



PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

1.1. To present an overview of the progress made delivering the Council’s community facing priorities.

2. RECOMMENDATIONS

2.1. That end of year performance against the Council’s priorities is considered and noted.

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	All
	Will the proposals impact on specific groups of people?	
	Yes	Yes – the Council specifically works with different groups depending on the issue – for example, the Council works to safeguard vulnerable children and adults.
TARGET COMPLETION/DELIVERY DATE	Ongoing – progress against delivery of the Council’s priorities are reported to Cabinet twice each year.	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	The 2017/18 financial outturn position was reported to Cabinet at the end of May. It showed that despite some pressures and after delivering £14m savings during the year, the revenue outturn position was within budget at year end with a final net underspend of £0.150m. Strong financial management was exercised during 2017/18 and the organisation continued to deliver its key priorities for the community, using the finite resources available in the most effective way possible. The 2017/18 Statement of Accounts will be published by the end of July in line with regulatory requirements. PH 21 6 18
LEGAL ISSUES	No	There are no direct legal implications arising from this report, but legal

		advice will be provided when required to ensure lawful processes and decision making.
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	The purpose of this report is to identify where the Council is making a positive impact and also those issues and challenges that, working with the Community and partners, the organisation wants to improve or address.
IMPACT ON SPECIFIC WARDS	Yes	All

PART B) – ADDITIONAL INFORMATION

4. INFORMATION

4.1. The refreshed Council Plan approved by Council 10th April, sets out 7 community facing priorities that provide the strategic and operational focus of the organisation. These are:

- **Protect and support our most vulnerable children and adults**
- **Put our children and young people first**
- **Protect and create jobs as a “Business Supporting, Business Winning Council”**
- **Improve local people’s prospects through Education and Skills training**
- **Ensure that neighbourhoods are safe, clean and well maintained**
- **Support neighbourhoods most in need and work to ensure that local people have access to suitable housing**
- **Improve the Health & Wellbeing of our Communities and Address Health Inequalities**

4.2. To understand the progress made delivering these priorities, a performance report is presented to Cabinet twice each year. Whilst delivery of these priorities relies on partnership working, these reports primarily provide an overview of the Council’s contribution to these priorities. Equally, for many of the priorities, external factors beyond the Council’s control have impact on our ability to make the progress we would always like to.

4.3. In this report, headline findings for end-of-year 2017/18 are presented against each priority. This includes positive progress and challenges, and in this particular report, any significant changes from the in-year report presented to Cabinet in February 2018. Appendix One sets out further detail and performance data.

4.4. This report demonstrates that despite the £110m+ savings the Council has made and increased demand for services, as an organisation we remain focussed on delivering our community priorities and we continue to make real, positive progress in many areas.

4.5. Protect and support our most vulnerable children and adults

Children

4.5.1. We want children to live safely at home but where they can't we want the very best for our children in care and care leavers.

4.5.2. As reported in-year, we have seen a reduction in the number of children on child protection plans (down to 229 to 333 at end of 2016/17) and the number of children in care stabilise (down to 370 from 379). Importantly, the rate of re-referrals and child protection plan re-registrations have improved across the year giving confidence that decision making is sound.

4.5.3. Where appropriate, we want children in care to benefit from adoption, in a timely fashion. The Council's performance on this is good with the process from a child entering care to moving in with an adoptive family taking one year (364 days) compared with statistical neighbour rate of 560 days.

Average Timescale for Adoption:

- **T&W 364 days**
- **Statistical neighbours 560 days**

4.5.4. Whilst placement stability of children in care improved through 2017/18 we want to see this improve further. There are significant variables that impact upon performance that include complexity and age of child coming into care, placement sufficiency of foster carers, matching of child with appropriate placement, education provision etc. The new refreshed Permanence Strategy, placement stability panel (which looks at a placement when there are concerns about stability which any agency can refer into to) and learning from disruptions will assist in improving performance.

4.5.5. We need to ensure that all of our core processes are completed to a good standard and on time. We still have some challenges for example, the timeliness of our Children & Family Assessments currently stands at 73.3% against a target of 82%. Developing our children safeguarding workforce through our Recruitment and Retention Strategy both in terms of skills and capacity is an essential part of our approach to improving this performance.

4.5.6. In the last OFSTED inspection of Children's Safeguarding, whilst they recognised that we were performing well on timeliness of contacts (we have a target that all should be completed in 1 day), they suggested that the service should take a differentiated approach. That is, using the service's resources to focus on high risk cases as a matter of priority over lower risk cases. By adopting this approach, there has been a reduction in the number of cases that are completed in 1 day from 76% to 43%. Importantly, this refocussing means that all high need cases that require a strategy discussion and subsequent action have been dealt with within 24 hours. We are reviewing how this is reported to Cabinet for 2018/19.

4.5.7. An important part of our approach to support children to live safely at home is the provision of the right help at the right time on first contact so that challenges are addressed early and effectively. To do this, our Early Help service has embedded a 'Strengthening Families' way of working. In 2017/18, 206 families were 'turned

around'. This approach has successfully been audited by the Ministry of Housing, Communities and Local Government.

Adults

- 4.5.8. A key part of our Adult Social Care strategy is to ensure that the right people get the right help, so that our limited resources are appropriately targeted. This is ever more critical as demand continues to grow on this service.
- 4.5.9. Across the year, there were 2,683 contacts into the service, with only 29% required to have a Care Act Assessment. The other 71% have been provided with information & advice or signposted to other agencies or the voluntary sector. These rates are comparable to the previous year.
- 4.5.10. We continue to reduce the number of people in residential care because their needs are met through other approaches for example re-enablement or assistive technology. Our rate of 316 admissions per 100,000 population 65+ in 2017/18 was down from 382.4 in the previous year. As reported in-year, we have some challenges around the long-term impact of our approach to re-enablement when we compare our rate to other local authorities. Equally, we want more people to take control of their own support through 'direct payments'.
- 4.5.11. Another area of challenge is increasing the number of people with learning difficulties in employment. This is still too low. A new policy to drive this will be presented to Cabinet in September.
- 4.5.12. The pressures within the NHS are well rehearsed. It is essential that we continue to play our part by ensuring that people who are ready to leave hospital are enabled to do so. We are successfully supporting this as measured by "Delays in Transfer from Hospital". Our performance continues to be significantly better than both the national and regional rates.
- 4.5.13. Quality in adult social care provision is measured by CQC ratings. Our My Options CQC ratings for Lakewood Court, Shared Lives and Community Support are all 'good'.

**CQC Adult Social Care
Rating:
✓ "Good"**

4.6. Put our children and young people first

- 4.6.1. This is a cross-cutting priority which is delivered through our other priorities – this is about ensuring that all children can attend a good or outstanding school, that they have good health and diet, are able to access the right training and job opportunities to fulfil their potential. It's about living in an attractive and safe place.

4.7. Protect and create jobs as a “Business Supporting, Business Winning Council”

4.7.1. Telford has been described by Department of International Trade as the “Beating heart of Foreign Direct Investment”:

- **Fastest growing Town in England – number 1 for housing growth in 2018;**
- **In 2017/18 the Council received 56 inward investment enquires and 31 have been converted;**
- **We continue to secure foreign direct investment – we secured 8 in the year and 9 more are in the pipeline (the time period between enquiries to secured investment can be significant);**

Advanced manufacturing and plastics remains core to this as does digital and ICT services. However, we have seen new investment interest in life science and rail (specifically linked with HS2).

4.7.2. There are though challenges. Some are as a result of uncertainty about BREXIT - nationally, there has been a 90% reduction in EU Foreign Direct Investment enquiries and 70% reduction from the US - and there are also clear challenges in the high street in terms of large chain closures and disinvestment.

4.7.3. In response our strategy is to focus on strengths and developing opportunities:

- The Borough is a Department of International Trade National High Potential Opportunity Pilot for Agri-Tech;
- New opportunities of auto development around “light weighting” and “battery” technology;
- Using our unique land deal with Homes England to ensure development sites are de-risked and prepared for investors to move onto – and to acquire land and build premises bespoke to investors requirements through our Growth Fund;
- Continue to offer business Support - we have seen an increase in footfall at the Growth Hub and 80% hot desk occupancy. We have also seen an increase in start-up and micro businesses seeking support;
- Seek mechanisms (including Government grant funding) to support SMEs to automate production, increase their skills base and understand and provide for the whole digital agenda, including cyber security;
- Seeking to support the High Street through Pride in Our High Street grants to bring empty units back into use and to improve retail facades to improve the look and feel of the High Street as a destination for leisure activity.

4.8. Improve local people’s prospects through Education and Skills training

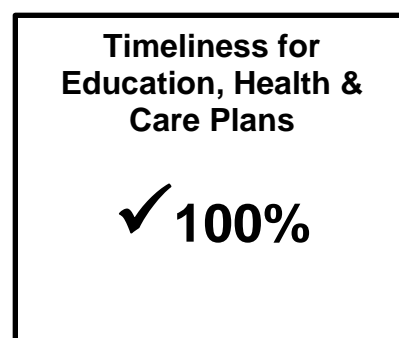
4.8.1. A key objective for the Council is for every child to be in a ‘good’ or ‘outstanding’ school and making at least good progress:

- Overall, 78% of children attend a school which is judged as good or outstanding by OFSTED. This is down from 84% (in-year reporting) as a result of a secondary school moving from 'good' to 'require improvement'. A strategy is in place to address this.
- 98.7% of children attend an Early Years setting (nursery etc). OFSTED have noted the success of the Borough's Early Years provision.
- Key to this goal is ensuring there is adequate school capacity. Across the Borough there is currently a surplus of school place of 10.2%. However, this will reduce from September 2018 as secondary school pupil numbers will increase significantly over the next 4 years. The Council has robust plans and funding in place to manage this.

4.8.2. Whilst school performance in the borough is now amongst the best in the West Midlands, we want to ensure that all pupils, whatever their background fulfil their potential. Across KS2 and KS4 attainment for SEND, disadvantaged, children in care, and pupils with English as an additional language are in-line with the performance of these groups nationally. A continuing area of challenge is the attainment of Pakistani pupils which was lower than Pakistani pupils nationally.

4.8.3. A key area which we are working with schools to improve is the rate of fixed term exclusions - our rate in 2017 (12.5% was significantly higher than the national (4.29%) and statistical neighbours (4.24%) rate. Addressing this is a key focus of the recently established Telford Education Strategic Partnership which includes heads from primary, secondary and special schools, the principle of Telford College and the Severn Teaching Alliance. To drive this issue, a new Inclusion Strategy is currently out for consultation.

4.8.4. PEPs (personal education plan) and EHCP (Education Health and Care Plan) are core tools to ensure that children, particularly those in care, receive the necessary support and resources. Over the past year, we have seen significant improvement in the timeliness of EHCP – we are now achieving 100% in timescale. In-year we reported that there was work required to bring the timeliness of Personal Education Plans for children in care to a similar level – this has now been achieved. In summer term the rate was 35% and following investment in a new system, this has now risen to 93%.



4.8.5. Young people Not in Education, Employment or Training, has been an ongoing challenge for Telford and Wrekin with too many people in this position. We continue to make progress against this – narrowing the gap to the national position. Importantly in 2017/18 we have made significant progress reducing the number of 'not knowns' – those young people where we don't know what they are doing. Our current rate of not knowns (not full data for 2017/18) is 0.7% down from 8.2% in October 2016. Importantly, engagement and participation in our Life Ready, Work Ready programme continues to grow – up to 19 from 13 at the end of 2016/17.

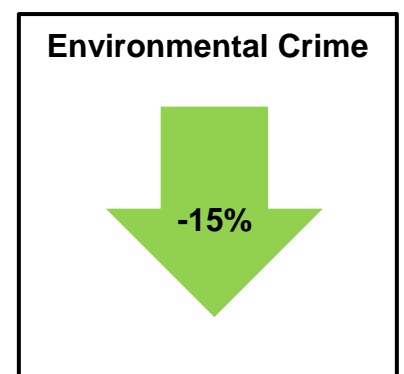
4.8.6. The take up of apprenticeship across the Borough remains a challenge – primarily due to the impact of the Apprenticeship Levy – and down from the previous year.

Through effective workforce planning, the Council, as an employer is on track to achieve its own target for apprenticeships. We currently have 111 apprentices in post with another 27 in recruitment and this will continue to grow over the next 12 months.

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

4.9.1. Our Community Safety Partnership is core to ensuring that our neighbourhoods are safe. The Partnership has 3 priorities:

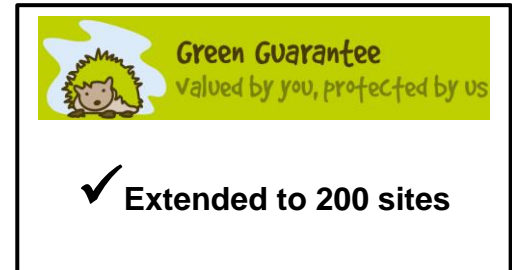
- Tackling Child Sexual Exploitation – focussing on raising awareness, supporting victims and survivors, and prosecuting offenders. From a Council perspective, ensuring 2017 the CSE training for professionals who work with children and young people was reviewed and a new course, “Child Sexual Abuse and Exploitation” was created. This course is delivered by members of the CATE Team, the Safeguarding Children Lead from Shrewsbury and Telford Hospital Trust and members of the Police CSE Team. This very positively evaluated course includes signs of abuse, CSE indicators for girls and boys, types of grooming, legislation and associated orders that can be used. The CSE Raising Awareness Event was held in March to support the Stop CSE National Awareness Day. This will be repeated in 2019. Most recently, following the IICSA Truth Project visit to the borough, we have relaunched our “Tell Someone” campaign which is focussed on helping people to recognise the signs of CSE and know who to talk to. Work continues to establish an independent inquiry into CSE in the Borough.
- Addressing Domestic Abuse – this issue is a shared joint thematic group with the Safeguarding Children and Adults Board. An essential part of the partnership’s approach to Domestic Abuse is to raise awareness of this crime and provide support for victims. The White Ribbon Campaign is well established and Telford is a designated White Ribbon Town. Importantly in 2017/18, partnership strategies to address 3 key interrelated issues have been combined. These are substance misuse, mental health and domestic abuse to ensure a strengthened approach to reducing ‘risk’ for vulnerable families.
- Tackling Crime and Reducing Anti-social Behaviour - from a Council perspective, our enforcement programme is core to this. Over the past 12 months we have refocused this to sharpen its impact through better use of existing powers including the use of legal notices for environmental health offences, enforcement operations (plying for hire, scrap metal, under age sales) and fixed penalty notices for fly tips. The impact of this has been a 15% overall reduction in environmental crime including:
 - 6% reduction in the number of fly tips reported
 - 5 of the top 10 streets for fly tipping all had a reduction in reports of 10% or more
 - Unlawful encampments have dropped from 150 in 2015 to 16 by Dec 2017



We have also secured a £389,000 grant to develop a new Rogue Landlord Task Force.

4.9.2. Our Pride Programme is a core driver of our approach to ensure that neighbourhoods are clean and well maintained with the Council investing £45m to maintain and improve the green spaces, neighbourhoods, and roads and footways. As a result:

- Satisfaction with highways provision - we are ranked 6th out of 112 authorities for 2018. Investment in our highways is place to sustain and improve this measure.
- Just 1% of A roads require improvement (April – Sept 17) better than regional and national averages – and 4% of B and C roads require maintenance (April – Sept 17) better than regional and national average
- Journey times 2nd best in the country for Local Authority A Roads (awaiting 2018 data)
- Current recycling performance, 45.3% is on target and 1% point higher than for 2016/17 – an increase of 669 tonnes of recycling year-on-year.
- There are currently no air quality hotspots – although this will be monitored as the borough continues to grow.



4.10. Support neighbourhoods most in need and work to ensure that local people have access to suitable housing

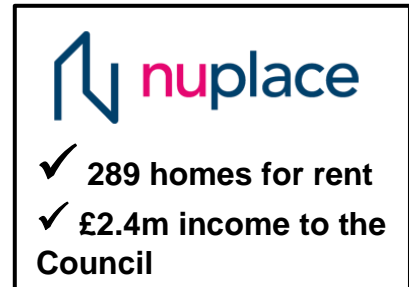
4.10.1. As reported in-year, we are seeing increased pressures around homelessness as a result of changes to benefits and because of a lack of suitable accommodation. We have seen an increase in homelessness cases linked to rent arrears with landlords increasingly unwilling to defer eviction of tenants in order to prevent homelessness.

4.10.2. Despite this, in the latter part of the year, we have seen an improvement in homelessness prevention where the service works to support people presenting as at significant risk of becoming homeless. This is positive in the context of the team working to implement the Homelessness Reduction Act.

4.10.3. However, through the year, we have seen the length of stay in temporary accommodation come under increasing pressure and we are seeing more complex cases where it is more difficult to find 'move on' accommodation. Over the year, we have seen an increase in the average time in temporary accommodation compared to 2016/17 (18.5 weeks compared to 26.4 weeks). This has primarily been driven by 4 long-term complex cases. Since year-end, one of these long-term cases has now moved into suitable accommodation. Additional legacy funding has been allocated (£100k), which will enable the development of new schemes to engage with those more complex clients within temporary accommodation. In addition to this, the implementation of the new Landlord Accreditation Scheme will include the introduction of tenant passports which should help clients to move on to sustainable accommodation, as their passport will provide information and credit referencing to

landlords who may have been nervous to take on clients coming through homelessness pathways.

4.10.4. The Council's wholly owned housing company, NuPlace, now has 289 homes available for private rent. Demand for these properties is high and are oversubscribed. Overall, we are on-track to deliver a portfolio of 450 houses by 2020. Importantly, we have sustained excellent performance with regard to the management of NuPlace properties and tenancies: minimising rent loss (0.80%), timely repairs (100%) and rent collection (99.73%). As well as bringing a total of £2.4m income to the Council, the developments are bringing brownfield sites into use. Further to a report to Cabinet in June 2017, NuPlace is currently developing proposals to develop specialist housing to allow people to live and age well in their home, thus reducing their care needs and prolonging their move into more costly residential care (see 4.4.10).



4.10.5. We are continuing to focus on bringing empty properties back into use despite no longer having a dedicated Empty Property Officer post. Through the year 458 properties have been brought back into use, compared to 336 in 2016/17.

4.10.6. Overall, housing growth remains strong in the Borough with a projected net completion of 1100+ dwellings in 2017/18 with 300 classified as 'affordable'. The new Local Plan is an essential part of our ability to manage growth and secure the funding necessary to develop the associated infrastructure to accommodate growth.

4.11. Improve the Health & Wellbeing of our Communities and Address Health Inequalities

4.11.1. We want to support our residents to adopt healthier lifestyles using a range of measures e.g. smoking, harmful drinking, physical activity levels, and unhealthy weight.

4.11.2. Our leisure and outdoor education offer plays an important part of this. In the last financial year we have seen increased participation. For example, a 10,000 increase in the number of visits to leisure centres. Equally, we have seen an up take in our cultural and entertainment events with increased number of tickets sold at The Place, successful delivery of events and Christmas Market.



4.11.3. The Healthy Lifestyle Service continues to perform well. The number of people offered a healthy lifestyle intervention is 27,087 in 2017/18 compared to 19,263 in 2016/17. The core reasons for this are:

- Improvements to administrative processes - Healthy Lifestyle Advisors are now able to spend 80 - 85% of their time with clients.
- Improved staff engagement and team ownership for service performance monitoring

- Improved engagement with referring and signposting partners – in particular GP's. The service has increased its clinic coverage in GP services from 70% to 98% over this year. Some GP clinics have increased the number of sessions as clinics are 100% booked and the GP's being encouraged by the positive outcomes of patients resulting in more referrals.

4.11.4. The team are also present at many of the borough's community activities and events offering Health Checks and ongoing support and has developed positive links with Speciality Consultants at Princess Royal Hospital and work places across the borough.

4.11.5. Two key areas where we want to have greater impact are:

The number of mothers smoking at time of delivery - Smoking at time of delivery in 2017/18 was 17.2% an improvement against the 21.0% in 2016/17. This is the lowest rate yet recorded for the borough (previous lowest rate was 18.1% in 2015/16). Full year national data is not yet available for comparison, however at Q3 the England rate was 10.8%. Regular training has been delivered to midwives and care pathways have been improved. The service offers intensive support for those wanting to quit, including e-cig users.

Excess weight in children – no new data has been published since in-year reporting. As previously reported, this remains a significant challenge for the borough and nationally – it is one where external factors and policy drivers – e.g. the debate over sugary drinks – impacts on the progress that we can make on this. The Annual Public Health Report 2018 will focus on reducing excess weight and obesity will include a summary of the actions we will take over the next 12 months and will include recommendations for our key partners.

5. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

None

6. PREVIOUS MINUTES

None

7. BACKGROUND PAPERS

Driving Delivery of the Council's Priorities, Council Report, April 2018.

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