £19.7m less than 2010/11, largely due to reductions in both specific and general grant support from central government.

## 7.2 Capital expenditure and financing in 2011/12

The tables below summarise the Council's capital programme for the current year.

| Service                        | 2011/12<br>capital<br>expenditure<br>£m |   |     |
|--------------------------------|---|---|-----|
| Highways                       | 65.18                                   |  | 41% |
| Investments in schools         | 57.44                                   |  | 36% |
| Cultural and related services  | 18.20                                   |  | 12% |
| Housing (public sector)        | 6.74                                    |  | 4%  |
| Investment in public buildings | 3.86                                    |  | 2%  |
| Housing (private sector)       | 2.84                                    |  | 2%  |
| Vehicles and plant             | 1.01                                    |  | 2%  |
| Social services                | 0.81                                    |  | 1%  |
| Planning and regeneration      | 0.66                                    |   | 0%  |
| Other                          | 0.12                                    |   | 0%  |
| <b>TOTAL</b>                   | <b>156.86</b>                           |   |     |

| Service                               | 2011/12<br>capital<br>financing<br>£m |   |     |
|---------------------------------------|---------------------------------------|---|-----|
| Supported expenditure – capital grant | 108.50                                |  | 69% |
| Prudential borrowing                  | 19.68                                 |  | 12% |
| Supported borrowing – revenue support | 9.30                                  |  | 6%  |
| Major repairs allowance               | 6.35                                  |  | 4%  |
| Internal funds                        | 6.19                                  |  | 4%  |
| Contributions                         | 4.07                                  |  | 3%  |
| Usable capital receipts               | 2.77                                  |  | 2%  |
| <b>TOTAL</b>                          | <b>156.86</b>                         |   |     |

## APPENDIX A.

### Making it happen – business planning framework

Plans are only as good as the delivery mechanisms, which need to translate intentions into concrete actions that impact positively on citizens. The concept of the ‘golden thread’ describes the way in which high level strategic objectives are cascaded through partnership and organisational plans into service and team plans and, ultimately, objectives for each individual member of staff. These different levels are set out in the diagram below from the perspective of Luton Borough Council.

|  |
|--|
| <p><b>Luton’s Sustainable Community Strategy</b></p> <ul style="list-style-type: none"> <li>• Vision for Luton to 2026</li> <li>• Review and refresh due in 2014</li> </ul>  |
| <p><b>Partnership plans</b></p> <ul style="list-style-type: none"> <li>• Including Children and Young People’s Plan, Luton Community Safety Partnership Executive’s priorities, Health Inequalities Strategy and Housing Strategy</li> </ul>                     |
| <p><b>Luton Borough Council Corporate Plan 2011 – 2014</b></p> <ul style="list-style-type: none"> <li>• Including Council’s key strategic priorities together with summary departmental plans</li> </ul>   |
| <p><b>Cross cutting plans and strategies</b></p> <ul style="list-style-type: none"> <li>• For example, the Community Cohesion Commission Action Plan and Tobacco Control Strategy (specific references are made under each summary departmental plan)</li> </ul> |
| <p><b>Business plans for services and team</b></p> <ul style="list-style-type: none"> <li>• Including lower level objectives and projects for 2011/12 and 2012/13</li> </ul>   |
| <p><b>Personal Performance Appraisal (PPAs)</b></p> <ul style="list-style-type: none"> <li>• With specific individual objectives for 2011/12 reviewed at one-to-one meetings and subject to formal 6-month review</li> </ul>                                     |

During times of austerity it is more important than ever that a clear ‘line of sight’ exists between the Council’s strategic intentions and PPA objectives. This ensures that everyone is working to the same ends and understands the team and individual contributions they are making. Most importantly, it ensures the Council is focusing on what matters most to Luton’s citizens.

## **APPENDIX B.**

### **Measuring progress – performance management framework**

In 2010 central government heralded a shift away from centrally driven data collection to a more locally led approach to performance management. Nevertheless a raft of statutory and regulatory requirements – particularly around children’s services, vulnerable adults and health – remain in place.

For the East of England region, the Government Office East no longer exists, the Local Area Agreement reward budget was withdrawn and data for a number of the original national indicators is no longer being collected.

All of this presents a huge opportunity for Luton to shape the performance management framework going forward to suit local needs. The **summary departmental plans** above set out in section 5 above include the **key performance indicators**, where these are currently identified, that will be used to measure progress on the Council’s strategic and delivery priorities.

The new performance management framework retains what were previously national indicators where they are considered important indicators for measuring the quality and effectiveness of, and driving improvement in, the services that matter most to local people. Alongside these former national indicators are some new measures that the Council believes better reflect Luton’s priorities.

In some cases these are existing measures that are now being brought more formally into the performance management framework to drive progress in particular areas: for example, to keep the numbers of people in bed and breakfast accommodation as low as possible; or, to focus on the amount as well as the percentage of council tax collected so that the Council maximises its income during these difficult times. In other cases the Council with its partners is looking to develop new indicators: for example, to measure the impact on victims of crime and antisocial behaviour.

Delivery will be driven through the establishment of a ‘golden thread’ as set out in Annex A above. There will be regular reports to the Executive and the Overview and Scrutiny Board and a public reporting mechanism is being developed based so that there is transparency and accountability to local people.

## **APPENDIX C.**

### **Keeping on track – risk management**

**1. Council’s reputation locally and reputation of Luton**

Initial score: 8

Residual score: 6

**Existing controls include:**

Wide-ranging public engagement, including through area committees and the citizens panel. Community consultation and tenant groups and customer surveys.

**2. Significant project failure**

Initial score: 9

Residual score: 6

**Existing controls include:**

A new project management framework introduced in 2011 and a major projects group.

**3. Staff performance - overload/stress at a time when the Council needs to reduce budgets significantly, which is likely to impact on staffing numbers**

Initial score: 9

Residual score: 6

**Existing controls include:**

New Personal Performance Appraisal system and competencies. Management supervision and team briefings. Corporately adopted stress policy and stress assessment process. Free counselling service.

**4. Major Luton emergency including potential social unrest**

Initial score: 9

Residual score: 6

**Existing controls include:**

Emergency plan in place; held and communicated to key officers. Member of the Bedfordshire and Luton Local Resilience Forum (BLLRF). Emergency officer in place within the Town Hall. Other agencies e.g. police, fire and rescue trained to deal with emergencies. Emergency plan office situated in Wardown. Training of staff and volunteers. Community Cohesion Contingency Planning group well established. Lessons learnt and applied from the EDL march held on 5<sup>th</sup> February 2011 – development of community mediators in Luton is regarded nationally as best practice.

**5. Failure to keep to approved budget, particularly in relation to demand-led services, new requirements, savings targets, loss of income and grants**

Initial score: 9

Residual score: 6

**Existing controls include:**

Monthly budget monitoring procedures. Introduction of moratoria as and when necessary. For certain specific areas, forecasts and management information to predict patterns (e.g. children's services, homelessness). Robust Medium Term Financial Plan. Service plans compiled with reference to the budget. Financial training provided to managers. Action plans required for any predicted overspend. Contingency in budget.

**6. Decrease in volume of airport traffic or closure resulting in reduction of key income stream**

Initial score: 9

Residual score: 6

**Existing controls include:**

Contract with Airport Company. Regular reviews of predictions and estimates. Regular monitoring by Airport Client Manager over local issues - macro environment outside of Council's influence.

**7. Loss or failure of key supplier, provider or partner**

Initial score: 8

Residual score: 5

**Existing controls include:**

Tender/procurement process. Contingency planning. Financial credibility check undertaken. Regular meeting and monitoring of contracts. Care standards/legislative controls may be applicable including independent inspection. Insurance cover. Bond clause within contract.

**8. Failure/cessation of joint arrangements, pooled budgets and third party agreements, or partnership working**

Initial score: 8

Residual score: 3

**Existing controls include:**

Risk assessment procedure in place for partnership working. Insurance cover. Longstanding partnerships in place with established contacts and pattern of joint working. Good practice models utilised. External audit. Training in financial regulations. Register of agreements.

**9. Loss or collapse of key IT application/hardware or data corruption, or unauthorised access to personal data on Council systems**

Initial score: 8

Residual score: 6

**Existing controls include:**

IT contingency officer and contingency plan, including off site support. Backups, lightning conductors. Paper systems. Insurance cover. Major application penetration testing. External accreditations ISO2001 and ISO9001. Government Connect requirements implemented.

**10. Treasury management**

Initial score: 8

Residual score: 3.

**Existing controls include:**

Investments spread over range of financial institutions. Only invest with organisations that have been assessed to have credit ratings acceptable. Included in the Budget Risk Management Strategy. Follow advice from independent advisor. Continually monitor.

**11. Uninsurable loss: for example, pollution or terrorist attack**

Initial score: 6

Residual score: 6

**Existing controls include:**

Emergency/contingency plan, Civil Protection Officer. Self insurance fund (insurance reserve). Annually review budget contingency. Application can be made for the Government Bellwin Scheme. Risks considered during budget estimates process.

**12. Climate change and environmental, social and financial risks arising.**

Initial score: 9

Residual score: 8

**Existing controls include:**

Climate Change Team, Corporate Energy Manager, and Strategic Waste Manager leading on identifying and minimising risks in their areas. Council signed up to Nottingham declaration. Energy Policy approved. Authority is also part of the Carbon Trust Local Authority Carbon Management Programme, which commits and details actions to achieve a carbon reduction target over the next 5 and 10 years. Environmental impact to be assessed in all Council reporting. Sustainability a key part of the Corporate Procurement Strategy.

**13. Serious breach of health and safety legislation**

Initial score: 6

Residual score: 6

**Existing controls include:**

Corporate safety policies and guidance with clear accountabilities and support where necessary. Health and Safety Forum in place with minutes taken to management board. Management guidance and risk assessment processes in place. Health and Safety briefing notes produced regularly for managers following forum meetings. Core training modules and health and safety is part of the induction course. Specific and specialist training arrangements where required above this.

**14. Change management**

Initial score: 5

Residual Score: 5

**Existing controls include:**

Council gaining and applying experience in implementing change programme. No strategic partnerships planned in the short term. Good relationship with trade unions and communication with staff. Consultation exercises with workforce when appropriate.