

CABINET

Decision Notices and Minutes of a meeting of the Cabinet held on Thursday, 28th February, 2013 at 5.00 p.m. at the AFC Telford Learning Centre, Haybridge Road, Wellington, Telford

PUBLISHED ON WEDNESDAY, 6th MARCH, 2013

(DEADLINE FOR CALL-IN: MONDAY, 11th MARCH, 2013)

PRESENT: Councillor K.S. Sahota (Leader and Chair), E.A. Clare, S. Davies, A.R.H. England, W.A.M. McClements, R.A. Overton, H. Rhodes, C.F. Smith and P.R. Watling

ALSO PRESENT: Councillor A.J. Eade (Conservative Group Leader), Councillor W.L. Tomlinson (Liberal Democrat/Independent Group Leader)

CB-98 MINUTES

RESOLVED – that the minutes of the meeting of the Cabinet held on 31st January 2013 be confirmed and signed by the Chairman.

CB-99 APOLOGIES FOR ABSENCE

None

CB-100 DECLARATIONS OF INTEREST

None

CB-101 FINANCIAL MONITORING 2012/13

Key Decision identified as **Financial Monitoring 2012/13** in the Notice of Key Decisions published on 30 January 2013.

Councillor W.A.M. McClements, Cabinet Member: Resources & Service Delivery, presented the report of the Assistant Director: Finance, Audit & Information Governance, which provided Members with the latest financial monitoring information for 2012/13.

Revenue spending was projected to be within budget at year end, which within the context of having to make savings of £19m, was a very positive position. Since the last report to Cabinet in January 2013, the service overspend had increased by £0.134m. The 2013/14 Service & Financial Planning Strategy proposed that £2.5m be carried forward to create a one-off contingency to support next year's budget, and this was now included in the overall position. The remaining unused contingency was projected to be £1.97m. There were still a number of significant pressures on the budget,

including the cost of Children in Care placements and use of agency staff in the Safeguarding service (projected variation of £3.1m overspent); the cost of Adult Care and Support services following withdrawal of PCT funding (projected net overspend of £0.304m); and the cost of Specialist Education (projected net overspend of £0.539m), along with income shortfalls of £1.5m relating to a number of services. Projected variances of over £0.100m for individual service delivery units were detailed in the report. There were benefits from active treasury management, a one-off refund of £0.351m from the Government in relation to academies funding, and savings against employee budgets relating to vacant posts totalling £1.9m.

The capital programme totalled £79.7m, which included approved changes for slippage and new approvals. Spend was currently standing at 51%, which was broadly in line with previous years. Robust programme management and monitoring was in place to ensure schemes were delivered. The capital programme over the next few years relied on a significant amount of capital receipts as part of its funding, and the position was being closely monitored. Total receipts over the medium term were currently on track, although receipts for 2012/13 were lower than budgeted. This could be accommodated within the lower than budgeted projected spend.

Collection levels for Council Tax and Sales Ledger debt were behind target, while NNDR income was ahead of target at the end of December 2012.

Councillor W.L. Tomlinson (Liberal Democrat/Independent Group Leader) referred to the continuing concern at the overspend in children's services, and suggested that the formal scrutiny arrangements for Children & Young People services could be separated, so that one group focussed on the financial and qualitative issues around safeguarding and children in care, while another group dealt with other issues such as the BSF Programme. In response, Councillor P.R. Watling, Cabinet Member for Children, Young People & Families, advised that a cross party/agency corporate parenting/monitoring group was already in place. However, involvement and engagement in this issue was welcomed, and the suggestion could be explored with the Chair of the Scrutiny Management Board and other relevant Members/officers.

RESOLVED –

- (a) that it be noted that 2012/13 revenue spend is currently projecting to be within budget at year end;**
- (b) that the position in relation to capital spend be noted;**
- (c) that it be noted that collection rates are currently ahead of target for NNDR, and behind target for council tax and sales ledger.**

CB-102 SERVICE & FINANCIAL PLANNING 2013/14 - 2015/16

Key Decision identified as **Service & Financial Planning 2013/14 – 2015/16** in the Notice of Key Decisions published on 30 January 2013.

Recommendation to Council- not subject to Call-In

Councillor W.A.M. McClements, Cabinet Member for Resources & Service Delivery, presented a series of reports of the Managing Director, the Assistant Director: Finance, Audit & Information Governance (Chief Financial Officer) and the Assistant Directors for Development, Business & Housing and for Environment & Leisure Services. The reports, detailing the Revenue Budget, Capital Programme, the Treasury Management Strategy and Prudential Indicators, formed the Council's overall Medium Term Service & Financial Planning framework, and identified the service priorities and budget for 2013/14 as well as savings proposals to be delivered over the next three years, and a medium term capital programme. He thanked Officers for preparing the budget against a backdrop of such financial constraint, and thanked all those people who had taken part in the budget consultation exercise.

The Overview and Revenue Budget report set out the pressures facing the Council, including projected grant cuts of around £40m in real terms, reduced income from having a relatively low council tax, increasing numbers of older people needing adult care services, the impact of the PCT's withdrawal of funding for Continuing Healthcare cases and the resulting costs on the Council, the impact of the economic recession and inflation, and the repayment of debt incurred in respect of past capital investment decisions.

The report also outlined the actions already being taken to meet the financial challenges, including reducing the number of senior managers, cost savings of 35% in "back-office" functions, a strong focus on procurement to deliver savings, a rationalisation of operational buildings across the Borough, and the provision of services through shared or partnership arrangements with other local authorities and agencies. Following publication of the Cabinet's budget proposals in January 2013, there had been extensive consultation via a wide range of media and settings to involve local people and allow them to express their views. In total, 1,539 people were involved with the consultation programme, and the full findings/responses were appended to the report. Among the key results, were broad support for the Council's plans to encourage jobs, growth and protection of services, as well as support for the Council's campaign for a Fair Deal for government funding. A key part of the budget was to bring growth and jobs into the Borough to mitigate against the failure of national Government to generate economic growth, and the continued investment in the Southwater redevelopment, the building of new schools as part of the BSF programme, and the land stability work in the Ironbridge Gorge were highlighted.

Since the draft budget proposals were approved for consultation, the Government had issued the final settlement for 2013/14, and the forecast budget gap for 2013/14 was restated to £7.106m to reflect this and other changes. As reported in the Financial Monitoring item earlier on the agenda, the overspend on children's safeguarding had risen to £3.1m, and it was considered prudent to create a one-off additional budget contingency of £1.3m for safeguarding, following robust modelling of the projected costs based on the latest placement information and the likely impact that the

Safeguarding and Early Help Cost Improvement Plan would have on identifying savings. The funding would only be released following a review and approval process by Cabinet. It was also anticipated that further redundancy costs would be incurred during 2013/14 as a result of the on-going need for savings, and it was therefore being recommended that £1.219m be transferred to the severance fund.

In terms of council tax, the consultation on the budget strategy had indicated broad support for a moderate, below inflation increase in order to reduce the levels of cuts to services. It was therefore proposed to increase council tax by 1.9% for 2013/14. The Government had offered a short-term grant if council tax was frozen, but it was considered that the soundest option was to decline this offer in order to make the budget more sustainable over following years.

An equality impact analysis of the overall impact of the budget was appended to the report, along with environmental and economic impact assessments.

The Council's Chief Financial Officer was required to give a view on the robustness of the Council's financial strategy, including the use of balances, and this was appended to the report. This had concluded that the Council was pursuing a sound financial strategy in the context of the most difficult financial position it had ever faced.

The report on the Capital Programme presented the Council's Capital Strategy for 2013/14 – 2015/16 and later years and a capital programme of £287.306m that included the proposed investments contained in the overall budget strategy. Details of the major projects and investments to be resourced were annexed to the report. It also set out the Council's Asset Management Plan and planned building maintenance programme, particularly focusing on 2013/14, and the three year Highways and Transport capital investment programme.

The report on the Treasury Management Strategy detailed the Treasury Strategy to be adopted for 2013/14. The Strategy was set within the parameters of the latest guidance and accounting standards. It was expected the Council would borrow £3.4m in 2013/14 and would adopt a flexible approach, with consideration given to affordability, maturity profile of existing debt, interest rate and refinancing risk, as well as borrowing source. Where possible, maturing investments would be used to reduce the level of additional borrowing, and investment periods would be lengthened for new investments in order to achieve higher interest rates within acceptable risk parameters. The report also provided an update on the treasury management activities during 2012/13. The weighted average return on internal investments at the end of December 2012 was 3.9% compared to a benchmark return for the period of 0.51%.

The report on Prudential Indicators sought approval of the prudential indicators for 2013/14 to 2015/16 required under the Prudential Code of Capital Finance in Local Authorities.

Recommendations by Cabinet would be considered at full Council on 7th March 2013 as full Council was responsible for setting the overall revenue and capital budget framework. At that meeting full Council would also set the Council Tax for 2013/14.

The Chairman of the Budget & Finance Scrutiny Committee, Cllr S.A.W. Reynolds, presented the comments of the Committee on the budget proposals. The Committee recognised the challenge that was faced in setting the budget in the context of unprecedented cuts to the Council's grant funding. The Committee welcomed a number of the proposals within the budget strategy, including the generation of additional income and co-operative working with partners to deliver services that might otherwise be under threat. In relation to the overspend on children's services, the Committee had raised concerns, which were detailed in the appended paper, but were satisfied that there was a robust plan and monitoring in place to address this. There had also been good work within Adult Social Care to reduce costs.

The Main Opposition Group Leader Cllr A.J. Eade was invited to comment on the Cabinet's budget proposals. He accepted that the Council was facing a difficult financial position, and welcomed the proposals to attract businesses to the Borough and the continuing investment in Southwater and the Ironbridge Gorge. However, he was strongly opposed to the decision not to freeze Council tax using the one-off grant funding from central Government, and highlighted continuing concern at the deficit in children's services and the impact that could have on the delivery of other services.

Councillor W.L. Tomlinson, Liberal Democrat/Independent Group Leader, was then invited to comment on the budget proposals. On balance, he supported the proposed Council Tax increase, which would help to protect services, and generally welcomed the main budget proposals.

During the ensuing debate, Cabinet members referred to the likely impact on local people of further Government cuts in welfare/benefits (including the "bedroom tax"), and the further strain this could place on Council services. Reference was also made to examples of co-operative working in the Borough that were now gaining national recognition, and the benefits that the 3 year core grant settlement would bring to the voluntary sector.

RESOLVED – to RECOMMEND to COUNCIL on 7th March 2013:

(i) Overview and Revenue Budget 2013/14 – 2015/16

- (a) that the base budget summarised by Service Delivery Unit in Appendix 9a be approved;**
- (b) that the feedback from consultation summarised in Appendix 5 and from scrutiny in Appendix 6 of the report be considered;**
- (c) that an increase of 1.9% in council tax levels in 2013/14 (32 pence per week for the average property in the Borough) and a strategy**

of increasing council tax by 1.9% in the following two years in order to maintain financial stability and to help protect the delivery of front-line services be approved;

- (d) that the creation of a £1.3m contingency fund to offset pressures in the safeguarding budget, and potentially the adult services budget following the transfer of young people to semi-independent living be approved. This contingency to be held centrally and only allocated after consideration by Cabinet;
- (e) that the 2013/14 net savings package of £8.611m detailed in Appendix 3, and the savings proposals set out in the appendix for future years, be approved;
- (f) that the transfer of £1.219m to the severance fund as detailed in the report be approved;
- (g) that the earmarking of £2.5m underspends in 2012/13 as a one-off budget contingency for 2013/14, as detailed in the financial monitoring report at minute 101 above, be approved. This amount may be increased further should the Council underspend at the end of 2012/13 as currently projected;
- (h) that the Education budget position set out in section 18 of the report be noted;
- (i) that the statement of the Chief Finance Officer in section 11 (supported by Appendix 14 outlining the robustness of the Budget Estimates and the Adequacy of Reserves) be approved;
- (j) that the policy framework for Reserves and Balances outlined in Appendix 10 of the report be approved;
- (k) that the revenue implications of the medium term capital programme for the period 2012/13 - 2015/16 set out in the Capital Programme report be noted;
- (l) that the Council's Pay Policy Statement, as shown at appendix 11 of the report, be approved;
- (m) that, subject to the savings proposals being accepted, the updated Care & Support Community Care Policy & Procedure Document shown at Appendix 12b (amended to reflect the savings) be approved;
- (n) that the Impact Assessments contained in Appendices 4a to 4d be noted;
- (o) that the Safeguarding and Early Help Cost Improvement Plan contained in Appendix 2 be approved;

- (p) that the Care & Support savings proposals and Public Health budget proposals contained in Appendices 12a, 13a and 13b be approved;**
- (q) that Telford & Wrekin's global Local Council Tax Support scheme reduction be confirmed at 21% in line with the provisional agreement at full Council in November 2012;**
- (r) that a one-off sum of £0.065m should be earmarked to award discretionary discounts in cases of extreme financial hardship arising from the introduction of the LCTS scheme;**
- (s) that the deferment of auto-enrolment in the local government pension scheme for existing employees until 30th September 2016 be approved;**
- (t) that authority be delegated to the Managing Director, after consultation with the Leader and the Cabinet Member for Resources & Service Delivery, to approve any expenditure to be funded from the £1m Capital "Commercial and Business Fund" and the £0.15m "Destination Telford" revenue budget;**
- (u) that, in recognition of our valued relationship with Town and Parish Councils and in line with our cooperative working principles, the full amount of LCTS grant attributable to Town and Parish Councils is passed on to them, reflecting the incidence of LCTS scheme claimants. In future years, the quantum of the grant to be devolved will be changed in line with the year on year percentage change in the Council's Revenue Support Grant and the allocation between Town & Parish Councils will be updated annually to reflect changes in the incidence of LCTS scheme claimants;**

(ii) Capital Programme

- (a) that the Capital Programme and associated capital estimates and variations for 2012/13 and 2013/14 – 2015/16, which incorporate the Capital Strategy, the Planned Building Maintenance Programme, the Asset Management Plan and the three year Highways & Transport capital investment programme, be approved.**

(iii) 2012/13 Treasury Strategy and Treasury Update

- (a) that the treasury management activities for the first half year be noted;**
- (b) that the updated Treasury Management Policy Statement, as shown at Appendix A of the report, be approved;**

- (c) that the Treasury Strategy, including the Annual Investment Strategy for 2013/14, together with the associated Treasury prudential indicators and the Minimum Revenue Provision Statement, be approved.
- (iv) Prudential Indicators
- (a) that the prudential indicators for 2013/14 to 2015/16, as set out in the report, be approved.

RESOLVED – that authority be delegated to the Assistant Director: Development, Business & Housing to deliver the planned programme of works within the Asset Management Plan, and to the Assistant Director: Environmental & Leisure Services to deliver the Highways and Transport capital investment programme, in line with the approved budgets with any variations or changes to schemes in these programmes, that remain within overall approved budgets, after consultation with the appropriate Cabinet members.

CB-103 DRIVING DELIVERY OF THE COUNCIL'S PRIORITIES – 9 MONTH POSITION

Non-Key Decision

Councillor W.A.M. McClements, Cabinet Member: Resources & Service Delivery, presented the report of the Managing Director which presented a review of performance against the Council's priorities at 9 months (April – December).

Appended to the report was a detailed breakdown of performance against a basket of measures adopted for each priority area. For some indicators, data would not be available until the end of the year. Among the headline messages were a continued fall in recorded crime and anti-social behaviour; confirmation of the continued progress in educational attainment (particularly at 5 GCSE A*-C which was now above the national average); another reduction in teenage pregnancy rates; and the overall level of unemployment continuing to fall and now being close to the national average. However, youth unemployment continued to be a concern – although the latest data showed a marginal improvement. For key children's social care measures, there were areas of good performance, but in some areas (such as rate of children in care) performance was poor and detailed work was being undertaken to improve the position.

RESOLVED – that the performance analysis contained in the report be reviewed to identify areas where further improvement or a greater emphasis on performance is required.

CB-104 CO-OPERATIVE COUNCIL UPDATE

Non-Key Decision

Councillor S. Davies, Cabinet Member: Neighbourhood Services & Co-operative Council, presented the report of the Managing Director, which updated Members on the progress that had been achieved over the previous 6 months in putting co-operative working into practice, as well as setting out plans to develop the approach in future.

The report included updates on a number of the Adopter Projects for co-operative working, including Family Connect (single point of contact for children and family services), establishment of an Employment and Learning Partnership covering Brookside, the employment of 100 apprentices within the Council, £230k from the Small Business Loans Fund loaned to 7 local businesses, the opening of the Business & Planning First Point reception at Wellington Civic Offices, and the development of Parish Environmental Teams.

Another adopter project that had been developed over the last 6 months was the Telford Loyalty Card (TLC), which was designed to encourage more people to 'shop local'. TLC would replace and enhance the Council's existing Flex card and would offer card-holders discounts on Council leisure activities and participating businesses. It was proposed to launch TLC in April 2013, with cards distributed via "Your Voice" to every household in the Borough, significantly increasing access to and potential uptake of discounted leisure activities. There would be two main sponsors – AFC Telford and Telford College of Arts & Technology – who would contribute a total of £10,000 towards the costs associated with the proposed scheme. Nearly 50 local businesses were already signed up to the scheme.

The report also summarised the work to date of the Co-operative and Employee Commissions - and the next steps for these groups, and also latest developments in partnership working.

Councillor A. McClements, Chair of the Co-operative & Community Scrutiny Committee, reported on the work the Committee had undertaken in looking at the priority for a business winning council. The Committee had recommended the setting-up of a First Point for Business, and it was pleasing that this had now been established at the Wellington offices. The Committee would continue to monitor progress on various initiatives, and was also about to start work on looking at how co-operative values were embedded within the organisation.

RESOLVED –

- (a) that the progress in delivering the Co-operative Council Work Programme be noted;**
- (b) that the launch of the Telford Loyalty Card, as set out in Section 4.1 of the report, be approved.**

CB-105 INVEST IN TELFORD – A PROGRAMME FOR CHANGE

Key Decision identified as **Invest in Telford** in the Notice of Key Decisions published on 30 January 2013.

Councillor C.F. Smith, Cabinet Member: Housing, Regeneration & Economic Development, presented the report of the Assistant Director: Development, Business & Housing setting out proposed actions to establish Telford as the destination of choice for development and business investment in the region.

The report outlined the work and achievements following the adoption of the Business & Development Charter in June 2012. In order to continue to drive the Council's strategy for growth, it was proposed to strengthen the Charter by extending the pledges with a focus on ensuring developmental viability. The revised Charter was appended to the report. Other proposed changes within the Charter related to improving the efficiency of the planning process by increasing officer delegation of planning decisions. This would provide quicker resolutions for investors. In relation to planning obligations such as commuted sums and affordable housing, it was proposed to publish a Development Management Guidance Note – a copy of which was appended to the report – to help potential investors.

The Borough's offer would be further enhanced by a new Business Support Service. Among other things, the new Service would offer account management to businesses from Business Support Officers, solutions to meet business needs, 'Open for Business' events, such as the recent Telford Business Summit attended by over 100 businesses.

Councillor A.J. Eade (Conservative Group Leader) welcomed much of the report, although the support being offered should also be available to existing local businesses as well as new ones. The holding of land in the Borough by the Homes & Communities Agency was still a key issue, and it was felt the Council should link more with the Black Country Local Enterprise Partnership (LEP). In response, the Cabinet Member advised that existing local businesses were not excluded from using the enhanced "one-stop shop" business support services, and that contacts and co-operation were maintained with the Black Country LEP.

RESOLVED –

- (a) that the measures and changes set out in the report be approved;**
- (b) that Plans Board be commended to approve the changes set out in the report to the scheme of delegation to officers in relation to the determination of planning applications;**

- (c) that authority be delegated to the Assistant Director: Development, Business & Housing, in consultation with the Cabinet Member: Housing, Regeneration & Economic Development, to further expand the Business & Development Charter and introduce a Development Management Guidance Note for Planning Obligations, as outlined in the report;
- (d) that authority be delegated to the Assistant Director: Law, Democracy & Public Protection to seal or sign any documents necessary to give effect to the above resolutions.

CB-106 TIMETABLE FOR SHAPING PLACES LOCAL PLAN – LOCAL DEVELOPMENT SCHEME

Key Decision identified as **Timetable for Shaping Places Local Plan: Local Development Scheme** in the Notice of Key Decisions published on 30 January 2013.

Councillor C.F. Smith, Cabinet Member: Housing, Regeneration & Economic Development, presented the report of the Assistant Director: Development, Business & Housing concerning the timetable for preparing a new Local Plan, which would bring forward planning policies to support the growth and development of the Borough.

There was a statutory requirement for the Council to publish a “Local Development Scheme” (LDS), which set out a programme for the preparation of development plan documents over the period 2013 – 2015. A copy of the proposed Scheme was appended to the report. The document was in two parts – the first part describing the context, the documents to be prepared and current statutory policies in place, while the annex contained a detailed timetable for production of the Shaping Places Local Plan. The new document replaced a previous version of the LDS published in 2009, and reflected recent significant changes in national planning policies and processes.

The Shaping Places Local Plan would require public examination by a government-appointed inspector, and to be found sound, the Plan had to be prepared in accordance with the timetable set out in the Local Development Scheme. Once approved the LDS would be available via the Council’s website.

RESOLVED –

- (a) that the Local Development Scheme, as shown at Appendix 1 of the report, be approved;
- (b) that authority be delegated to the Assistant Director: Development, Business & Housing, in consultation with the Cabinet Member: Housing, Regeneration & Economic Development, to amend the Annex to the Local Development Scheme in order to reflect minor changes to the programme.

**CB-107 DISCRETIONARY HOUSING PAYMENT AND COUNCIL TAX
SUPPORT HARSHIP ASSISTANCE POLICY**

Key Decision identified as **Discretionary Housing Payments and Council Tax Support Exceptional Hardship Payment Policy** in the Notice of Key Decisions published on 30 January 2013.

Councillor W.A.M. McClements, Cabinet Member: Resources & Service Delivery, presented the report of the Assistant Director: Customers & People which sought approval for a revised policy on Discretionary Housing Payments (DHP) and the new Council Tax Support Hardship Assistance. A copy of the new document was appended to the report.

The Council's existing policy on discretionary payments to provide financial assistance towards housing costs had been reviewed in the light of the Government's welfare reforms, which introduced a number of changes such as abolition of council tax benefit and the introduction of an overall benefit cap. The new policy included guidelines on the length of award, including the recognition that due to changes in legislation it might be necessary to make long-term awards of up to 12 months. The revised policy would also allow consideration for one-off housing costs such as deposits in exceptional circumstances. It was anticipated that demand on the DHP budget in 2013/14 would exceed the funding provided by the Department for Work & Pensions, and so it was important that awards were made to those with the greatest need and who had limited ability to take steps to reduce their financial hardship.

From 1 April 2013, Council Tax Support replaced the national Council Tax Benefit scheme, and it was estimated that customers in receipt of the new Support would receive 21% less than they did under the previous scheme. It was anticipated that the cut in support to individuals to help them pay their Council Tax would have a significant impact, and Council had committed £65k of funding to an Exceptional Hardship Fund to aid and assist the most impoverished claimants. The principles of the scheme had also been approved by Council, and were now incorporated within the Policy.

The report outlined the consultation that had taken place with stakeholders and interested parties, as well as feedback on the draft policy from the Co-operative & Community Scrutiny Committee.

The Cabinet Member added that it was difficult to predict the pressures and demand on these schemes, and the situation would be monitored on a monthly basis.

RESOLVED –

- (a) that the revised Discretionary Housing Payment and new Council Tax Support Hardship Assistance Policy, as shown at Appendix A of the report, be approved;**
- (b) that the delegated authority for decision making on appeals as outlined in both Policies be approved;**
- (c) that the concerns raised by the Co-operative & Community Scrutiny Committee that the £65k Council Tax Support Hardship funding set aside by the Council may not meet demand, and that the position be kept under review, be acknowledged. If necessary, the Cabinet Member for Resources & Service Delivery will be requested to approve use of part of the corporate budget contingency to supplement the resources available, which will be reported to Cabinet as part of regular financial monitoring and 12 month review of the new scheme.**

CB-108 MARCHES LOCAL TRANSPORT BODY

Non-Key Decision

Councillor H. Rhodes, Cabinet Member: Transport & Community Protection, presented the report of the Assistant Director: Neighbourhood & Leisure Services regarding further arrangements for the establishment of the Marches Local Transport Body (LTB).

Cabinet, on 6 December 2012, approved the Council's role in the establishment of an LTB as the delivery vehicle for the devolvement of major transport scheme funding beyond 2015, and appointed two Cabinet Members to the new Board. Since then, the Marches Local Enterprise Partnership had indicated that it did wish to become a member of the LTB, and this meant that the LTB would need to be set-up as an informal partnership rather than a joint committee between Telford & Wrekin, Shropshire and Herefordshire. Further information on the revised structure was detailed in the report.

Following further discussions with the other two Authorities, it had been agreed that Telford & Wrekin would act as the accountable body for the Marches LTB. The primary role would be to hold the devolved funding and to make payments to delivery bodies. The Department for Transport (DfT) had also circulated further information to help authorities complete the LTB assurance framework, which meant that the Marches LTB framework could not be completely signed off by the three Councils by the submission deadline. However, the DfT were content to receive further clarification and detail after the deadline.

RESOLVED –

- (a) that the changes to LEP membership and to the establishment of a Marches Local Transport Body as an informal partnership be noted;
- (b) that it be noted that Telford & Wrekin Council will perform the accountable body role for the LTB;
- (c) that authority be delegated to the Assistant Director: Neighbourhood & Leisure Services, in consultation with the Cabinet Members for Transport & Community Protection and Housing, Regeneration & Economic Development, to finalise the assurance framework for the Marches LTB;
- (d) that authority be delegated to the Assistant Director: Law, Democracy & Public Protection to agree and execute all necessary documentation to give effect to the resolutions above.

CB-109 EXCLUSION OF PUBLIC AND PRESS

RESOLVED – that the public and press be excluded from the meeting for the following items of business on the grounds that they may involve the disclosure of information relating to the financial or business affairs of any particular person (including the authority holding that information) as defined in paragraph 3 of Schedule 12A of the Local Government Act 1972.

CB-110 ACQUISITION OF EMPLOYMENT LAND AND PROPERTY AT HADLEY PARK EAST, TELFORD

Key Decision identified as **Acquisition of Employment Land and Development of Commercial Property at Hadley Park East** in the Notice of Key Decisions published on 30 January 2013.

Councillor W.A.M. McClements, Cabinet Member: Resources & Service Delivery, presented the report of the Assistant Director: Development, Business & Housing which sought approval for the acquisition of 0.42 acres of employment land and the development of commercial property at the Hadley Park East designated employment site.

It was proposed to acquire and develop the site in order to facilitate the re-location to a larger site of an existing office/warehouse facility owned by an international company. This would safeguard 18 jobs and create a further 20, and strengthen the PIP through investment in new property. The Council would work with a local contractor (McPhillips Ltd) to construct the new purpose-built facility, and planning permission had been secured. The report provided details of the purchase of the freehold interest in the land; the proposed construction contract with McPhillips Ltd to deliver the new development; and the proposed terms for a lease agreement with the company concerned once the development had been completed.

RESOLVED –

- (a) that the acquisition of employment land extending to 1.04 acres (0.42ha) and completed commercial development, to be held as part of the PIP, be approved;
- (b) that the requirement contained in the Council's Contract Procedure Rules to obtain four tenders be waived, and that the appointment of local contractor McPhillips (Wellington) Ltd to construct the new commercial property for the Council's PIP be approved;
- (c) that authority be delegated to the Assistant Director: Development, Business & Housing, in consultation with the Cabinet Member: Housing, Regeneration & Economic Development, to enter into any contracts required for the delivery of the commercial development;
- (d) that authority be delegated to the Assistant Director: Law, Democracy & Public Protection to seal or sign any documents required to give effect to the resolutions above.

CB-111 RETENTION AND REFURBISHMENT OF THE BUSINESS DEVELOPMENT CENTRE, TELFORD

Key Decision identified as **Retention and Refurbishment of the Business Development Centre** in the Notice of Key Decisions published on 30 January 2013.

Councillor C.F. Smith, Cabinet Member: Housing, Regeneration & Economic Development, presented the report of the Assistant Director: Development, Business & Housing concerning the retention, and investment in, the Business Development Centre (BDC) to deliver an enhanced facility.

The BDC located on Stafford Park Industrial Estate provided 88 individual office and industrial sub-divided units available for lease, as well as conference facilities for hire. There was currently a high void rate due to the poor condition of some of the units, despite strong demand for such premises. To address these problems, it was proposed to refurbish the BDC internally and externally with a view to attracting small and medium high-end manufacturing and engineering businesses. Further details of the proposed works were provided in the report, as well as the financial implications. It was proposed that the Council's financial contribution to the works be funded in part by the sale of one unit that was separate to the main facility. The balance of the investment was being sourced from the West Midlands ERDF Programme, subject to the submission of a detailed application for funding.

Members welcomed the proposals, which would help further the Council's priority to support new and existing businesses and to generate economic growth and jobs.

RESOLVED –

- (a) that the investment in the internal and external refurbishment of the BDC, and a rebranding of the facility as detailed in the report;
- (b) that approval be given to entering into an agreement for ERDF Priority 3 joint funding, subject to the terms being agreeable, and the expenditure of this funding on enhancements to the BDC, should a detailed application for funding be successful;
- (c) that authority be delegated to the Assistant Director: Development, Business & Housing, in consultation with the Cabinet Member: Resources & Service Delivery, to negotiate and agree terms for the sale of Unit B4, with the capital receipt to be reinvested in the refurbishment of the remaining units;
- (d) that authority be delegated to the Assistant Director: Law, Democracy & Public Protection to seal or sign any documents required to give effect to the resolutions above.

The meeting ended at 6.49 pm.

Signed for the purposes of the Decision Notices

Jonathan Eatough
Assistant Director: Law, Democracy & Public Protection
Date: 6 March 2013

Signed:

Date:

TELFORD & WREKIN COUNCIL

CABINET - 28 MARCH 2013

COUNCIL - 2 MAY 2013

MEDIUM TERM COUNCIL PLAN AND COMMUNITY STRATEGY

REPORT OF MANAGING DIRECTOR

LEAD CABINET MEMBER – CLLR KULDIP SAHOTA

PART A) – SUMMARY REPORT

1. PURPOSE

1.1. To present a refreshed Medium Term Council Plan and a new community strategy 'Shaping Our Future: Our Journey to 2020' for review and approval.

2. RECOMMENDATIONS

2.1. That Council be recommended to approve the Medium Term Council Plan and the new Community Strategy – 'Shaping Our Future: Our Journey to 2020'.

3. SUMMARY IMPACT ASSESSMENT

Community Impact	Yes	Achievement of the Priorities set out in the Council Plan and Community Strategy will deliver many community benefits.
Financial & Value for Money Impact	Yes	The proposed Service & Financial Planning Strategy for 2013/14 to 2015/16 was agreed at Council on 7 March 2013. The strategy is set in the context of severe financial pressures facing the Council, including significant reductions in central Government funding, service pressures due to the difficult economic climate which is having an impact on the community, in particular demands in Adults and Children's social care.
Legal Issues	Yes	Under Section 2 of the Local Government Act 2000, the Council has the power to do anything which they consider is likely to achieve the promotion or improvement of any one or more of the economic, social or environmental wellbeing of the area. In deciding whether to exercise this power the Council must have regard to its community strategy and also have regard to the guidance issued by the Secretary of State regarding the use of the power. Legal Services will be involved throughout the implementation of the Council's Priorities and proposals

		around development of the Co-operative Council - all necessary legal arrangements such as property documentation or partnership agreements will be put in place.
Other impacts, risks and opportunities	Yes	The ongoing and development programme of work to deliver the Council's Priorities will be evaluated to ensure risks are identified and managed and any associated opportunities are maximised. Delivering the Council's Priorities and action to being a Co-operative Council provides real opportunity to develop new arrangements and partnerships to improve the lives of local people.
Environmental	Yes	A number of the Council's Priorities will deliver environmental improvements – " <i>ensure that neighbourhoods are safe, clean and well maintained</i> " and " <i>regenerate those neighbourhoods in need and work to ensure that local people have access to suitable housing</i> " As new initiatives are developed they will be assessed for environmental impacts as the proposals are developed.
Impact on specific wards	Yes	Borough-wide impact.

PART B) – ADDITIONAL INFORMATION

4. DEVELOPING OUR PARTNERSHIP AND ORGANISATIONAL FOCUS

4.1. This report presents two strategic documents for the Council and for partnership working:

- **A new community strategy 'Shaping Our Future: Our Journey to 2020'**
- **A refreshed Medium-Term Council Plan**

4.2. The diagram presented in Appendix One sets out the relationship between these and wider strategic and partnership plans. The two documents are linked by the shared vision of creating our reputation as '***Telford & Wrekin – the place of enterprise, innovation and partnership***' and delivering two common goals '***creating and protecting jobs***' and '***narrowing the gap***' between our most and least deprived communities.

5. 'SHAPING OUR FUTURE: OUR JOURNEY TO 2020'

5.1. Attached as Appendix Two, 'Shaping Our Future' is a partnership strategy with the purpose of providing a clear longer-term focus for partnership working. Once approved by the Council and the LSP it will become our 'community strategy'.

5.2. The Shaping Our Future strategy is structured around the themes of Live, Work, Visit and Play – language shared with our approach to attracting inward investment and visitors.

5.3. A basket of outcome measures to be achieved by 2020 are identified in Appendix One of the strategy. Progress against these outcomes will be reported through the year at 6, 9 and 12 months as part of the Council's corporate performance arrangements to SMT, Cabinet and, for this strategy, to the Local Strategic Partnership Executive.

5.4. It is important to highlight that this strategy does not seek to identify levels of house building, job creation or visitor numbers. These are objectives which will be established by the forthcoming ***Shaping Places Local Plan, Economic Strategy*** and ***Telford Tourism Partnership Destination Management Plan***.

6. THE COUNCIL'S MEDIUM-TERM PLAN 2013 - 2016

6.1. Appendix Three presents a refreshed Medium Term Plan for the Council which identifies the high level strategic focus for the organisation for the next 3-years, including:

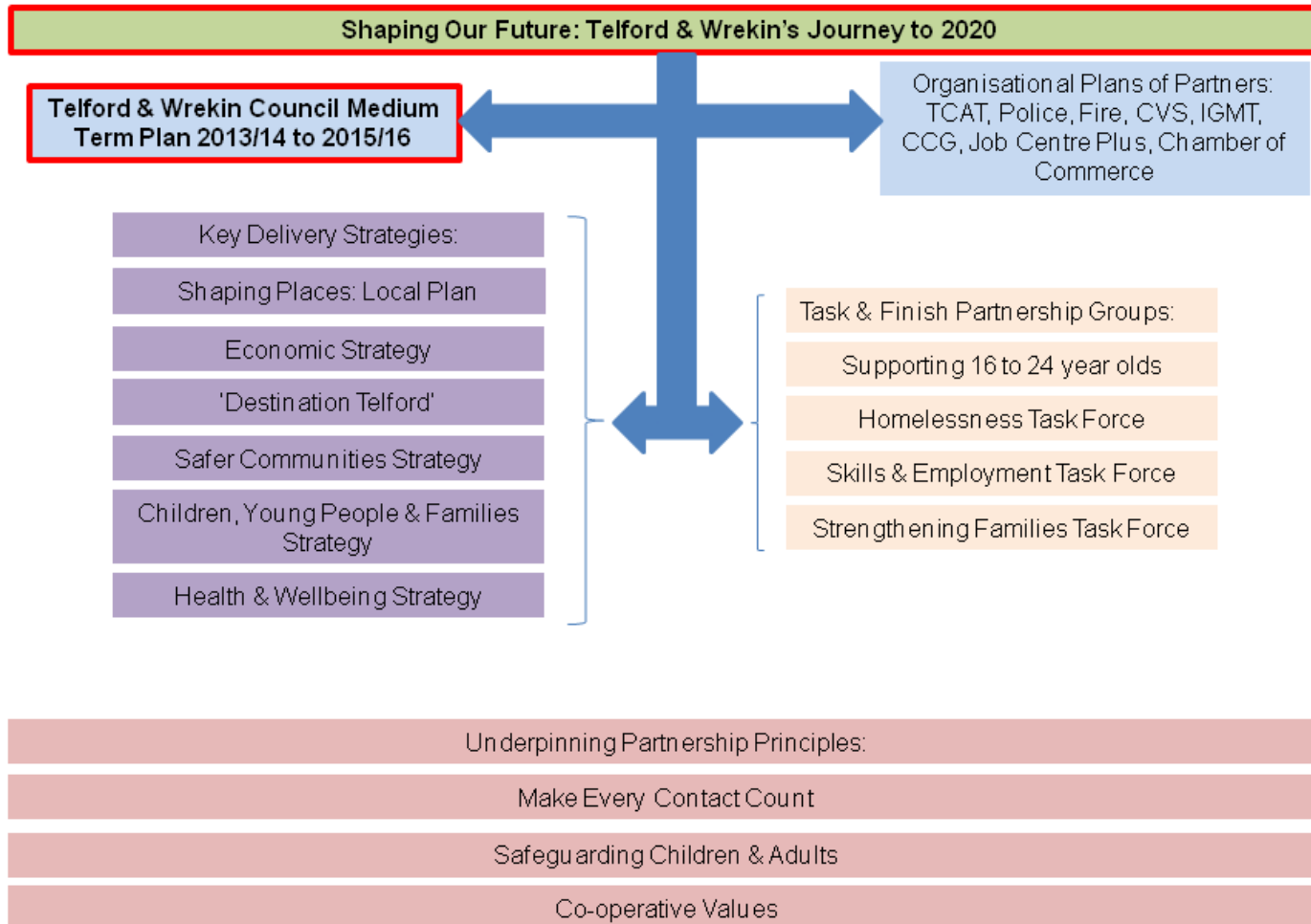
- The Council's vision, priorities and values
- Developing the organisation – service and financial strategy; 'putting customers first' and being a 'business supporting, business winning Council'
- Being a 'Co-operative Council working with the Community' – setting out how the Council will work differently, co-operatively with employees, partners and the wider community.
- What the Council is going to focus on to deliver its priorities, together with a revised outcome framework for each priority.

6.2. 'Ownership' of the measures in this framework has been assigned to Directors as part of the recent Senior Management Team changes. Progress against the outcome framework will be assessed 3-times a year at 6, 9 & 12 months (see paragraph 4.3 above).

Report prepared by Jon Power, Delivery & Planning Manager. Tel 01952 380141.

Appendix One

CO-OPERATIVE PARTNERSHIP WORKING TELFORD & WREKIN



“Shaping our Future: Telford & Wrekin’s Journey to 2020”

A new community strategy for Telford & Wrekin

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1. Introduction

In Telford & Wrekin, we make improvement, successes and achievement happen together. Partnership working here is very strong and makes a real and positive difference to community life.

We continue to make the significant improvements that are priorities to our community such as crime reduction and improving education attainment levels.

As we move forward on our journey to 2020, our focus is on continuous improvement, addressing the challenges the Borough faces and seizing our opportunities for change. We want to build on the Borough's strengths and opportunities and be clear how we will make a positive difference to the lives of local people. We are sending out a clear signal that Telford & Wrekin is open and ready for business.

Our objective is build the Borough's reputation as 'the Place of Enterprise, Innovation and Partnership'

The context of this in 2013 is a weak national and global economy together with significant pressure on public sector resources. However, at the heart of what we do, is a strong focus on what we can achieve rather than what we cannot. There are still many positive outcomes we can deliver despite the difficult financial situation we face. The Borough has unique assets, resources and opportunities which we can use to address these challenges. Our objectives are primarily to ***protect and create jobs*** and ***narrow the gap*** between our most and least deprived communities.

We have identified four themes to shape our journey to 2020 and achieve these :

Live – we want to ensure that the Borough continues to be a place people choose to live and feel they belong whatever their background. We will continue our efforts to raise educational attainment, improve health and address health inequalities, improve housing for all and work to ensure that all of our communities are safe and feel safe.

Work – we will continue to support the creation of jobs by attracting inward investment and supporting existing businesses, and by developing a skilled, work-ready workforce which meets the needs of local employers.

Visit – we want to continue to attract more visitors to the Borough. Our offer is second to none – a rich heritage in the Ironbridge Gorge, our beautiful environment including the Wrekin, and The International Centre – a major national conference location.

Play – we want to encourage positive and active lifestyles and community participation by celebrating our heritage, nurturing our green spaces and developing our leisure and culture offer.

2. Telford & Wrekin in 2013

The Borough is rightly described as a place of contrasts - the rural and historic sitting alongside 'new town' housing and modern industrial estates. Telford has grown over the past 45 years around existing Borough towns including Madeley, Wellington, Oakengates Hadley and Dawley. Two thirds of the Borough surrounding Telford is classified as rural. The market town of Newport lies in the north eastern corner of the Borough. To the south is the River Severn flowing through the historic Ironbridge Gorge – a jewel in the Borough's crown and the only World Heritage Site in the West Midlands.

In many ways the Borough is a prosperous and successful place, but as with most large urban areas we have a number of important challenges – but we are lucky, in that we have excellent assets which provide real opportunities too.

Created as a new town in the 1960s, Telford has grown rapidly over the past 40 years and the Borough now has a population of 170,000 people. As it has grown, our population has changed and aged. In the past 10 years the Borough has become more diverse – with the arrival of residents from new EU accession countries 10.5% of the community are from a black or minority ethnic background. By 2020, the number of residents aged 65+ will have increased by 31%.

The Borough is a regional and national focus point for both housing and job growth. Despite challenging conditions faced by the housing market, the Borough has seen year on year growth in housing since 2007 with 800 new homes completed in 2011/12 – more than any other local authority in the West Midlands.

Some 4,500 companies are located in the Borough providing work for some 75,000 people. Manufacturing continues to be an important part of our economy – particularly the automotive sector. Diversification means that industries like Financial & Insurance Activities and Information & Communication are now making a bigger contribution to the local economy than in the past.

With a ready supply of land earmarked for growth, the Borough is an attractive place to invest, with 130 foreign firms from the United States, Japan, Taiwan, Germany and France already having taken the step. The Borough has over 400 acres of ready to go commercial land – more than any of the major employment centres in the West Midlands. There is also a significant supply of quality commercial property extending to 22.9 million sq ft. Telford has some of the best value development land and the lowest rents in the UK.

The impact of the global recession was quickly visible in the Borough – with levels of unemployment rising in 2009 to above both the West Midlands and national rates. However, we bucked the regional trend in 2012, with unemployment falling to 8.0% below the West Midlands rate (8.6%) and close to the national rate of 7.9%. We have also seen in 2011/12 business survival and start up rates return to pre-recession levels. Importantly, in the same period, GVA (a measure of gross domestic product) increased year on year.

Youth unemployment remains a significant challenge. At 26.3% this remains above both the regional (23.2%) and national (21.1%) rates. We have established a partnership task force to address this, working to ensure that our young people have the skills to meet the needs of local employers and are also 'work-ready'.

The Council and its partners continue to invest in our neighbourhoods which face the greatest social, economic and health challenges. Five of our 33 wards have neighbourhood areas which are in the 10% most deprived nationally – two of these in the 3% most deprived. This means that 22% of households are in poverty. Health inequalities in the Borough are primarily related to cancer and coronary heart disease.

Educational attainment continues to rise and is now above the national average for Key Stage 2 and GCSEs – however, we need to do more to improve attainment of children in receipt of Free School Meals and Pakistani heritage children. Wage levels in the Borough are below the West Midlands and national rates – respectively £467.50, £469.20 and £512.10.

The Ironbridge Gorge is an internationally significant tourism destination which we wish to protect and nurture. As a result of its geology and a long history of mining in the area, work has been carried out to stabilise ground conditions. This has involved significant investment by the Council, supported by a commitment for future Government funding to continue this work.

The rapid development of the new town provided important housing, economic and transport infrastructure for the Borough. Our challenge is to maintain and develop it, and continue to meet the needs of our existing and growing population and economy, including our Borough towns. The £250m investment in Southwater Square is an important step forward in developing and enhancing our infrastructure. It will create a defined heart for the Town, enhancing civic pride for residents and will ensure Telford becomes an even more attractive town for visitors and for business tourists too.

3. Our Journey to 2020

To continue the successful development of the Borough and to respond to the challenges the Borough faces in 2013, we have developed 'our journey to 2020'. This focuses on 4 themes: live, work, visit & play.

Live

Telford & Wrekin is a place people chose to come and live – a reputation which we want to nurture and enhance.

To actively belong and participate in an increasingly diverse community, people – both young and old – need to feel safe and be safe whatever their background, ethnicity, religion or sexual orientation. Targeting hate crime and domestic violence is central to this aim. Through innovative partnership working, to 2020, we will

continue to tackle and reduce crime. Key to achieving this will be a reduction in alcohol and drug related harm, and 'repeat offending'. To help households to be safe, we will continue to work to eradicate accidental house fires.

Our £200 million programme Building Schools for the Future programme will provide us with Community Learning Centres of 7 new or redeveloped secondary schools with a real community focus.

These schools will help continue the progress we have made to raise educational attainment and mean that by 2020 all schools are above national average for Key Stage 2, GCSEs and for 'progression' between these two assessments. We will focus on halving the gap in attainment between pupils in receipt of Free School Meals, Pakistani heritage children and their peers.

We will support families to ensure that they have the right support at the right time. A key focus will be to support families with the greatest challenges to avoid children needing to be taken into care. At the heart of our approach is Family Connect – a single point of contact for families – and the work of our multi-agency Supporting Families task force. When children do come in to care, we will ensure that they are supported to fulfil their potential at school and supported into adult life.

We will support older and vulnerable people in a way which addresses their needs within the available resources and work to ensure that they play a positive role in the wider community, placing greater emphasis on supporting carers whatever their age.

Through our Targeted Intervention Areas initiative we will work to 'narrow the gap' between our most and least prosperous communities which includes Woodside, Cuckoo Oak, Malinslee, Brookside, Donnington and College. This will focus on new co-operative approaches with communities – not simply public and voluntary organisations 'knowing best' - to address unemployment, educational attainment and health inequalities.

We want to see the health and wellbeing of the Borough continue to improve and move closer to the national position, particularly early death because of cancer and heart disease. When people do need to access hospital care, this should be at the Princess Royal Hospital. Changing lifestyles will be an important part of this journey to improve health, and we want the rate of smoking and obesity in the Borough to be closer to the national position. Providing ready access to local leisure facilities through the Telford Loyalty Card will play a core role to improve the health and wellbeing of the Borough.

Residents will play their part in protecting the environment by increasing household recycling which together with the Council's redesigned waste collection service will mean that the Borough has the highest recycling rate in the West Midlands.

Work

The creation of a sustainable, strong and diverse economy is fundamental to the future of the Borough.

Telford is a central driver of growth in the regional economy. With over 400 acres of ready to develop commercial land the Borough has more sites than any of the other major employment centres in the West Midlands. The Council and its partners will work together to maximise the opportunities this provides to attract inward investment and support new and existing businesses in the Borough. For example, automotive component manufacturers in Telford grasping the opportunities provided by the new Jaguar Land Rover engine plant opening 2014 on the I54 development - just a 15 minute drive along the M54. The Borough is also well-placed to develop as a 'defence hub' for the Ministry of Defence.

The Council and its partners will need to ensure that they continue to work effectively together to support and encourage investment in the Borough. This means living the principle of 'Making Every Contact Count' so that we meet the needs of new and existing businesses, such as a planning framework which enables growth or helping businesses to be safe and so avoid the devastating impact that fire can have on a business.

Our education and training facilities are second to none. We will continue to improve the skill base of our workforce, which will be directly tied to the needs of local employers:

- Telford College of Arts and Technology – construction and engineering skills
- New College Telford – academic and technical qualifications
- Harper Adams University – agriculture and food technology
- University of Wolverhampton – automotive and aero-nautical expertise.

A growing economy, together with excellent training will mean increased opportunities for young people. These opportunities are essential if we are want the Borough to be a place in which young people want to both live and work. Apprenticeships will continue to be central to achieving this and ensuring that employers have the skilled workforce of the future.

Through training and support we will develop our entrepreneurial culture increasing the number of business start-ups in the Borough and improving their survival rate.

We will work to secure a direct rail service to London. Rail links to the West Midlands will have improved following completion of the Birmingham New Street redevelopment in 2015. Telford International Railfreight Park will continue to provide the important link to the national freight network. By 2020, we want funded programmes to be in place to complete the M54/M6/M6 Toll link road and the M54/A442 Greyhound Link.

To build a sustainable economy and community, housing growth will continue. The Shaping Places Local Plan will set out the growth target for the Borough for the period 2016-2031. As a result of this growth, our housing offer will continue to give excellent value for money.

Partners from all sectors will continue to work together to build a sustainable economy. The Borough has companies that are leading the way in this area such as RICOH's approach to 're-manufacturing' and the Council's development of a combined heat and power facility in the Southwater development.

Visit

To 2020, we want to enhance and exploit the Borough's strong offer for both leisure tourists and conference visitors alike and increase the number of visitors to the Borough. There are nearly 6 million people living within a one hour drive of the Borough - each one is a potential visitor who can make a valuable contribution to our economy and supporting existing jobs and the creation of new ones.

We are currently one of the UK's fastest developing conference towns. £325 million of capital development has taken place in the area in the last ten years – improving the visitor experience. A large proportion of it has been directed to target the meeting, incentive, conference and events market (MICE – business tourism). Telford is home to the 6th largest convention centre in the UK – a massive opportunity to further grow this high value market.

Telford currently attracts 300,000 business tourism visitors each year generating £104 million to the local economy. With the Southwater development and the new convention quarter at the International Centre, we will position the Borough as one of the UK's leading convention centres, targeting large capacity event business.

The Ironbridge Gorge World Heritage Site is the jewel in our crown to attract tourists to the Borough. It celebrates the birthplace of the Industrial Revolution, with award winning museums set in a stunning valley. It currently attracts close to one million visitors a year – which we want to sustain and increase. In 2013, the Ironbridge World Heritage Site was independently rated as the 'most recommended' World Heritage Site in the UK by Trip Advisor.

To further promote the Borough, we are developing the Telford Festival which will take place in the Town Park. By 2020 we want it to be a well-established weekend event in the West Midlands – providing a range of entertainment to visitors and residents alike – promoting the Borough and demonstrating our civic pride and self-confidence as a community. This will be a complement to the existing and well-established Ironbridge World Heritage Festival.

As well as our natural and historic offer – the Borough has a strong offer to those who want to visit to come shopping. Telford Town Centre includes major retailers such as Primark, Debenhams, Marks & Spencer and House of Fraser.

For more sporting visitors the Borough hosts a range of events including the Newport Nocturne cycle race, the Ironbridge Half Marathon and the Ironbridge Rowing Regatta. These will flourish as the Council and partners work with local sports clubs to support and promote these events and develop new ones too: promoting the Borough and civic pride, whilst increasing participation in sport to improve the health and wellbeing of the local population.

Play

The Borough has much to offer its residents – we want to celebrate our environment, heritage and culture to enhance civic pride.

The Borough is an attractive place to live - over 75% of Telford is 'green infrastructure' (the national average is 54%). We are all just a few minutes drive from the countryside or a few minutes walk from the network of green pathways and spaces which connect the different communities of Telford. We will work with our communities to protect and maintain this infrastructure which links the Borough through footways and cycle paths – such as the Silkin Way. By encouraging 'active lifestyles', our environment will play a central role in the improvements we will make to the health and wellbeing of the Borough.

The Wrekin is central to this. This is part of the Shropshire Hills Area of Outstanding Natural Beauty and visited frequently; an aspect we want to enhance in partnership with the Wrekin Forest Partnership.

We will continue to enhance the leisure offer within the Borough – through the Council's own investment and by working innovatively with partners – and improve participation through initiatives such as the Telford Loyalty Card. Following redevelopment, Telford Ice Rink, will be a major asset to the town for local people and a major attraction for visitors. It has a deserved reputation as the Borough's largest youth club!

The Southwater Square and the Telford Shopping Centre are a major asset to the town for local people and for attracting visitors too. Southwater square will include Cineworld, Nandos, Pizza Express, Wagamamma and Zizzi - providing Telford with a real heart and a strong night time economy.

The redevelopment of the Town Park funded by the Big Lottery will have been completed in 2013 increasing the number of visitors from the local community and further afield.

The Place at Oakengates, Telford's excellent community theatre, will continue to provide first class entertainment, with an array of national stars frequently appearing there.

4. Delivering the Strategy

This strategy is one shared between the Council and its partners to **protect and create jobs** and **narrow the gap** between our most and least deprived communities. It can only be delivered through effective and mature partnership working – focusing on new and innovative approaches to seize our opportunities and address our challenges.

The Telford & Wrekin Local Strategic Partnership will take an overview role delivering the vision, understanding the progress being made to deliver it and working to remove obstacles to delivery.

The Council's Shaping Places Local Plan 2016 - 2031 will set the level of housing growth to be achieved in the Borough, and linked to the Economic Strategy the number of jobs we will seek to create. Underpinning both of these will be the Council's priority focus on being a 'Business Supporting, Business Winning Council'. Our new approach to destination management, 'Destination Telford', will shape our approach to increasing visitor numbers to the Borough and enhancing community pride in the Borough.

'Narrowing the gap' between our least and most deprived communities is a cross-cutting objective of partner organisations – our core services are focussed on supporting and protecting the most vulnerable and deprived. To specifically drive this objective we have established the following partnerships:

- **Strengthening Families Task force** – working with families to meet their specific needs so that they can play a full and positive role in the community.
- **Target Intervention Areas** – this will be a fundamental part of our approach to 'narrowing the gap' between our most and least deprived communities. These areas include Woodside, Brookside, Sutton Hill, Donnington, College & Malinslee.
- **Employment & Skills Task Force** – working to ensure that the Borough's workforce meets the needs and requirements of local employers.
- **Supporting 16 to 24 year olds** – in 2013, our young people are facing significant challenges through the narrowing of employment opportunities and pressures as a result of benefit changes. We want to ensure that our services are tuned into and addressing these challenges.

Our approach to partnership working is underpinned by our Co-operative values developed by the Co-operative Commission made up of partners from across the Borough:

• Ownership

We will – be accountable for our own actions and empower people with the skills to help themselves

We would like everyone to – take action and responsibility for themselves and their community to the best of their abilities

• Openness & Honesty

We will – be open and honest in the way we work and make decisions and communicate in a clear, simple and timely way
We would like everyone to – be open and honest about what they want to improve in their community

• Involvement

We will – work together with the community, involve people in decisions that affect their lives and be prepared to listen and take on new ideas
We would like everyone to – work with and support others, get involved and share their views to help us develop the way we do things

• Fairness & Respect

We will – respond to people’s needs in a fair and consistent way
We will and would like everyone to – respect and care for themselves and others, value the different ideas and skills that people bring and treat each other as equals

The final underpinning piece in our partnership jigsaw is the principle of ‘Making Every Contact Count’. We want residents and businesses to have as seamless an interaction with partner services as possible. Contact or interaction with one partner organisation should provide ready access to the services provided by other organisations. This relies upon effective communication between partners. Making Every Contact Count is not a new concept – for example when Fire Officers visit homes to fit smoke alarms if they have serious concerns about the vulnerability of an older resident they will contact social services. Our challenge is to effectively and appropriately roll-out this principle across the partnership.

Appendix One: Outcome Measures to Deliver by 2020

- Improve Education and Skills
 - o All schools to be above national rates for attainment and progression measures.
 - o Halve the gap in attainment between pupils in receipt of free school meals, Pakistani pupils and their peers
 - o Increase adult skill levels to the national rate
- Safe Community
 - o Reduced the anti-social behaviour to below the national rate
 - o Ensure crime rates remain below the national rate
 - o Reduce business crime rates to below the national rate
 - o Reduce the number of accidental fire related deaths in the home
- Support Job Creation
 - o **Measures to be established through the Council's new Economic Strategy to include new jobs, apprenticeships**
- Deliver Housing growth
 - o **Measures to be established by the Council's Shaping Places Local Plan which will identify the numbers of new homes to be completed annually to 2031.**
- Increase the Number of People in Work
 - o Reduce unemployment to the national rate
 - o Reduce youth unemployment to the national rate
 - o Reduce the number of young people not in education, employment or training to the national rate
 - o Halve the gap in unemployment between Targeted Intervention Areas and the Borough rate (Job Seekers Allowance claimants)
- Address Health Inequalities and Improve Health
 - o Halve the gap to UK rate for male life expectancy
 - o Reduced early deaths from cancer and heart disease to the national rate
 - o Reduced child obesity to the national rate
 - o Reduced smoking rates to the national rate
- Increase Recycling
 - o Achieve the highest recycling rate in the West Midlands
- Attract more Visitors to the Borough
 - o **Measures for leisure tourists and conference visitors to be established by the Telford Tourism Partnership Destination Management Plan**

TELFORD & WREKIN COUNCIL
MEDIUM-TERM PLAN
2013/14 TO 2015/16

DRAFT

FORWARD

We are pleased to introduce the Council's Medium-Term Plan for 2013/14 to 2015/16

As a Co-operative Council, our work is not solely about what we do but more importantly, how we do it.

At the cornerstone of this are our Co-operative Values of **honesty, openness, fairness and respect, involvement and ownership.**

These values are the core of what a Co-operative Council is all about - being accountable for our actions and empowering people to help themselves. We will look at everything we do and ask ourselves - are we living these values when we talk to our customers, work with our partners and work with each other, not just today, but every day?

This Plan provides an opportunity to reflect on and be proud of our achievements over the past year as well as focusing on our future goals. In the last year we have moved forward:

- **Southwater development** – the £250m Southwater development has made great strides forward. Work has now begun on the other key elements of Southwater's leisure offer – an 11 screen cinema, bars and restaurants as well as the new public services centre – Southwater One, which will house the Council's new library and customer contact point. As part of this, the Council is developing a Job Charter for Southwater to encourage the employment of local people in the businesses locating there.
- **Telford Ice Rink** has reopened following its £4m regeneration and this will be a key part of the Southwater development. We're using a co-operative approach to working with staff and other stakeholders at the Ice Rink to help it develop.
- **Building Schools for the Future** – our £200 million programme continues to deliver with the new Abraham Darby Academy now opened and with the new Phoenix School due to open next year and work starting on the new Ercall Wood Technology College in 2013.
- **Targeted Intervention Areas** – developing new ways of working to support our neighbourhoods with the most challenging social and economic circumstances.
- **Apprenticeships** - we now have over 80 apprenticeship positions in the Council and we are well on track to have as promised 100 in place by spring 2013, offering local young people opportunities to train and develop with many going on to secure full time positions.
- **Secured Government commitment to fund further work to stabilise the Ironbridge Gorge** – the areas biggest tourist attraction.
- **Armed Forces Community Covenant** – made our commitment to the Armed Forces by signing the Armed Forces Community Covenant. This shows how

as a Council we are committed to supporting the Armed Forces in the borough.

- **Continued development as a Co-operative Council** - our Co-operative and Employee Commissions, established to hear from our partners and employees about their priorities for the Borough and the Council, have continued to shape our direction. We have also taken forward initiatives to support the development of a Crisis Help Network, establish community Snow Wardens and in partnership with Parish Councils, we have secured new Environmental Action Teams in a number of areas to enhance environmental maintenance.
- **Strengthened Partnerships** – partnership working is key to driving effective change in the Borough and over the past we have developed our work with partners through our Homelessness Task Force, Family Connect and our Strengthening Families Task Force. We have also, for the first time, agreed a 3-year financial settlement with the voluntary and community sector.
- **Office moves and closing Civic Offices** – the Council has relocated all staff from Civic Offices. This has help us reduce our office space by a third which will save around £2 million a year – money that will help protect services and jobs.

2012 was also a year when we celebrated the Olympics with 40,000 people who turned out in Telford to watch the torch relay. Our Paralympians brought two gold medals back to the Borough, which we celebrated by painting one of our integrate transport buses gold!

Looking ahead we know we will continue to face difficult times and tough choices. But our goals are clear and we will work tirelessly to:

- Make Telford & Wrekin ***a business supporting and business winning council,***
- Be a much more customer focused organisation that treats our customers as we would want to be treated and making every contact we have with our customer count
- Continue our development as a Co-operative Council
- Build the reputation of Telford and Wrekin nationally and internationally as a place to live, to work and invest.

We have an excellent platform from which we can now drive forward our Co-Operative Council vision and transform both the Council and the Borough and making a real difference to the people we serve.

Kuldip Sahota
Leader

Richard Partington
Managing Director

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1. OUR VISION, PRIORITIES & VALUES

As a Co-operative Council, we will work with our communities to create:

'Telford & Wrekin – the Place of Enterprise, Innovation & Partnership'

We will:

- *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*
- *protect and support our vulnerable-children and adults*
- *ensure that neighbourhoods are safe, clean and well maintained*
- *regenerate those neighbourhoods in need and work to ensure that local people have access to suitable housing*
- *improve the health and wellbeing of our communities and address health inequalities*

Being a Co-operative Council is not an end in itself rather it is a way of doing things. Essentially, it is about three important things:

- **Bringing more public services together so that people get what they need at the right place and the right time;**
- **Involving local people and our employees more in planning and running services;**
- **As a Council, supporting our community better and encouraging people to do more to help their own communities.**

To be a Co-operative Council and deliver our priorities, challenges us to work even better in partnership, to be even closer to our community, to provide even higher standards of public service, to improve leadership and management practice, to develop new and better skills, and to think ever more creatively about how we can help to solve problems and deliver services differently to address needs and expectations. We want to be a Council:

- that the community, members and employees are proud of
- that puts customers first and treats our customers the way we ourselves would want to be treated
- that is 'business supporting, business winning'. We need to work even better with the private and voluntary sector – a growing, thriving economy is key to both the future of the borough and the Council
- that works efficiently, manages public money very well and delivers and commissions good services

- which is a good employer, which treats employees with dignity and respect and involves everyone in determining the way we operate
- which supports ward members effectively to undertake their role of community advocates and representatives
- which works effectively in partnership right across the borough

As a Co-operative Council, it is essential that we are driven, not just by a set of aims and goals that we want to achieve, but also by a clear sense of the way we want to be as an organisation.

Through consultation with our employees and partners, we have developed and shared our co-operative values. Our challenge is to put these visibly at the heart of what we do, how we function and our relationship with the community and our partners.

Co-operative Values

- **Ownership**

We will – be accountable for our own actions and empower people with the skills to help themselves

We would like everyone to – take action and responsibility for themselves and their community to the best of their abilities

- **Openness & Honesty**

We will – be open and honest in the way we work and make decisions and communicate in a clear, simple and timely way

We would like everyone to – be open and honest about what they want to improve in their community

- **Involvement**

We will – work together with the community, involve people in decisions that affect their lives and be prepared to listen and take on new ideas

We would like everyone to – work with and support others, get involved and share their views to help us develop the way we do things

- **Fairness & Respect**

We will – respond to people's needs in a fair and consistent way

We will and would like everyone to – respect and care for themselves and others, value the different ideas and skills that people bring and treat each other as equals

2. OUR CHALLENGES & OPPORTUNITIES

The Borough and the Council faces a set of challenges as a result of the economic situation. Impacts on the community and our services include:

- High unemployment – unemployment is currently 8.0% with youth unemployment (16-24) at 23.5% both of which are disproportionately impacting on our most deprived communities. **Through 2011/12 the Borough's unemployment rate fell - faster than the regional rate which it is now below.**
- Increases in Council Tax and Housing Benefit applicants is at an all time high - 603 over the last year (a 3% increase). Our benefit expenditure was more than £4.2m higher (an increase of 5.4%) in 2011/12 compared to 2010/11. In addition, there has been an increase of 46.7% in the number 'change of circumstances' assessments processed by the Council in 2011/12 compared to 2010/11 mainly due to the DWP introducing a new system.
- The number of homelessness applications is projected to be 25% higher compared to last year which was 28% higher than 2010/11. In total this is around 350 applications.

The pressures the Council faces include:

- Grant cuts in excess of £40m in real terms over the period of the current Parliament.
- The withholding of almost £1.6m grant in 2013/14 that the Government calculate should come to this area but which is paid to other parts of the country through the grant "damping" mechanism.
- A shortfall in grant of up to £1.6m due to the methodology used by ONS to estimate population between annual censuses.
- Reduced income from having a comparatively low Council Tax. If the Council had the same level of Council Tax as the average in the Midlands, an additional £5.6m pa would be generated.
- Addressing a £3.1m reduction in the funding for Council Tax Support – requiring the Council to design its own scheme

Whilst a number of services are experiencing increasing demand, there are particular pressures on social care services for children and adults.

- **Children's Social Care** – in line with national trends, we continue to have an increase in numbers of Children in Care this continues to lead to significant financial pressures.

- **Adult Social Care** - we have also been experiencing increasing demand for our Adult Social Care Services as a result of increasing numbers and life expectancy of older people and increasing complexity of care whilst having to make significant savings.

RESPONDING TO THESE CHALLENGES, CREATING OPPORTUNITIES

At the heart of what we do, is a strong focus on what we can achieve rather than what we cannot. There are still many services and positive outcomes we can deliver despite the difficult financial situation we face. The Borough has unique assets, resources and opportunities which we can use to address these challenges.

Our approach is about proactively and positively building a long-term future for the Borough, rather than simply reacting with short-term cuts. Our focus is on economic growth and we believe that the Council can underpin this by providing the right services and making the right investments.

The Council has already prepared for these challenges for some time, including:

- Over the last four years we have made £41.7m of ongoing annual savings. The need for savings has increased each year due to Government grant cuts, inflation and other pressures including the transfer of significant costs in respect of Continuing Healthcare cases from the NHS.
- Reducing the number of senior managers by 55% and cutting the pay of the Council's senior managers by almost 20% and the pay of the next most senior tier of managers.
- Savings identified from "back office" functions of almost £6m or 35% – far more than has been achieved by most organisations that have gone down a shared services route and without incurring significant project costs or delays.
- Reductions in the cost of the special responsibility allowances paid to Cabinet Members of 10%.
- A detailed programme to rationalise our buildings across the borough to realise both revenue savings and capital receipts. We are disposing of 24 Council properties and reduced our office space by one-third, slashing running costs. After paying for the smaller offices we have taken on in Telford Town Centre, which have lower running costs, this leaves us with several million pounds of capital money to reduce Council debt and our debt repayment costs. Overall, this will help us save a further £2 million a year.
- A strong focus on procurement which will deliver savings. We have saved over £2.5m through renegotiating and retendering contracts.
- We continually review delivery options for our services to ensure value for money. A number of services are provided in partnership with other local authorities and statutory agencies. For example, the new West Mercia Youth Offending Service has been established in partnership with Worcestershire,

Hereford, Shropshire health, police and probation. This will deliver savings exceeding £100k in 2013/14 for Telford.

Whilst many other Councils have already implemented significant cuts to essential front-line services and stopped major building projects, we continue to invest in projects to ensure the future prosperity of the area and secure the wellbeing of its residents:

- £250m Southwater scheme, kick-started by Council investment – to be completed in 2013
- Refurbishment of Telford Ice Rink and improvements to the Town Park
- £200m invested in Building Schools for the Future which will see seven new secondary school re-built, alongside new or refurbished community leisure facilities.
- Investing in land stability schemes to protect the Ironbridge Gorge – the area's biggest tourist attraction and West Midland region's only World Heritage Site.
- Investing to regenerate areas such as Brookside, Hadley and Oakengates.
- Investing in a new 'Telford Loyalty Card' - in April 2013 the responsibility of running Public Health Service will transfer formally from the NHS to the Council. Our aim is a more holistic strategy that combines proactive and reactive investment to have a greater long-term impact on reducing health inequalities in the Borough. One of the ways we are looking to do this is through the launch of a Telford Loyalty Card. As with the current Flex card, card holders will have discounted rates on many activities at participating Telford and Wrekin leisure centres, as well as access to special offers throughout the year, from local businesses that have signed up to the scheme.

In all of this, we recognise that the Council has a key role to play in mitigating the effects of the economic downturn and planning for recovery, through supporting the growth of key economic sectors, promoting the Borough's business and leisure tourism offer, and creating a 'business supportive environment' with available employment land and an effective infrastructure. **The Borough is uniquely placed to support the drive for growth.**

This Plan, sets out our strategy for responding to these continuing pressures, transforming how we are working and being clear about what we are seeking to achieve within the resources we have available.

3. CREATING AN ORGANISATION TO DELIVER OUR VISION AND PRIORITIES

OUR ORGANISATIONAL STRUCTURE

The Council is made up of 54 members in 33 wards. The current political make-up of the Council is:

- Conservative 17
- Labour 33
- Liberal Democrat/Independent 4

The next full Council election is due in May 2015.

From May 2011, Telford & Wrekin Council has formally operated the '**Strong Leader and Executive Cabinet**' model for its executive arrangements. This is a significant change in emphasis on how the Council is run and managed. In the new model, the Leader is responsible for all executive functions and can decide whether to delegate functions to the Cabinet collectively, individual councillors or officers. The Leader determines the size of the Cabinet (maximum of 10, minimum of two) and is able to appoint and remove councillors to/from the Cabinet.

The Council's **Cabinet** is made up of 9 Members and one ex-officio member (unremunerated) with each having a portfolio of responsibilities and collective responsibilities for the development and delivery of the Council's policies and strategies. Cabinet meet regularly with members of the Senior Management Team in a "Policy Review Meeting" to progress key projects and performance issues and to help shape policy and strategy development.

The Council has also appointed 5 Scrutiny Committees that are each linked to the Cabinet Member functions. These Committees undertake its scrutiny role through monitoring of Cabinet decisions, undertaking detailed investigations into specific service areas (and making recommendations to the Cabinet /Council if necessary) and contributing towards policy development.

- **Scrutiny Committee - Finance & Budget**
- **Scrutiny Committee - Children & Young People**
- **Scrutiny Committee - Co-operative & Community**
- **Scrutiny Committee - Health & Social Care**
- **Scrutiny Committee - Housing, Economy & Infrastructure**

TAKING THE ORGANISATION FORWARD

SERVICE & FINANCIAL STRATEGY

The purpose of our strategy is to ensure that the Council's finances are effectively managed to ensure that they are robust and sustainable, guided by the following principles:

- Develop spending plans that address the community's needs and priorities and support the long-term economic growth of the Borough;
- Be transparent about how resources are spent across the Borough, but target spend at issues and areas where need is greatest;
- As a Co-operative Council, involve the community and partners in the budget-setting process;
- Seek to minimise the level of Council Tax increase, balanced against growing demands for Council services;
- Deliver efficiencies and savings, as far as possible minimising the impact on priority front-line services;
- Adopt a commercial, entrepreneurial approach to generating additional income and securing external investment;
- Like a business, it is prudent to set aside some money to deal with any unforeseen circumstances caused by the current economic situation (a contingency);
- Use reserves and balances responsibly, balancing the need to maintain services with financial prudence;
- Where possible cut our reliance on borrowing for some capital schemes so that expenditure on debt repayments can be reduced;
- Sell some of our land and property to reduce borrowing, cut running costs and to fund priority facilities and schemes.

Our service and financial strategy is composed of 3 elements: investments, savings and Council Tax.

Investments

Our strategy is based on the principle of 'developing spending plans that address the community's needs and priorities and support the long-term economic growth of the Borough'. We clearly cannot invest in everything, therefore we have identified where additional funding is needed to deliver our Co-operative Priorities. New investment proposals include:

- **Destination Telford** – linking to our priority to be a 'Business Supporting, Business Winning Council', we are proposing to invest £150k revenue funding into initiatives and events that will promote Telford & Wrekin as a place to visit, live, work and invest in. As well as benefits to the local economy, for example through increased business and leisure tourism, encouraging more people, businesses and developers to come to Telford has direct financial benefits to the Council, for example through increased New Homes Bonus (a grant for Councils for increasing the number of homes in their areas) and the

retention of a share of additional business rates in respect of new commercial or industrial premises.

- **£1m investment in Commercial and Business Fund** – to support our budget principle of ‘adopting a more commercial, entrepreneurial approach to income generation opportunities’. Funding will be used for one-off set-up costs for new commercial ventures and to ‘invest local’.
- We will also continue to ‘pump-prime’ a range of **‘Invest to Save’ initiatives** that will generate future savings or additional income. Current ‘Invest to Save’ proposals include a new health and fitness suite at Oakengates Leisure Centre, energy efficient street lighting and a new crazy golf course in Telford Town Park.
- **Safeguarding** –invest £600k additional revenue funding into the Safeguarding Service, in line with our priorities to ‘support and protect vulnerable children’ and to ‘put children and young people first’. This investment is needed to meet the growing financial pressures on this service as a result of high costs of placements for children in care. This investment will also enable us to fully implement the recommendations of the recent Ofsted Safeguarding Inspection. Whilst Ofsted noted the positive progress made and concluded that the service was ‘adequate’, we are committed to making further improvements to keep children in the Borough as safe as possible from harm, abuse and neglect.
- **Public Health** - In April 2013, we will receive grant funding from the Department of Health to invest in protecting and enhancing the health and well-being of the community. One of the Council’s key priorities is to ‘address health inequalities’. Although some key health measures are improving in Telford & Wrekin, such as mortality rates from cardiovascular disease and cancer (under 75 years) and smoking-related deaths, outcomes remain worse than the national average. Our aim is a more holistic strategy that combines proactive and reactive investment to have a greater long-term impact on reducing health inequalities in the Borough. One of the ways we are looking to do this is through the launch of a new ‘Telford Loyalty Card’. It is proposed that this new card will replace the current Flex card and will be free for anyone who lives in the borough. As with the current Flex card, card holders will have discounted rates on many activities at participating Telford and Wrekin leisure centres, as well as access to special offers throughout the year, from local businesses that have signed up to the scheme.
- **Winter Maintenance** – linking to our priority to keep ‘neighbourhoods safe, clean and well maintained’, we are proposing to invest £150k additional revenue funding into our winter maintenance programme. Prolonged periods of adverse weather in previous years have highlighted the importance of this service, both for the safety of residents and for the effective running of the local economy.

Savings

Over the last four years we have made £41.7m. of ongoing annual savings. In delivering these savings, we have applied the principle of 'as far as possible minimising the impact on priority front-line services'. We have focused on areas that do not have significant impact on front-line service delivery, such as:

- **Improving procurement** e.g. tight contract management, re-tendering contracts, challenging and re-negotiating existing contracts, making greater use of framework agreements and being robust in the award of all future contracts;
- **Property rationalisation and generation of capital receipts** – we have ambitious plans to invest in schools, regeneration and other capital projects to transform the Borough. In order to minimise the burden of ongoing debt repayments we are committed to a significant programme of asset sales totalling £114m over the medium term.
- **Driving down non-staffing costs that have minimal impact on service delivery** - reviewing and challenging budgets 'line by line' e.g. stationery, subscriptions etc to ensure we have exhausted as many options as possible before considering changes or reductions to services.

Given the scale of the financial challenge facing us, these options alone will not deliver sufficient savings and we need to identify new and creative solutions. The Localism Act 2011 gives local authorities a new 'General Power of Competence' that means we now have greater freedoms and flexibilities in how we can generate income. Therefore a key part of our service and financial planning strategy for 2013/14 and beyond is to 'adopt a commercial and entrepreneurial approach to generating income'.

Our proposal is to deliver a programme of **Commercial Projects**. The aim is to benefit the Council and the community, both financially and socially. As well as looking at income potential for the Council which has to be a paramount aim, we will prioritise 'win-win' projects that have direct financial benefits for local people and/or organisations. We will also take account of the broader non-financial benefits and how projects can contribute to the delivery of our Co-operative Priorities.

We will also revisit existing **externally traded services**, including those provided to schools, to ensure that we are being as proactive and commercially aware as possible in meeting customers' needs and managing costs so that we can continue to win business and maximise income from these services.

Whilst it is expected that some of the Co-operative Commercial Projects will start to generate income (£100k assumed in 2013/14 and £250k projected by 2014/15), this is a long-term strategy and some projects will take time to come to fruition and then to generate significant profits.

Therefore, some continued impact on service delivery is inevitable. Our approach involves:

- **Carrying out planned, long-term service re-design** not quick-fix options e.g.
 - Children's Services – better help for people in the early stages of difficulties and more targeted help for families with complex needs;
 - Adults' Services – 're-ablement' to help ill or disabled adults learn or re-learn how to live independently;
 - Reconfiguration of services to support being a 'Business Supporting, Business-Winning Council'. As well as improving the local economy, this has direct financial benefits for the Council by increasing New Homes Bonus and generating additional business rates which under the new local government finance system the Council will be able to retain a share of this additional income.

- **Working co-operatively with local people, organisations and partners** e.g.
 - Partnerships with Town and Parish Councils to secure environmental improvements;
 - Encouraging local people to recycle more and reduce waste disposal costs.
 - We will continue to investigate options for sharing services where appropriate, for example by establishing a West Mercia wide Youth Offending Service the Council will improve its service and make savings in excess of £0.1m pa

- **Prioritised review of fees and charges** – to identify whether the Council is subsidising the delivery of some services without good reason. Our initial focus will be on charges to businesses or partner organisations, including schools. The second phase will focus on discretionary services.

- A continuing **targeted service review and strategic review of capacity programme**. When carrying out restructuring, our aim is to actively seek applications for voluntary redundancy and to promote flexible working arrangements in order to keep compulsory redundancies to a minimum.

Council Tax

Our proposal for 2013/14 is to increase Council Tax by 1.9%. This is part of a long-term strategy, informed by community consultation of over 7,000 residents, to ensure that our budget is sustainable, as the available Government grant (equivalent to a 1% Council Tax increase) for the next 2 years is less than half the rate of inflation and would leave us with a further significant budget shortfall in the short term and when the grant ceased to be paid. The Council continues to offer value-for-money, with one of the lowest levels of Council Tax in the West Midlands.

Medium Term General Fund Position

Projected Budget Gap	13/14 £m	14/15 £m	15/16 £m
Base Budget gap	7.106	20.959	31.015
Savings proposals	-8.611	-14.934	-15.493
Transfer to supplement severance fund to cover one-off costs associated with the delivery of ongoing savings	1.219	0	0
Creation of a one-off contingency for pressures in safeguarding budget	1.300	0	0
Commercial income/"business winning" approach	-0.100	-0.600	-0.750
Effect of 1.9% council tax increase each year for next 3 years	-0.914	-1.845	-2.794
Restated shortfall before use of general balances or further savings	0.000	3.580	11.978

PUTTING OUR 'CUSTOMERS FIRST'

Most public sector organisations are both large and complex and can be confusing to the people who require and receive their services. It is often the case that people require services that span traditional operational boundaries and normal ways of working. In simple terms, customers should be able to get the services and information they need in the way they require them, quickly, accurately and cost effectively.

Since 2008 we have seen some real improvements in the way we serve our customers including the development of First Points, our ASB and Parish Council hotlines, the telephone contact centre, extended opening hours, the partial deployment of our single citizen record, a robust compliments and complaints procedure and the redesign of a number of services from the customers perspective particularly in Revenues and Benefits and Environmental Services, all of which have contributed to an ongoing improvement in customer satisfaction. However this is a journey and there remains a distance to travel.

One of our main objectives of the Co-operative Council is to ensure that we serve the public and businesses to the best of our ability and to be known for a 'Customer First' ethos, where going that extra mile is part of our day to day activities. While the level of savings that we must find will undoubtedly impact on the range and standards of some of the services that we will provide in the future, this does not mean that there should be any erosion in the quality of our customer contact. We must place real emphasis on the way we talk, listen and correspond with our customers and service users. As a public service, we must remember that it is the public we serve and, because of the difficulties we will face due to funding cuts, it is essential that we do not allow this to distract us or use it as an excuse for accepting poorer customer service. Our mission must be, every single time, **to treat people the way that we ourselves would want to be treated.**

To be successful we need to approach this on a number of fronts:

- 'Make Every Contact Count' – we want to break down the barriers between our services and provide our key front-line officers with the knowledge and skills to identify where a resident might benefit from support from another Council or partner service. For example, when a Benefit Officer undertakes a house visit, they might identify whether the house does not have a smoke alarm or that they have concerns around 'slipping and tripping' hazards. These issues would, with the resident's permission be referred to the relevant services. Making Every Contact Count is part of the NHS ambition to systematically improve healthy lifestyle advice given at the front line, the health lifestyles hub at First Point Telford will be a key vehicle to make this work.
- Customer engagement will be essential. We should never assume we know best and, from experience, the most powerful outcomes are realised when a group of customers meet in the same room as the service providers with an objective of improving customer service;
- We need to focus our services even more to get them to think about what it's like to be a customer and work with them to become more efficient in the way they serve the community, removing waste, time delay, addressing unnecessary bureaucracy and form filling, helping to speed up decision making and keeping customers informed of progress. Our Workforce Development Plan needs to identify how we intend to work with those services where we know from customer feedback that customer service can be improved;
- Colleagues working on our front line have a wealth of information about what's working and what's not from our customer's perspective. We need to harness their concerns and knowledge and put remedies in place. We need the shortest routes between customer experience and those responsible for shaping employment policy in order that effective policies to achieve customer needs are implemented. Our front line staff can act as the 'voice of our customers' and therefore we need to share with them the important role that we want them to play in helping us to put customers at the heart of our business. It will be important to celebrate those individuals or teams who have gone the 'extra mile' to serve our community through appropriate reward and recognition;
- In February 2013, opened a 'First Point for Business' single point of contact for businesses to readily access Council services;
- The branding of our Co-operative Council also needs to reflect our 'customer first' culture and we will need to ensure that our services reflect the way in which the community prefer to do business with us e.g. face to face, telephone, on line, self service or alongside our partners.

In 2012/13 we have actively celebrated good customer service through our Customer Service Awards and will do so again in 2013/14. These awards highlight when individuals and teams go above and beyond what could be reasonably

expected and, in doing so, providing a customer service that is second to none and often unseen.

A 'BUSINESS SUPPORTING, BUSINESS WINNING COUNCIL'

In the Borough, we have the right mix of skills, the workforce, the land, the infrastructure, the drive and desire to be a modern centre of excellence to attract inward investment. However, to achieve this and create jobs for local people, particularly in the current economic climate, the Council has to be dynamic and proactive. It is not enough to be a passive 'business friendly' organisation rather the Council has set out to become a 'business supporting, business winning Council'.

As part of this, we must ensure that our 'offer' is competitive to deliver development and growth which are both key to the Borough's future and a fundamental part of the budget strategy to establish Telford as the destination of choice for development and business investment in the region.

To achieve this, the Senior Management Team has been reviewed and a Development, Business & Housing function created focusing on streamlining existing processes and delivering a commercial approach to our practices to truly become a 'Business Supporting, Business Winning Council' and to bring the customer to the heart of everything delivered within the service. We continue to review capacity to ensure that it can effectively drive forward this agenda.

In June 2012 we launched a **Business & Development Charter** to ensure a more streamlined, consistent, personalised and supportive service to all our customers (see www.telford.gov.uk/business). This is a core part of our narrative as a place '**Destination Telford – Live. Work. Visit. Meet. Locate**' which requires all business facing service areas to be enabling and supportive to business.

The pledges in the charter have now been embedded in new ways of working and initiatives with a number of achievements including:

- The opening of a dedicated 'Business & Planning' First Point within our Wellington Office. The service is resourced by Business Support Officers and Planning Customer Services Officers providing a 'one stop shop' for all business, planning and property inquiries. It provides immediate access to officers dealing with property, land, planning, development, funding for business and wide ranging business support advice all under one roof.
- Achieved regional recognition for the Council's Strategic Application Workshop approach. This Project Team approach is available for all investors that are bringing forward planning applications covering all schemes. We offer '**free pre-planning application advice**' relating to all issues facing investors so as to provide support and explore their ideas prior to investor's spending money at risk.
- Introduction of public speaking at Plans Board – delivering our Co-operative values of 'open & honest' and 'involvement'

- Implementation of a more responsive Development Management Service with faster registration, timely consultation responses and early advice on viability.
- The implementation of the 'Stewardship Agreement' with the Homes and Communities Agency (HCA) which provides that the Council is the single property agent for all Public Sector commercial land assets in Telford. The Council is able to market, negotiate terms and tailor opportunities to specific business needs, providing a flexible and responsive service. Within the first three months of the Agreement we have delivered the first commercial receipt on HCA land in many years. Delivering value to the Treasury but more importantly for Telford creating 160 jobs for the Borough. As a Council we are also acquiring land from HCA to deliver speculative development and facilitate growth. Speculative development has been a key issue with the approach of managing HCA land previously; we have negotiated the removal of this restriction with interest in development increasing significantly.
- Delivery of 800 new homes in the last year continuing a year on year increase in delivery - bucking the regional and national trend and placing the Borough in the top 10% of Authorities for growth in housing stock (2010/11) indicating yet again that confidence is returning and with national house builders showing their assurance in Telford as an investment opportunity.
- Recognition by the National Building Group and Building Magazine of the Council's performance providing a positive economic and planning environment for investment. This ranked Telford at 36 out of 379 Authorities nationally, within the top 10%, and well ahead of Shropshire (122), Herefordshire (201) and Birmingham (267). This measure is important as it provides a quick reference to investors regarding the regulatory and economic risks of investing in a particular area.

The Council alone cannot achieve the goal of increasing jobs and investment in the Borough, and as a Co-operative Council, we are dedicated to working in partnership with public and private sector organisations to deliver jobs and economic activity in our Borough. Engagement with businesses is core to this, and in January 2013 we held our first 'businesses summit', to promote the support that the Council and its partners can offer to local and new businesses.

4. 'A CO-OPERATIVE COUNCIL WORKING WITH THE COMMUNITY'

Being a Co-operative Council underpins everything we do as an organisation. To embed this in the organisation and in relationships with our partners and the wider community we have identified 4 work streams:

1. Adopter Programme

On becoming a Co-operative Council, an adopter programme was developed to identify practical steps to put co-operative working into practice. Key successes to date include:

- Working co-operatively with the Primary Care Trust, we have launched a Health Hub at Civic Offices First Point so that First Point customers can now also access a range of health services
- Working co-operatively with Telford College Arts & Technology, we have opened a new Employability Centre at Meeting Point House offering a full programme of training and advice sessions to help young people and adults back into employment, education and training;
- In Brookside, a pilot ward for co-operative working, we are working alongside local residents, partners, members and the Parish Council to deal with some immediate issues in this area, such as improving street lighting and an environmental clean-up involving Community Payback;
- Telford & Wrekin Crisis Help Network, we are working with a number of local service providers to provide a co-ordinated crisis response for people in the Borough. A project co-ordinator is now in post and their first priority will be to establish a central depot to enable the distribution of food and other essential items
- In partnership with Parish Councils, we have secured new Environmental Action Teams in a number of areas to enhance environmental maintenance.
- We have launched a co-operative ward fund, with 44 projects being funded so far across the Borough. Many of the projects involve funding very local community groups or projects that are run by residents e.g. voluntary youth groups, older peoples groups. Other projects have focused on improving local areas.

This programme will continue based on these principles:

- There will be at least one review or project in each service area (based on proposed new service areas);
- Reviews/projects will be clearly linked to the Council's emerging priorities;
- Reviews/projects will take account of the Council's service and financial planning process and budget position.

A full list of the programme can be found on the Council's website www.telford.gov.uk/

2. Co-operative Commission & Employee Commission;

One of the first steps, the Council took to become a Co-operative Council, was to establish a Co-operative Council Commission made up of our key partners and community leaders and an Employee Commission. **These Commissions were set up in recognition that the Council does not have all the answers or resources to address all of the challenges that the Borough faces.** The Commissions provided an opportunity to capture the knowledge, experience and ideas of both partners and all employees.

Meeting for the first time in September 2011, both of these groups identified issues which they felt would either benefit from or add value to a 'co-operative approach'. These themes were:

Co-operative Commission

- Co-operative values and Communication
- The Image of Telford & Wrekin
- Employment, Skills & the Economy
- Volunteering
- Procurement & Commissioning

Employee Commission

- Employee Engagement & Communication
- Financial Management
- Employee Volunteering
- Social Responsibilities
- Skills Planning Development

Both commissions completed confirmed their recommendations in March 2012, which were formally agreed by Cabinet in May 2012. In conjunction with commissioners, we then started to implement their recommendations.

Both commissions continued to meet in 2012 to review progress in implementing these recommendations. Importantly, we will be looking to both our partners and employees to share in the responsibility of delivering these recommendations.

3. Strengthening Relationships with the Community

To help strengthen our relationship with local people and organisations, we will develop an overarching 'Settlement' in conjunction with the community. The Settlement will be based on the co-operative values and will set out how we will work with the community and partners to deliver our priorities and to put the agreed co-operative values into practice.

Our three existing agreements with the community, the Parish Charter, the Customer Charter and the Voluntary Sector Compact, will be updated and these agreements will set out in greater detail how we will work with Town and Parish Councils, service users and the Voluntary and Community Sector. We have also developed a new Armed Forces Community Covenant which sets out how we will work with the Armed Forces Community within the Borough.

4. More Effective Partnership Working

We continue to strengthen our partnership working through our framework which includes Boards, four main elements:

1. **Boards** – will develop the strategic direction and a high-level delivery plan for a defined agenda. These include:
 - **Children, Young People and Families Board** – with a cross-cutting brief to ensure that the needs of children, young people and families are central to the work of all of our partnership activities. This Board's Plan sets out to identify and address the key challenges which need to be addressed through partnership working to improve the lives and outcomes for children young people and families.
 - **Health & Wellbeing Board** – created through the Health & Social Care Act, this Board will be formally constituted in April 2013. It has responsibility for developing the provision of health and social care services in the Borough commissioned by the Council and the new Telford & Wrekin NHS Clinical Commissioning Group led by GPs. The Health & Wellbeing Strategy identifies the core health and wellbeing challenges facing the Borough and set out how this new partnership will work to address them.
 - **Adult and Children Safeguarding Boards** – central to protecting the most vulnerable in our community. Their role is to 'challenge' to the Council and its partners to ensure that the needs of these most vulnerable groups are met and that they are supported. Both of these Boards are 'cross-cutting' and its their role to see that safeguarding is at the heart of all that the Council and these partners sets out to achieve.
2. **Delivery Functions** – will take forward the priority actions identified by the LSP, Boards and the Co-operative Commission. This includes 'Task Forces' that are established to address specific challenges, including 'Strengthening Families', 'Homelessness Task Force' and 'Family Connect'.
3. **Engagement Partnerships & Forums** (including the Co-operative Commission) – will seek the views of key partners to inform priorities and plans.
4. **Local Strategic Partnership** – will ensure that partnership working is fit for purpose, review the work of the Boards and has a key role to play in addressing the challenges of the Borough. This partnership is made up of leaders from:
 - Telford College of Arts and Technology
 - West Mercia Police
 - Shropshire Fire & Rescue
 - Ironbridge Gorge Museum Trust
 - Telford & Wrekin Council for Voluntary Services
 - Shropshire Chamber of Commerce
 - Telford & Wrekin Council
 - Job Centre Plus

- Telford & Wrekin NHS
Clinical Commissioning
Group

One of its core role is to understand and address the shared challenges facing the Borough and how collectively these organisations can address them. The LSP's immediate focus is on:

- **'Strengthening Families' Task Force** - to improve the outcomes for those families which need multi-agency support through better co-ordinated support.
- **'Homelessness & Resettlement' Task Force** – focussing on relieving significant budget pressures; managing the impact of government benefit reforms; improving the quality and use of accommodation and developing more effective contractual arrangements with Private and Registered Social Landlords. This includes dealing with environmental health issues and developing accreditation schemes.
- **'Employment & Skills' Task Force** – lack of preparedness for work and the necessary skills has been identified as a core barrier to employment in the Borough. This task force is focused on ensuring better communication between employers, training providers (including schools) and those seeking work. It will also focus on developing and enhancing pathways to work such as apprenticeships and volunteering.
- **'Corporate Parenting'** – 'Outcomes' for Children in Care are typically worse than those of their peers. The LSP has recognised that all partners not just the Council have a role to play in supporting our most vulnerable children and young people.

Co-operative Arrangements to 'Narrow the gap'

'Narrowing the gap' between our most deprived and least deprived communities is a central objective of the Council and its partners (see diagram page 24). This focuses on both addressing poverty but also allowing individuals to fulfil their potential. Our Joint Strategic Needs Assessment shows that many of the Borough's core challenges are disproportionately found in the poorest communities: low levels of education attainment and high levels of children in care, high rates of teenage pregnancy, smoking in pregnancy and, poor health, including lower life expectancy.

The Council's **co-operative approach** to 'narrowing the gap' and tackling poverty is to work together with residents, Elected Members, Town and Parish Councils, partners, local organisations and key Council services to collectively 'narrow the gap' between our communities. We want to drive this forward through:

- Effective working between the Council and its partners particularly around poverty and inequalities across communities in relation to Education, Training, Skills and Employment by developing or building upon a partnership approach in key areas across the Borough. A review of these arrangements has been completed by the Council's Co-operative Commission and a partnership task force is implementing their recommendations.
- a multi-agency **'Strengthening Families' Task Force established by the LSP** to improve the outcomes for families in the Borough. This is both a local priority

and one which Government has identified – making available additional funding through a payment by results model. This task force will focus on:

- **Engage with families** to better understand their needs and the way in which they want to receive support – rather than a simple ‘we know best’ model from the Council and its partners
 - **Providing co-ordinated support to families** to meet their needs and to establish their independence from support services.
 - **Taking a holistic view of the ‘family’** with an initial emphasis on supporting adults back into work, addressing criminal and anti-social behaviour and improving school attendance for children.
- Building the capacity of communities and local voluntary organisations to fully engage in a co-operative approach and enabling people to do more for themselves, this will involve the following:
 - Continuing to support new and emerging grass roots resident and community groups via mentoring and skills development, helping them to access funding, and enabling them to take an active role in identifying and addressing local need;
 - Ensuring wherever possible interventions involve an element of ‘up skilling’ local people, by working closely with colleagues from Job Centre Plus, education providers such as TCAT, and other Council services;
 - Developing and implementing local projects and interventions through volunteers from within the community, via the private sector as part of their Corporate Social Responsibility and through the use of ‘Community Payback’;
 - Providing support to small community organisations to build their capacity to develop and deliver co-operative approaches to service delivery;
 - Supporting Ward Members to engage with their communities in their role as local champions and to assist them to understand local need;
 - Working closely with Town and Parish Councils to identify alternative service delivery models.

There will be 3 areas of focus to do this:

- a) **Geographic areas** that have been identified as a priority through the Index of Multiple Deprivation (IMD) or other Strategic Needs Assessments that are carried out locally. It is proposed to initially target the 6 wards with the greatest concentration of residents within the 10% most deprived nationally on the overall IMD as follows, **Woodside, Malinslee, Cuckoo Oak, Brookside, College and Donnington**. The Priority Action Team will operate from various ‘community bases’ within these areas in order to facilitate close working relationships at a local level.
- b) In relation to **Brookside**, this has been identified as the pilot ‘**Co-operative Ward**’ in our Co-operative Council programme and we will be developing a comprehensive action plan, in conjunction with the community, to develop and take forward this initiative.
- c) **Specific Groups** that are identified through analysis as experiencing significant inequalities in comparison to other groups in the Borough. For example, narrowing the attainment gap between children in receipt of free school meals

and their peers and children of a Pakistani heritage and their peers. Addressing these two challenges have been adopted as the Council's 'equality objectives'

For all of these issues, the Council's Priority Action Team will facilitate partnership arrangements to ensure that interventions – are developed that address local need. **We will not adopt a one-size-fits-all approach.**

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CO-OPERATIVE ARRANGEMENTS TO 'NARROW THE GAP'

Employment & Skills Task Force

- Better more effective linkages between employers, training providers, and the labour force to develop a skilled and motivated workforce which meets the needs of local employers.
- Alternative pathways into work – apprenticeships and volunteering
- Narrowing the skills and attainment gap – between the Borough and the UK and within the Borough for example for pupils on Free School Meals

Business Supporting, Business Winning Council

- Proactively seeking inward investment into the Borough to create jobs
- Supporting existing businesses to thrive and grow and to safeguard jobs
- Improving the image of the Borough – to attract inward investment and promote 'Civic Pride'

Supporting Families Task Force

- Better co-ordinated multi-agency support to improve outcomes for families – key focus on 'worklessness' and skills
- Services designed from the bottom-up by users
- 'Family Connect'
- 'Early intervention' and targeted support
- Tackling debt in partnership with CAB

'Targeted Intervention Areas'

- Brookside, College, Woodside, Cuckoo Oak, Malinslee, Donnington
- Work with the different communities to understand their different needs **and develop tailored responses**
- Key focus on skills and readiness for employment

'NARROW THE GAP' BETWEEN OUR MOST AND LEAST DEPRIVED COMMUNITIES

Co-operative Council

- Empowering communities to take responsibility for their neighbourhood and lives
- Working in partnership with communities
- Putting users at the heart of service design

Physical Regeneration

- Improve the physical condition of Neighbourhoods to promote pride and wellbeing
- Physical regeneration of Hadley, Brookside, Oakengates, Sutton Hill

Health & Wellbeing Board: Addressing Health Inequalities

- Narrowing the gap in 'life expectancy' across the Borough
- Reducing the number of children and adults with excess weight
- Reducing smoking
- Addressing early death from cardio vascular disease and cancer

Safer, Stronger Communities Partnership

- Reducing crime & anti-social behaviour
- Addressing alcohol and drug addiction

Homeless Task Force

- Increasing the supply of housing
- Addressing homelessness
- Tackling private sector landlords
- Increasing the number of homes which meet the 'minimum homes standard'

It is proposed to review the existing local partnership arrangements such as the Neighbourhood Delivery Groups to ensure they are 'fit for purpose' and able to address local issues. It is not proposed to create burdensome partnership structures but to use a range of mechanisms that are appropriate to local circumstances and issues. It is likely that these local working arrangements will include:

- **Multi-agency Task Force and Task and Finish Groups** developed where appropriate to consider the data and intelligence, agree key issues and develop and monitor appropriate action plans.
- **Involvement of Ward Members, Town and Parish Councils** local agencies and services, voluntary groups, and residents as appropriate
- Groups to be actively looking for '**co-operative solutions**' to issues through consideration of alternative delivery of services or interventions, or improving existing service delivery to better meet community needs
- Delivery through or links to other existing partnerships such as **Donnington Partnership** or **Regeneration Partnerships** where applicable, this may involve those groups developing interventions that contribute to the action plans
- Reporting will be to the **LSP Executive, Cabinet** and relevant **LSP Delivery Partnerships** on progress, sharing good practice and highlighting issues and blockages as appropriate – these groups will also 'task' the local partnership to provide support in tackling specific issues identified at a strategic level.

5. Making the Change

Communication - Co-operative Council is a challenging concept to communicate. We therefore plan to continue to step-up the communication campaign as more schemes begin to give residents, employees and other groups a better understanding of what being a Co-operative Council means, the difference it makes and how they can get involved.

Skills - workforce planning sessions have been taking place with Service Delivery Areas following restructuring to establish their workforce needs for the future and how restructuring has changed these. A Workforce Strategy will be developed based on these findings together with the needs of being a Co-operative Council. The strategy will be kept under review to ensure that emerging themes and priorities are addressed

The 'day job' - whilst the Adopter Programme will include at least one major review or initiative in each service area, it is also important that those working in services that are not directly involved in this are also starting to think about how they can work more co-operatively on a day to day, smaller-scale basis, for example how could employees and service users be more involved in planning the service? To support this, we will ask all services to identify how they could work more co-operatively as part of the service planning process.

Leadership - central Co-operative Council Delivery Team has been created to play a key role in the transition to becoming a Co-operative Council and in the longer-term, a Co-operative Borough. This will focus on:

- on developing a new vision and priorities, overseeing service planning and performance management, gathering intelligence and developing partnership working, including through the Co-operative Commission ;
- on community engagement and involvement, developing relationships and co-operative working with Town and Parish Councils and the Voluntary and Community Sector, promoting volunteering and civic participation and carrying out targeted work with local communities to help 'narrow the gap'.
- proactive, priority-led communication and marketing of the Council and its services;
- developing our approach to becoming a Co-operative Council/Borough, overall project management and co-ordination of Co-operative Council work-streams and supporting policy/strategy development Council-wide, particularly the Service & Financial Planning Strategy.

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5. DELIVERING OUR PRIORITIES

Our focus as a Co-operative Council has to be on addressing the needs in the community and the delivery of key outcomes within the resources available. Following a 6-month period of public consultation, the Council has adopted seven priorities:

We will:

- ***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***
- ***protect and support our vulnerable children and adults***
- ***ensure that neighbourhoods are safe, clean and well maintained***
- ***regenerate those neighbourhoods in need and work to ensure that local people have access to suitable housing***
- ***improve the health and wellbeing of our communities and address health inequalities***

We will put our children and young people first

Our focus is on ensuring that children and young people have the best possible start in life to improve their life chances as adults. We want children and young people to have healthy and active lives to ensure good physical and mental health throughout their lives. We want to tackle excess weight in children and young people to avoid health issues such as diabetes later in life and reduce the number of children and young people who start to smoke to reduce heart disease and cancer. We want to support children and young people to maximise their potential through education and training. We will give children and young people a voice to shape and inform their lives. We want to encourage our children and young people to play a positive active role in our communities through, for example, volunteering to nurture community cohesion.

It is through the delivery of our other priorities that we will put children & young people first.

Against each of these other priorities, we have identified a series of outcome measures which we will focus on driving improvement against. These are set out below with the latest performance data available at the end of 2012. We specifically review our performance against these measures 3-times a year at 6,9 and 12 months. This analysis can be found at www.telford.gov.uk/facts&figures.

We will protect and create jobs as a ‘Business Supporting, Business Winning Council’

We will work better, more effectively with our partners to support existing businesses and to attract new businesses and investment into the Borough to create jobs. We will work to support entrepreneurs, whatever the size of the business.

Indicator Title	2010-11	2011-12	Annual Direction of Travel	National Comparator 2011-12	Comparison to national position 2011-12	Latest performance as available at December 2012	Estimate of 2012-13 outturn	Direction of travel compared to 2011-12	Additional information/ commentary
Number of Jobs within Borough	77,900	75,800	Getting worse	-	-	75,800	-	-	2011-12 carried forward
Unemployment rate	9.4%	8.6%	Getting better	8.1%	Worse	8.0%	-	Getting better	West Midlands (8.6%) England (7.9%) figures for year Oct 2011 to Sept 2012
Youth unemployment rate	27.3%	23.1%	Getting better	21.1%	Worse	26.2%	-	Getting worse	West Midlands (21.8%) England (20.9%) figures for year Oct 2011 to Sept 2012
Young people not in education, employment or training	-	8.5%		6.1%	Worse	6.6%	6.8%	Getting better	

We will improve local people's prospects through education and skills training

Through investment in education and training, we will work to ensure that all local people have opportunities to fulfil their potential. We will work to address inequalities in educational attainment to reduce deprivation in the Borough. We want to keep our own local talent and develop a well educated and trained workforce. We will improve the prospects of 18 to 24 year olds through apprenticeships and work experience opportunities.

Indicator Title	2010-11	2011-12	Annual Direction of Travel	National Comparator 2011-12	Comparison to national position 2011-12	Latest performance December 2012	Estimate of 2012-13 outturn	Direction of travel compared to 2011-12	Additional information/ commentary
% of workforce with level 3 qualifications	15.6%	16.3%	Getting better	17.1%	Worse	16.3%	-	-	2011-12 carried forward
% of workforce with level 4 qualifications	28.4%	29.7%	Getting better	30.4%	Worse	29.7%	-	-	2011-12 carried forward
Achievement of at least 78 points across EYFS with at least 6 in each of Personal, Social and Emotional Development, Communication, Language and Literacy	52.0%	52.0%	No change	59.0%	Worse	55.0%	55.0%	Getting better	England average 64% for 2012/13. Gap to national performance has widened.
Achievement rate of level 4 or above in both English and Maths at KS2	71.0%	73.7%	Getting better	74.0%	Comparable	79.7%	79.7%	Getting better	The national comparator for 2012/13 is 80%.
Achievement rate of 5 A*-C GCSE's or equivalent including English and Maths	55.9%	57.9%	Getting better	58.4%	Comparable	61.3%	61.3%	Getting better	The national comparator for 2012/13 is 59.0%.
* The attainment gap between FSM and their peers at KS2 (% point)	22.0	17.0	Getting better	17.0%	Worse	23.0	23.0	Getting Worse	60% of FSM pupils achieved this target compared to 83% for other pupils.

Indicator Title	2010-11	2011-12	Annual Direction of Travel	National Comparator 2011-12	Comparison to national position 2011-12	Latest performance December 2012	Estimate of 2012-13 outturn	Direction of travel compared to 2011-12	Additional information/ commentary
* The attainment gap between FSM and their peers at KS4 (% point)	27.0	29.0	Getting worse	-	-	28.8	28.8	Getting Better	37.3% of FSM pupils achieved this target compared to 66.1% of their peers.
* The attainment gap between Pakistani children and their peers at KS2 (rolling 3-year average % point)	14.1	26.1	Getting worse	-	-	26.1	26.1	No change	68.4% of Pakistani pupils achieved this target compared to 80.6% of their peers.
* The attainment gap between Pakistani children and their peers at KS4 (rolling 3-year average % point)	23.0	11.4	Getting better	-	-	10.4%	10.4%	Getting better	45.5% of Pakistani pupils achieved this target compared to 54.7% for their peers.
Achievement rate of a level 2 qualification by the age of 19	74.0%	77.0%	Getting better	82.0%	Worse	80.0%	80.0%	Getting better	
Achievement rate of a level 3 qualification by the age of 19	51.0%	53.0%	Getting better	60.0%	Worse	57.0%	57.0%	Getting better	

(* these measures have been adopted as the Council's Equality Objectives)

We will protect and support our vulnerable children and adults

The best place for most vulnerable children, young people and adults is with their families and in their own communities. Children will be in care for the right reasons. Services for families will be stronger, and will offer support early on. Outcomes for children in care will improve and adults will keep their independence in their communities for longer. We will work to support children and adults who care for a family or friend.

Indicator Title	2010-11	2011-12	Annual Direction of Travel	National Comparator 2011-12	Comparison to national position 2011-12	Latest performance December 2012	Estimate of 2012-13 outturn	Direction of travel compared to 2011-12	Additional information/ commentary
% of children now aged 19 who were looked after in their 17th year who were in education, training or employment in the four months around their 19th birthday	41.6%	52.6%	Getting better	64.0%	Worse	30% (3/10)	-	Getting worse	Further research commissioned to understand and drive this forward.
Number of children in care (rate per 10,000 population under 18)	68.3	79.5	Getting worse	59.0	Worse	79.6	79.6	No change	The rate per 10,000 has stabilised after a period of admissions affected by 3 large families. However it remains high compared to the national average. Statistical neighbour average was 72.1 at year end and half year West Midlands was 71, both closer to our own figures.
Children subject to a Child Protection Plan (rate per 10,000 population)	54.3	58.6	Getting worse	37.8	Better	37.8	38.0	Getting better	Reduction in numbers is due to a range of factors including more effective support or protection through redesign of Child Protection Plans and the style of Child Protection conferences, more sophisticated approach to which children need child protection investigations and plans

Indicator Title	2010-11	2011-12	Annual Direction of Travel	National Comparator 2011-12	Comparison to national position 2011-12	Latest performance December 2012	Estimate of 2012-13 outturn	Direction of travel compared to 2011-12	Additional information/ commentary
% of children with a Child Protection Plan who had previously had a Plan	12.4%	16.2%	Getting worse	13.8%	Worse	17.8%	17.0%	Getting worse	Our performance remains poor in terms of numbers of subsequent plans, neglect being the predominant category of abuse. New model of working in development with Sheffield University and applying some learning arising from recent case audits
% of children who were in care for 2.5 years with the same placement for 2 years	73.3%	79.2%	Getting better	68.0%	Better	73.1%	74.0%	Getting worse	This is a drop in 5 children
% of children in care who get 5 GCSEs A*-C including English and Maths	10.5%	20.0%	Getting better	15.1%	Better	35.7%	35.7%	Getting better	
% children in care reaching level 4 in maths at KS2	50.0%	29.0%	Getting worse	56.0%	-	61.5%	61.5%	Getting better	Provisional figures
% children in care reaching level 4 in English at KS2	50.0%	14.0%	Getting worse	48.0%	Worse	61.5%	61.5%	Getting better	Provisional figures
% of care leavers at 19 in suitable accommodation	79.2%	68.4%	Getting worse	88.0%	Worse	80% (8/10)	80.0%	Getting better	Un-validated data based only on the children who have reached the end of their 4 month window for recording activity. Ongoing collection of data for the remaining 11 in the cohort
Proportion of people using social care who receive self-directed support	30.2%	36.2%	Getting better	43.0%	Worse	37.0%	46.0%	Getting better	The 46% represents 100% of eligible clients. As part of the transformation of services and new reporting requirements that will be introduced nationally, we expect this to be closer to 60% at year end.

Indicator Title	2010-11	2011-12	Annual Direction of Travel	National Comparator 2011-12	Comparison to national position 2011-12	Latest performance December 2012	Estimate of 2012-13 outturn	Direction of travel compared to 2011-12	Additional information/ commentary
Proportion of people using social care who receive direct payments	5.4%	5.8%	Getting better	13.7%	Worse	5.1%	5.1%	Getting worse	The drop in direct payments needs looking at in more detail.
Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into re-ablement/rehabilitation services (Those offered Intermediate Care)	77.9%	74.3%	Getting worse	82.6%	Worse	-	-	-	The sample is identified for the period October to December with follow-up 91 days later in January to March. A drop in success can be attributed to more people going through re-ablement and not limiting it to those who would only be successful.
People receiving re-ablement service who need no support at the end of their service	-	37.0%	-	-	-	36.0%	36.0%	No change	Although the proportion of people leaving re-ablement with no support has decreased, it actually represent an increase in numbers from 270 in 2011/12 to projected 340 in 2012/13.
Delayed transfers of care from hospital	-	8.6	-	9.8	Better	4.7	4.7	Getting better	Although our Delayed Transfer of Care numbers have reduced to below national, we are working with a regional project to gain a better understanding of these numbers.
Delayed transfers of care from hospital which are fully or partially attributable to adult social care	-	4.2	-	3.8	Worse	2.8	2.8	Getting better	Although our Delayed Transfer of Care numbers have reduced to below national, we are working with a regional project to gain a better understanding of these numbers.
Carer-reported quality of life	-	-	-	-	-	-	-	-	This will come from the 'Carer Survey' which has been carried out for the first time and is due for completion in March 2013.

Indicator Title	2010-11	2011-12	Annual Direction of Travel	National Comparator 2011-12	Comparison to national position 2011-12	Latest performance December 2012	Estimate of 2012-13 outturn	Direction of travel compared to 2011-12	Additional information/ commentary
The proportion of carers who report that they have been included or consulted in discussion about the person they care for	-	-	-	-	-	-	-	-	This will come from the 'Carer Survey' which has been carried out for the first time and is due for completion in March 2013
The proportion of people being assessed who feel they were treated with dignity and respect	91.2%	95.3%	Getting better	-	-	95.8%	95.8%	Getting better	

We will ensure that neighbourhoods are safe, clean and well maintained

Through partnership working, we will work to improve the physical condition of our neighbourhoods reduce the level of crime and anti-social behaviour in the Borough to improve neighbourhood pride. We will work with families that display anti-social behaviour and people will not be as worried about this issue and crime. We want to celebrate the things that are special about Telford and Wrekin and work to develop a stronger local identity. Volunteering will be at the heart of community action and we will work with local people to build respect for the Borough.

We want to have high and consistent levels of cleanliness across all of our neighbourhoods. The condition of roads and footways will have improved. We will have one of the highest recycling rates in the West Midlands and household waste services will be efficient and easy to use.

Indicator Title	2010-11	2011-12	Annual Direction of Travel	National Comparator 2011-12	Comparison to national position 2011-12	Latest performance at December 2012	Estimate of 2012-13 outturn	Direction of travel compared to 2011-12	Additional information/ commentary
Overall Crime rate per 1,000 population	69.8	67.6	Getting better	70.6 (England & Wales)	Better	38.8	58.2	Getting Better	
Overall ASB rate per 1,000 population	80.9	66.0	Getting better	49.0 (England & Wales)	Worse	44.4	59.1	Getting Better	
% of resident with a fear of crime	54.0%	45.0%	-	38.1% (West Mercia average)	Worse	45.5	-	No change	
% of residents who feel that their neighbourhood is one where people of different backgrounds get on well together	75.0%	Data not available	-	-	-	-	-	-	Progress against these measures will be benchmarked through January 2013 Community Panel Survey. It is expected that the data will be available early March.

Resident satisfaction with recycled and household waste collections	81.0%	Data not available	-	-	-	-	-	-	
Resident satisfaction with cleanliness of local neighbourhood	61.0%	Data not available	-	-	-	-	-	-	
Resident satisfaction with the conditions of roads	34.0%	Data not available	-	-	-	-	-	-	
Resident satisfaction with the conditions of pathways	38.0%	Data not available	-	-	-	-	-	-	
Resident satisfaction with borough parks	82.0%	Data not available	-	-	-	-	-	-	
Resident satisfaction with Town Park	88.0%	Data not available	-	-	-	-	-	-	
Rate of recycling within the borough	43.0%	43.0%	No change	40.1%	Better	44.2%	43.0%	No change	Performance ahead of anticipated outturn. Expected to fall over the next two months due to the reduction in green collected over winter months.

We will regenerate those neighbourhoods in need and work hard to ensure that local people have access to suitable housing

We will complete our plans to regenerate Brookside, Hadley, Sutton Hill and Oakengates. We will work with our partners to ensure that there is enough good quality housing for residents and newcomers into the Borough. New housing developments will be well designed and help to build sustainable communities and there will be a balance of private and affordable housing that meets the needs of the local community. We want the condition of privately rented accommodation to be consistently better.

Indicator Title	2010-11	2011-12	Annual Direction of Travel	National Comparator 2011-12	Comparison to national position 2011-12	Latest available performance December 2012	Estimate of 2012-13 outturn	Direction of travel compared to 2011-12	Additional information/ commentary
Number of homeless acceptances per 1,000 households	1.6	2.3	Getting worse	2.0	Better	1.4	1.9	Getting Better	There were 136 homeless acceptances in 2011/12. There have currently been 97 in 2012/13 and we are projecting to end the year with 130 acceptances.
% of all homeless households which were of 16 to 24 year olds	68.5%	56.6%	Getting better	35.0%	Worse	56.4%	56.3%	No change	There were 77 16 to 24 year olds accepted in 2011/12. There have been 51 in 2012/13 to date and we are projecting to finish in a similar position to last year. We anticipate that those figures will reduce further as a result of the various interventions and joined up working relationships with partner agencies.

Indicator Title	2010-11	2011-12	Annual Direction of Travel	National Comparator 2011-12	Comparison to national position 2011-12	Latest available performance December 2012	Estimate of 2012-13 outturn	Direction of travel compared to 2011-12	Additional information/ commentary
The number of nights that bed & breakfast are used per annum	5,107	6,139	Getting worse	-	-	2,543	2,600	Getting Better	Every effort is being made to avoid the use of bed & breakfast and through creative use of property and prevention programmes and in house mediation being undertaken in partnership with our colleagues in other agencies. This work will continue where we will strive to maintain low numbers wherever possible.
% of homelessness cases prevented or relieved	68.3%	69.3%	Getting better	-	-	66.9%	65.8%	Getting worse	There were 306 homeless cases prevented or relieved during 2011/12. As at 31/12/12, 192 during 2012/13 and we are projecting to finish the year at about 250.
% of 16 -17 year olds accepted as homeless	25.4%	21.3%	Getting better	-	-	18.6%	19.2%	Getting Better	This is a local measure that shows a continual decline in the number of 16 - 17 year old accepted as homeless over the last 3 years. There were 29 accepted during 2011/12 and we are predicting this to fall to 25 this year.
% of 16-17 year olds in bed & breakfast accommodation	50.0%	18.7%	Getting better	-	-	Zero	Zero	Getting Better	Bed & breakfast is only used as a last resort, with very low numbers over the last 3 months to 31/12/12. There are currently no 16-17 year olds in bed & breakfast accommodation (31/12/12)
Number of new homes built per annum (gross)	687	776	Getting better	-	-	776	-	-	2011-12 carried forward. The figures for 2012/13 will come from the end of year planning applications study.

We will improve the health and wellbeing of our communities and address health inequalities

There is a significant 'gap' in life expectancy and differences in the experience of ill-health between different communities across the Borough. We want to address this by improving the health and wellbeing in our most deprived communities. Key to this will be the adoption of 'healthy lifestyles', including using the opportunities provided by our leisure and culture facilities for people to become more active.

Indicator Title	2010-11	2011-12	Annual Direction of Travel	National Comparator 2011-12	Comparison to national position 2011-12	Latest available performance December 2012	Estimate of 2012-13 outturn	Direction of travel compared to 2011-12	Additional information/ commentary
Hospital admissions caused by unintentional and deliberate injuries in under 18s	137.4	117.0	Getting better	124.0	No significant difference to National	117.0	-	-	2011-12 data carried forward
% of reception children who are obese	10.6%	10.4%	Getting better	9.4%	No significant difference to National	10.4%	-	-	
% of year 6 children who are obese	20.1%	18.7%	Getting better	19.0%	No significant difference to National	18.7%	-	-	
Mortality from all cardiovascular diseases (including heart disease and stroke, rate per 100,000 population under 75, annual trend)	77.8	80.3	Getting worse	64.7	Significantly worse than National	80.3%	-	-	
Premature mortality from all cancers (rate per 100,000 population under 75 years)	122.9	122.6	Getting better	110.0	Significantly worse than National	122.6	-	-	

Indicator Title	2010-11	2011-12	Annual Direction of Travel	National Comparator 2011-12	Comparison to national position 2011-12	Latest available performance December 2012	Estimate of 2012-13 outturn	Direction of travel compared to 2011-12	Additional information/commentary
Male life expectancy at birth (years)	77.4	77.5	Getting better	78.6	Significantly worse than National	77.5	-	-	
The under 18 conception rate per 1,000 girls aged 15-17 years	52.7	47.5	Getting better	35.4	Significantly worse than National	45.8	-	Getting better	Rolling quarterly average data as at Sept 2011 (latest available nationally published data Dec 12)
Smoking related deaths (rate per 100,000 population)	248.8	238.0	Getting better	211.0	Significantly worse than National	238.0	-	-	2011-12 carried forward
Hospital admissions attributable to smoking (rate per 100,000 population)	1,381	1,579	Getting worse	1,417	No significant difference to National	1,579	-	-	
Smoking in pregnancy (% of mothers smoking at delivery)	23.6%	22.7%	Getting better	13.1%	Significantly worse than National	22.3%	-	Getting better	Target set for 2012/13 = 20% 2012/13 performance Q1 = 20.0% Q2 = 22.5% Q1-Q2 = 22.3%
Breast feeding (% of infants breastfeeding at 6 to 8 weeks)	33.2%	32.9%	No change	47.0%	Significantly worse than National	33.9%	-	Getting better	Target set for 2012/13 = 34.5% 2012/13 performance Q1 = 32.9% Q2 = 34.8% Q1-Q2 = 33.9%
Hospital admissions as a result of self-harm (rate per 100,000 population, all ages)	238.0	203.0	Getting better	212.0	No significant difference to National	203.0	-	-	2011-12 carried forward

Indicator Title	2010-11	2011-12	Annual Direction of Travel	National Comparator 2011-12	Comparison to national position 2011-12	Latest available performance December 2012	Estimate of 2012-13 outturn	Direction of travel compared to 2011-12	Additional information/ commentary
Smoking cessation rate (rate of successful quitters, per 100,000 pop)	1,452	1,482	Getting better	944	Significantly better than National	1,482	-	-	
Successful four week smoking quitters (as a % of estimated adult smokers)	4.9%	6.3%	Getting better	4.1%	Significantly better than National	6.3%	-	-	

DRAFT

6. TELFORD & WREKIN THE BOROUGH: KEY FACTS & FIGURES

THE PLACE

- Located at the heart of the UK, the Borough covers some 112 miles², **68% of which is classified as 'rural'**
- The key settlements are:
 - **Telford** - made-up from 1960s new town estates and 'Borough towns' which existed before Telford was developed. These Borough Towns include Oakengates, Wellington, Madeley and Dawley
 - **Newport** - to the north-west of the Borough and the location of Harper Adams University College.
 - **Ironbridge** - a UNESCO World Heritage Site located on the northern banks of the River Severn the birthplace of the industrial revolution.
- The Borough is well connected to the UK via the M54 and Telford International Railfreight Terminal. Developed as a new town, Telford has a modern road network with little congestion and ample capacity.

POPULATION

- The population of the Borough is some 170,300
- The age profile of the population is younger than but very close to the national age structure
 - 0 to 15 population 34,300 20.1% compared 18.7% nationally
 - 65+ population 24,800 14.5% compared to 16.5% nationally
- The population is growing and is expected to rise to 196,300 by 2026.
- As it grows the population is changing:
 - By 2026 the number of residents aged 65+ will have increased by 37%
 - The proportion of the population from Black or Minority Ethnic Group is increasing – from 5.4% in 2001 to 10.5% currently

ECONOMY

- There are some 4,500 registered businesses in the Borough employing around 75,000 people.
- Some 20% of these jobs are in foreign owned companies: 48 are US, 28 German, 16 French and 14 Japanese.
- Manufacturing remains important in the Borough. The proportion of jobs in key sectors are:
 - Public 21%
 - Retail, hotels and restaurants 13%
 - Manufacturing 19%
- There is a strong bias in local economy towards automotive and advanced manufacturing, logistical and engineering related activities. The Borough is a favoured location for Tier 1 and Tier 2 automotive suppliers including Borgers, Denso, Cobra, Johnson Controls and Stadco.

- The Borough has some 400 acres of available land for commercial development – more than any other local authority in the West Midlands.
- Weekly wage rates in the Borough (£467.50) remain below the national average (512.10) but are comparable with the regional rate (469.20)

EDUCATION & SKILLS

- The Borough has excellent education and training providers: including local schools, New College, Telford College Arts & technology, Harper Adams University and the University of Wolverhampton.
- Educational outcomes in the Borough are improving:
 - GCSE (5 A* - C including English & Maths) attainment (60.7%) has risen each year for the past 6 years, closing the gap and exceeding national rates (58.6%)
 - Foundation stages (78 points) – is now 55%, a 18% improvement from 2007 but below the national rate of 64%.
- However, there are still significant differences in outcomes for children in receipt of free school meals, Pakistani heritage children and Children in Care.
- Higher level workforce skills NVQ3 (16.3%) and NVQ4 (29.7%) level qualifications are improving and are now broadly comparable to national levels (17.1% and 30.4% respectively).

DEPRIVATION

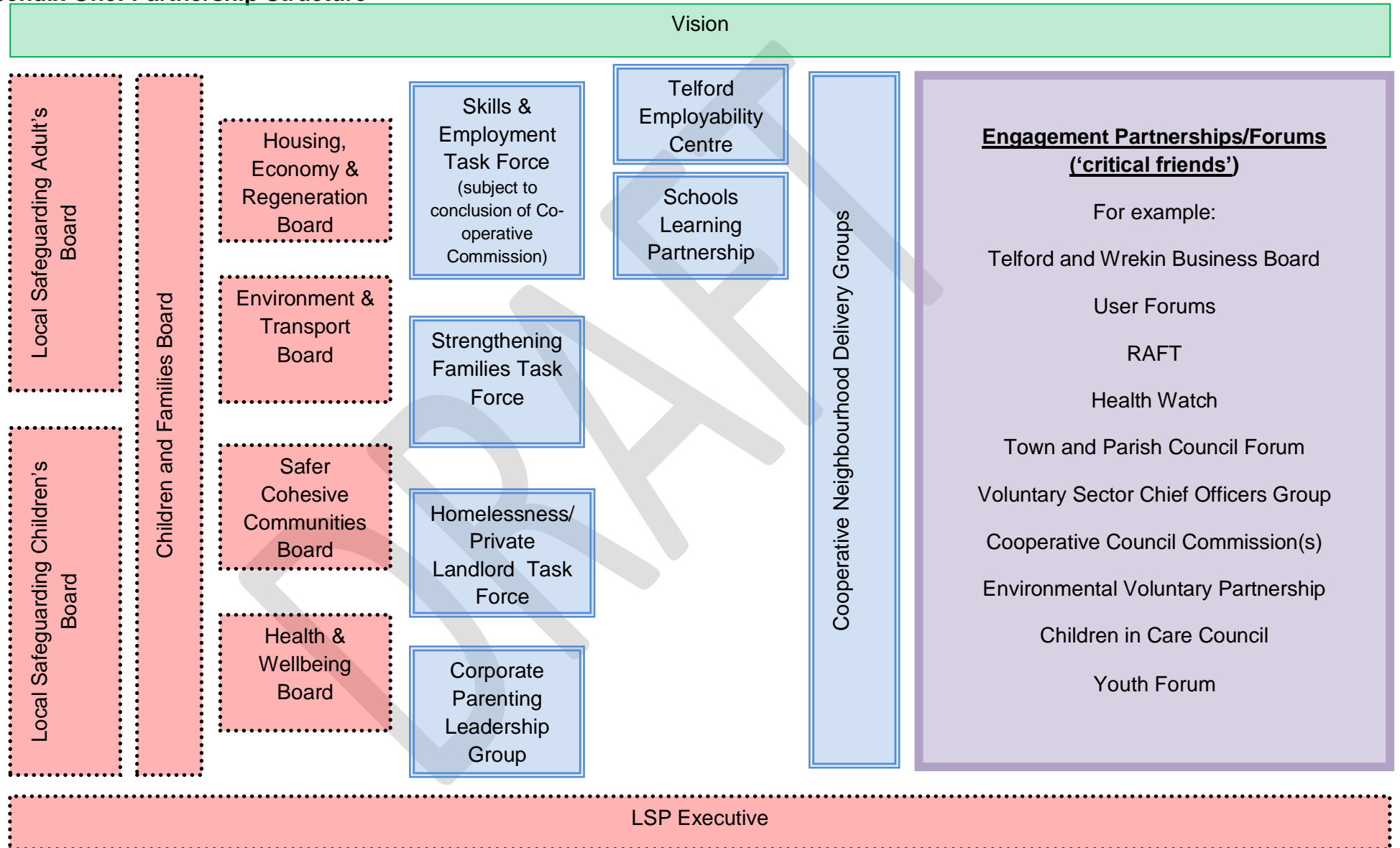
- The Borough is ranked as the 96th most deprived local authority area in England
- 14 neighbourhood areas are ranked among the 10% most deprived in England. These are focused in 6 wards: Woodside, Malinslee, Cuckoo Oak, Brookside, Hadley & Leegomery, Dawley Magna, College and Donnington.
- Around a quarter (24%) of the Borough's total population live in the amongst the 20% most deprived parts of England.

HEALTH

- Although increasing, male life expectancy is worse than the national average (77.5 compared to 78.6 years). The female rate is broadly the same as the national rate.
- The two key causes of early death in the Borough are cancer (217 per year) and cardiovascular disease (140 per year) and rates are worse than the national average.
- Levels of breastfeeding and smoking in pregnancy are worse than the national average, particularly among young mothers
- Although improving, childhood obesity in 4-5 year olds remains above the national rate (24.9% and 22.6% respectively). However the rate for 10-11 year olds is below the national rate and falling.
- Teenage pregnancy rates are falling (47.5/1000 pop 15-17 year olds) but remain above the national rate (35.4).

More information about the Borough can be found at www.telford.gov.uk/factsandfigures

Appendix One: Partnership Structure



Key:

Pink – Strategic Function

Blue – Delivery Function

Purple – Engagement/Critical Friend

TELFORD & WREKIN COUNCIL

CABINET - 28 MARCH 2013

PROVISION OF SUPPORTING PEOPLE SERVICES

REPORT OF ASSISTANT DIRECTOR: CARE AND SUPPORT

LEAD CABINET MEMBER – CLLR LIZ CLARE

PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

To advise members of the proposals for the future re-modelling of Supporting People services, procurement requirements and to seek delegated authority to enter into contractual arrangements with the preferred providers identified through the re-tendering process.

2. RECOMMENDATIONS

It is recommended that the following actions are approved:

- 2.1 Approve the proposals for the future Supporting People model including the proposed timescale for delivery**
- 2.2 Approve the proposed access and referral process into the newly modelled services and the impact on the structure and function of the Housing Needs**
- 2.3 Agree the award of three year contracts (with the option to extend for a further two years subject to satisfactory performance) as per the Council's requirements to the preferred provider(s) in accordance with the Council's Constitution to the Assistant Director following consultation with the Cabinet member for Care and Support.**
- 2.4 Grant delegated authority to the Council's authorised signatories after consultation with the Assistant Director to enter into appropriate contractual agreements, following consultation with the Cabinet Member for Care and Support. Subject to the terms and conditions recommended by the Assistant Director Law, Democracy and Public Protection.**

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	<p>Adult Care and Support Priority Plan</p> <p>(a) Improve quality of life continuing to develop good quality and effective prevention services by supporting local people who require assistance to maintain good health and independence longer</p> <p>(b) Maintain health & wellbeing Increase support to people to maintain or regain their independence through early intervention, preventative services and reablement so that people can continue to live at home</p>
	Will the proposals impact on specific groups of people?	
	Yes	The service will impact on vulnerable people from all recognised client groups. A large amount of consultation with existing service providers has taken place over the last 12 months and Service User consultation is scheduled in order to mitigate any risk of adverse impact.
TARGET COMPLETION/ DELIVERY DATE	Sheltered Housing and Floating Support to be remodelled by September 2013. Hub and Outreach model to be fully implemented by April 2014	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	The service area has a budget saving target of £1.1m to achieve over the period 2011/12 to 2013/14 of which £650k has been achieved to date. The remodelling proposed in this report will enable further significant savings to be made. The exact value of the savings will not be known until the completion of the retendering and remodelling process is complete.
LEGAL ISSUES	Yes	The Council has a power to fund services to help vulnerable people live independently. In using that power the Council needs to comply with formal procurement requirements and also the general principles of fairness, equal treatment and non discrimination. Compliance is shown by commissioning effectively, demonstrating value for money and providing community based preventative support based on the results of consultation. In addition the current contractual arrangements will need to be considered in detail and where extension clauses have been included such contracts will need to be extended if appropriate.

OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	A risk profile has been developed to manage the project
IMPACT ON SPECIFIC WARDS	Yes	Borough-wide impact

PART B) – ADDITIONAL INFORMATION

4. INFORMATION

- 4.1 The provision of Supporting People Services is an important element of the council's preventative service provision providing the delivery of housing related support which encompasses a wide preventative role aiming to promote independence, confidence building and social inclusion. Supporting People helps to alleviate pressures in the local health and social care systems by maximising independent living and avoiding more costly long-term residential care. National research commissioned by the Department of Communities and Local Government indicates that through our £3.4million investment in Supporting People services a net benefit of approximately £10.3 million is realised by preventing the use of more costly services.
- 4.2 Housing related support can be delivered to people in their own homes with the use of floating support and/or community alarms (Floating Support is support that is delivered to the person and is not tied to a particular location or accommodation listed under a contract hence it can be delivered to a person in their own privately owned accommodation). Housing related support can also be delivered in specialist accommodation such as accommodation based support schemes or Sheltered Housing schemes.
- 4.3 The existing Supporting People service provision is for 33 contracts throughout the Borough of Telford & Wrekin and these provide housing related support, sheltered housing, community alarm services and support in extra care housing to the most vulnerable client groups in the area covering a wide range of client groups and accommodation bases. All these existing contracts expire on 30th September 2013.
- 4.4 Through working with existing providers and contractual provisions savings of £650k arising from changes to existing contracts have been achieved since 2011/12. However additional savings can not be achieved through further variations to costs under existing contracts without a detrimental effect on the quality or capacity of those services to meet the needs of the most vulnerable service users. In order to achieve further savings services need to be re-modelled to mitigate the impact by ensuring that services are delivered on the basis of need not tenure. Remodelling will have the added benefit of modernising services into the future, aligning them with new council priorities and

ensuring we are paying for services that are efficient, effective, personalised, needs led and ultimately what service users want.

- 4.5 It is recognised that if a large re-modelling exercise is to be undertaken, although it would be the most sustainable way of making savings, it would impact on the timescales for delivering these savings. Due to the complexity of the project and the large amount of consultation required a phased implementation is advocated.
- 4.6 As mentioned earlier current contracts are held with a number of providers to deliver a wide range of housing related support services across a variety of client groups. The majority of these services may appear to be inflexible due to the way in which the contracts and services were constructed some years ago. An example of this would be the large amount of contracts that are units based and linked to accommodation which results in services available only to those in accommodation provided by social landlords. People who reside in privately owned or rented accommodation and wish to receive support to remain independent cannot currently access these services.
- 4.7 Following a large amount of ongoing consultation with existing local providers over the last year, a new service delivery model has been proposed that will lead to a reduction in the number of contracts, will continue to deliver a service to existing service users but will result in a more flexible, equitable, joined up and needs led service.

It is proposed that the new service model will consist of the following elements:

- **Older People Sheltered Housing**
 - Separate from above
 - Large element of support provided through intensive housing management model

- **Floating Support**
 - Borough wide
 - Cross Tenure
 - Generic
 - Possibly one contract to be awarded to one provider
 - Provider may sub-contract to meet specification
 - Consider award of contract on geographical configuration

- **Hub and Outreach**
 - Accommodation based
 - Outreach Support
 - Specialist/client group specific delivery
 - Local providers encouraged to form consortium and bid to meet high level broad specification

4.8 In order to support and manage the access of service users into the above service model the development of a Local Authority owned access and referral route is proposed. Initial mapping work has been undertaken to develop a route that could be utilized for all low level preventative services through broadening the remit of the existing Housing Needs Team. The aim would be to provide a single access point for service users requiring housing, housing related support and/or other preventative services. This proposal would also entail the Local Authority undertaking an initial needs assessment allowing a co-ordination of preventative services and housing to help meet the service users' needs.

4.9 Utilising existing staffing capacity it is proposed that the implementation of the above model is undertaken in a phased approach. This would lead to the Sheltered Housing and Floating Support element being implemented by September 2013 followed by the implementation of the hub and outreach element of the new service model in April 2014.

- **Sheltered Housing**

The transformation of the Sheltered Housing element will require working with all providers of this service to ensure intensive housing management hours and funding are maximised. This element of the service can then be funded through Housing Benefit and the amount of Supporting People housing related support required reduced. Some £250k of the savings realised to date have been achieved through this reconfiguration of service funding with a major social registered landlord. Further consideration needs to be given to procurement options in this area.

- **Floating Support**

The floating support element of the new model will require a procurement exercise to be undertaken to incorporate all existing contracted hours. It is anticipated that a fair hourly rate can be achieved through this testing of the market.

- **Hub and Outreach**

The implementation of the hub and outreach model will be slightly more complex hence the longer timescale. It is considered that delivery of the entire service model under one contract by a single provider would be undeliverable. The aim is to encourage providers to work together and form consortiums in order to tender against the broad specification issued by the Local Authority. This will ensure a diverse market, achieve efficiencies through joined up working, protect smaller local providers but at the same time reduce the complexity of contracts that the Local Authority has to manage. In order to allow providers time to work together and form consortiums a longer timeframe has been proposed. Work has already begun to support this by sharing contact details amongst current service providers. As flagged up there may be a need to extend some existing contractual arrangements .

- **In House SP Services**

As part of the mapping of existing services there are a small number that do not translate across to the new model. These are Adult Placement Contracts for Adults with Learning Disabilities that deliver a service whereby a family support a service user to live with them. These contracts are held with the Local Authority and one external provider. Due to the interdependencies of the accommodation and support, further consideration will need to be given to arrive at a practical procurement solution. The Home Improvement Agency also receives funding from the Supporting People budget and is widely recognised to deliver a valued preventative service. It is proposed that these services continue in their current models of provision.

- 4.10 It is hoped that the new model will not only improve the delivery of Supporting People Services and achieve savings but by developing a clear access and referral route that is co-ordinated with housing further benefits will be realised in the joined up delivery of the Local Authorities preventative services. Savings can be made by moving to this model however until the new model is implemented and a tender exercise undertaken exact costs will not be known.

5. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

- 5.1 Comprehensive consultation has been undertaken with existing Supporting Providers over the last 12 months. Providers have been instrumental in shaping and designing the new future model for SP services.
- 5.2 A programme of Service User Consultation is also included as part of the project to re-model services.

6. PREVIOUS MINUTES

None

7. BACKGROUND PAPERS

Report prepared by Joanne Cornwell, Team Leader Commissioning and Contracts, Telephone: 01952 381905

TELFORD & WREKIN COUNCIL

CABINET- 28th MARCH 2013

COMMUNITY CLUB ASSET TRANSFER POLICY

REPORT OF ASSISTANT DIRECTOR OF NEIGHBOURHOOD AND LEISURE SERVICES

LEAD CABINET MEMBER – CLLR ARNOLD ENGLAND

(PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

- 1.1 The Telford & Wrekin Council Playing Pitch Strategy recognises the opportunity to support local voluntary sports clubs through the transfer of playing pitches and associated facilities into their direct control. The proposed Community Club Asset Transfer Policy (Appendix 1) seeks to establish a fair, consistent and transparent framework and methodology for considering requests from community clubs wishing to manage such facilities.
- 1.2 The Playing Pitch Strategy recognises the opportunity to protect certain playing fields which are identified by both the Council and the Shropshire Football Association as being of strategic importance, through the Queen Elizabeth II Fields Challenge programme. Following successful dedication of the Town Park Arena and Sitchley Playing Fields it is proposed to submit a nomination for Fields in Trust status in respect of the Malinslee Playing Fields (Appendix 3).

2 RECOMMENDATIONS

- 2.1 **That Cabinet endorse the Community Club Asset Transfer Policy.**
- 2.2 **That Cabinet grant delegated authority to the Assistant Directors, Neighbourhood & Leisure Services and Development, Business & Housing in consultation with the respective Cabinet Members to determine applications made under the Community Club Asset Transfer Policy and to enter into all associated agreements.**
- 2.3 **That Cabinet agree to nominate the Malinslee Playing Fields for protection in perpetuity under the Queen Elizabeth II Fields Challenge (Appendix 3) and authorise the Assistant Director Neighbourhood & Leisure Services to execute all necessary paperwork.**

3 SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	The proposal will enhance community and sporting provision for a range of community groups particularly children and young people and contribute to the health & wellbeing of the community.
	Will the proposals impact on specific groups of people?	
	Yes	The Community Club Asset Transfer Policy will support clubs to become more sustainable and will ensure high quality, multi-team provision with excellent social, training and playing opportunities for all, irrespective of age,

		gender, religion and ability.
TARGET COMPLETION/DELIVERY DATE		It is proposed that the policy be implemented from April 2013.
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	As outlined within the report, each request under the Community Club Asset Transfer Policy will have to be supported by the business case that demonstrates ongoing financial viability and that there will not be a negative financial impact on the Council. In order to ensure this it will be necessary for the rental income from the lease to be at least equal to the income received by the Council from the hire of the pitch. It is anticipated that a condition of any lease will transfer the responsibility for maintenance of the pitches to the Community Clubs, and the impact on this requirement on the financial viability of the proposal will be demonstrated via the business case. Financial support will be provided as required. JAC 31/01/13
LEGAL ISSUES	Yes	Each proposed disposal will need to either fall within the parameters of the General Disposal Consent (England) 2003 or obtain specific consent from the Secretary of State. As the disposal will be at an undervalue the Council would need to be satisfied that the disposal will help it to secure the promotion or improvement of the economic, social or environmental well-being of its area. The requirements of s.123 Local Government Act 1972 which require that a proposed disposal is advertised will also need to be complied with. Legal advice in respect of each disposal will be provided. The designation of land under the Fields in Trust (FIT) scheme will place restrictions on the land including a prohibition on sale without the consent of the FIT organisation and provision of replacement land.
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	Opportunities to pilot alternative ways of working which reflect the Co-operative council values and actively involve stakeholders. Having a formally adopted policy with agreed criteria will promote equality of opportunity. Appropriate conditions will be built into all agreements to ensure the required community benefit is realised and sustained.
IMPACT ON SPECIFIC WARDS	No	Borough wide impact.

(PART B) – ADDITIONAL INFORMATION

4 INFORMATION

- 4.1 The Telford & Wrekin Council Playing Pitch Strategy supports the principle of the development of community club managed sites where appropriate and where they can be shown to be of benefit to the club, the sport and the wider community. Typically the

development of a community club managed site would include the transfer of a Council owned asset such as land or buildings from the local authority to a local sports club or other community or voluntary sector organisation.

- 4.2 Since the publication of the Strategy a number of expressions of interest have been received from football clubs who are keen to manage the facilities which they use. It is proposed that the Council adopt a Community Club Asset Transfer Policy in order to provide a fair, open and consistent approach to considering requests. Assets in relation to this policy are defined as a playing pitch in open space (not a school, leisure centre or formal park) and associated facilities that are currently utilised or have the potential to be utilised for the purposes of grassroots football or other recognised sport.
- 4.3 There are a number of potential transfer options e.g. freehold, a long lease, a shorter lease or a licence to occupy however to ensure sustainability the length of tenure will need to be long enough to help the club secure external investment. As such a lease of up to 25 years is likely to be the most appropriate option in most cases.
- 4.4 All asset transfers will need to be able to demonstrate that they help the Council to secure the promotion or improvement of the economic, social or environmental well-being of the area. It is proposed that community asset transfer applications be submitted via an initial Expression of Interest form (Appendix 2). Successful applicants will then be invited to work with officers to develop a business case in order to demonstrate:
- That the transfer of management/ownership of land will promote community benefit as set out above.
 - Sufficient organisational capacity and structure to be in a position to manage the transfer and provision.
 - The organisation is in a position to access resources to maintain or improve the facility to a 'good' standard as recognised in the Telford and Wrekin Playing Pitch Strategy.
 - Demonstrate the ability to support the key objectives outlined in the Community Club Asset Transfer Policy.
- 4.5 It is proposed that the business case or cases and any objections received are then evaluated by an appropriate panel including representatives from Leisure, Legal, Property Services, Environmental Services and the Football Association (or alternative respective governing body) who will make a recommendation to the Assistant Directors (Neighbourhood & Leisure Services and Development Business & Housing) along with respective Cabinet Members to consider under delegated authority.
- 4.6 Whilst no two club's needs or circumstances will be exactly the same it is intended that the following core principles form the basis of all agreements for the transfer of any Council owned asset under this policy and that the appropriate conditions be built into any agreement or lease and that they be monitored.
- Increase participation across the whole community
 - Encourage healthy and active lifestyles
 - Provide good quality, accessible facilities.
 - Ensure pitch and facilities are well designed, fit for purpose, energy efficient and sustainable
 - Maximise external investment
 - Improve the game, players, coaches and volunteers
 - Improve safety and safeguarding.

4.7 It is proposed that a list of priority sites be identified for consideration under the proposed Community Club Asset Transfer Policy including those that are currently classed as 'self help sites' and already have a formal agreement in place, sites utilised by a single club and sites in need of investment.

5. Queen Elizabeth II Fields Challenge

5.1 The Queen Elizabeth II Fields Challenge seeks to safeguard open space and pitches for sport, play and recreation as part of the Queen's Diamond Jubilee and the London 2012 Olympic and Paralympics Games Legacy, the scheme is shortly due to close.

5.2 The Council has already successfully completed the dedication process in respect of the Town Park Arena and the Stirchley Playing Fields and has been asked by the Shropshire FA to consider nominating the Malinslee Playing Fields due to its strategic priority as a multi pitch site for junior football.

5.2 Although identified as a strategically important site the formal pitches are not currently in use due to their condition. Malinslee therefore is the only identified site of strategic importance that is not currently being used. There is also currently no changing provision on the site.

5.3 It is proposed to protect the playing fields in perpetuity through their nomination for Fields in Trust status under the Queen Elizabeth II Fields Challenge. The proposed designation accords with the recommendations of the Council's Playing Pitch Strategy and potentially affords additional external funding opportunities which could be used to reinstate the pitches and potentially further improve the site.

6. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

6.1 Community Impact

The Community Club Asset Transfer Policy represents an opportunity to practically apply the Co-operative Council values of involvement, engagement and ownership which will help stakeholders to grow whilst improving services for the community and contributing to council priorities.

6.2 Other Impacts and Risks

Other impacts, associated risks and mitigation will be considered on an individual basis as part of the development of the business case and any subsequent.

7. PREVIOUS MINUTES

a. Telford & Wrekin Council Cabinet 29.03.12

Report prepared by Stuart Davidson, Leisure Service Delivery Manager
Telephone: 01952 (3)82601

Appendix 1.

Telford and Wrekin Council

Community Club Asset Transfer Policy

March 2013



Telford & Wrekin
COUNCIL

Community Club Asset Transfer Policy (CCATP)

1. Introduction & Objectives

Telford and Wrekin Council as a Co-operative Council recognises and wishes to further encourage and support the role voluntary community sport clubs make to the development of sport across the borough.

The Council has a specific focus on sustainable 'community sport' (sport at a grassroots level) and is committed to ensuring accessible opportunities for all. One way the Council can further support this aim is to work in partnership with local community clubs, leagues and local governing bodies of sport such as the Shropshire County FA to promote and facilitate the transfer of assets currently in its ownership.

The CCATP sets out a transparent framework through which the Council may consider requests or seek interest from community clubs or other organisations seeking to secure tenure and control of the Council owned facilities they use.

CCATP Objectives

- Increase participation across the whole community
- Encourage healthy and active lifestyles
- Provide good quality, accessible facilities.
- Ensure pitch and facilities are well designed, fit for purpose, energy efficient and sustainable
- Maximise private and external investment
- Improve the game, players, coaches and volunteers
- Improve safety and safeguarding.

2. Context

For the purposes of this policy asset transfer is defined as a shift in management and/or ownership of land or buildings from the local authority to a community or voluntary sector club or group. There are a number of transfer options e.g. freehold, a long lease, a shorter lease or a licence to occupy. The council will work with successful applicants to ensure the most appropriate form and length of tenure is secured.

Assets in relation to this policy are defined as playing pitches (including where applicable ancillary facilities) in public open space other than a school, leisure centre or formal park.

A transfer will be considered where it is shown to be of value/benefit to the community by for example meeting local demand or improving quality and where the transfer is considered to provide a sustainable management option and/or the transfer will further support the Council in meeting its corporate priorities.

The Council will consider asset transfers requests or may actively seek to promote asset transfer opportunities within the context of the Telford and Wrekin Playing Pitch Strategy. The Strategy identifies a number of existing self help sites and potential community club managed sites (outlined below) that are identified as being a priority for consideration under the policy.

Name	Location	Facilities	Quality*
Shukers Playing Fields	Newport	3 Senior, 1 Junior & 2 mini pitches. Changing facilities	Good
Regatta Fields	Ironbridge	1 Senior, 1 Junior & 1 mini pitch	Average
Broadoaks Playing Fields	Donnington	2 Senior, 2 mini pitches	Average
The Elms	Stirchley	2 Junior & 1 mini pitches	Average

*As defined in the Telford & Wrekin Playing Pitch Strategy

In order to ensure that current and future demand can be met the Council may seek, from time to time to exclude any sites which it considers to be of strategic importance these will typically be multi pitch sites with changing provision that provide a home for a number of community clubs. However, should a number of clubs wish to submit a joint expression of interest in respect any of the below sites then this would be considered.

Location	Facilities	Quality*
Sutton Hill	3 Senior pitches. Changing facilities	Good
Dawley	1 Senior pitch. Changing facilities	Good
Ketley	2 Senior, 1 Junior & 1 mini pitches. Changing facilities	Good
Leegomery	2 Senior, 1 Junior pitches. Changing facilities	Good
Wombridge	1 Senior pitch. Changing facilities	Good
Wellington	2 Senior pitches. Changing facilities	Good
Madeley	Currently 3 senior. New changing provision from 2014.	TBC
Malinslee**	Formerly 5 pitches. No Changing facilities.	Currently not in use

** Strategic site not in use

It is intended that Community Clubs seeking to undertake any asset transfer are exemplars of the respective sports development pathway. (It is noted that this may not always be possible in the case of single pitch sites). They should provide high quality, opportunities for all, irrespective of age, gender, religion and ability. Reference will be made to the respective sports governing body

development plans. In the case of football facilities use of the Football Association's Football Development Plan template is recommended.

Whilst no two organisations needs or circumstances will be exactly the same it is intended that the below form the basis of all agreements for the transfer of any council owned asset under this policy. Requirements including those for monitoring and reporting will be detailed as conditions within each lease or other such agreement.

Applications under the Community Club Asset Transfer Policy will be considered through an initial Expression of Interest form (fig 1) which will be evaluated in accordance with the below criteria:

1. Must be able to demonstrate that the transfer of management/ownership of land will provide community benefit e.g. by helping to grow participation or improving the quality of facilities.
2. Must be able to demonstrate sufficient and sustainable organisational capacity and structure to manage the transfer process and ongoing obligations e.g. a properly constituted organisation with clear roles and responsibilities.
3. Must be able to demonstrate that the organisation is financially sound and that the organisation in a position to access sufficient resources to maintain or achieve a 'good' standard of provision as defined in the Telford and Wrekin Playing Pitch Strategy.
4. Must be able to support the key objectives outlined within the Policy.

A further application with supporting business case will be invited from those organisations satisfying the above criteria.

With regard to any asset transfer it is important that neither the applicant or Council are financially disadvantaged. The decision to dispose of a site under an asset transfer will be agreed if it is the most effective way of realising the potential. All applicants seeking external funding as part of a proposed business case should engage with the local Governing Body i.e. Shropshire County FA and the Council at an early stage to see if the scheme is eligible for external funding. All expressions of interest will be considered on a case by case basis.

3. Process (fig 1)

A standard form is provided to detail the organisation's expressions of interest. Here a brief proposal is outlined that includes the site location, club status, club intentions - level of responsibility, length of commitment, existing provision and/or improvements (small-scale, site-specific build projects) and resources including potential funding. Expressions of Interest will be considered in conjunction with any respective Governing Body Asset Transfer guidance.

Once a formal expression of interest has been received and is considered to meet the requirements of the CCATP or the Council determines to proactively seek expressions of interest the Council is required under Section 123 Local Government Act 1972 to advertise its intentions in a local newspaper for two consecutive weeks and consider any objections, to seek public views on the proposal. Any objections will be presented to the decision maker (Assistant Directors/Lead Cabinet Members) before making a final decision.

If the expression of interest is successful and unchallenged the applicant will be contacted and invited to develop a business case they will also be informed as to what they will need to demonstrate through the business case. If more than one expression of interest is received then each applicant will be invited to develop a business case. It is advised that the applicant work with their associated Governing Body i.e. the Shropshire County FA to develop the supporting documentation.

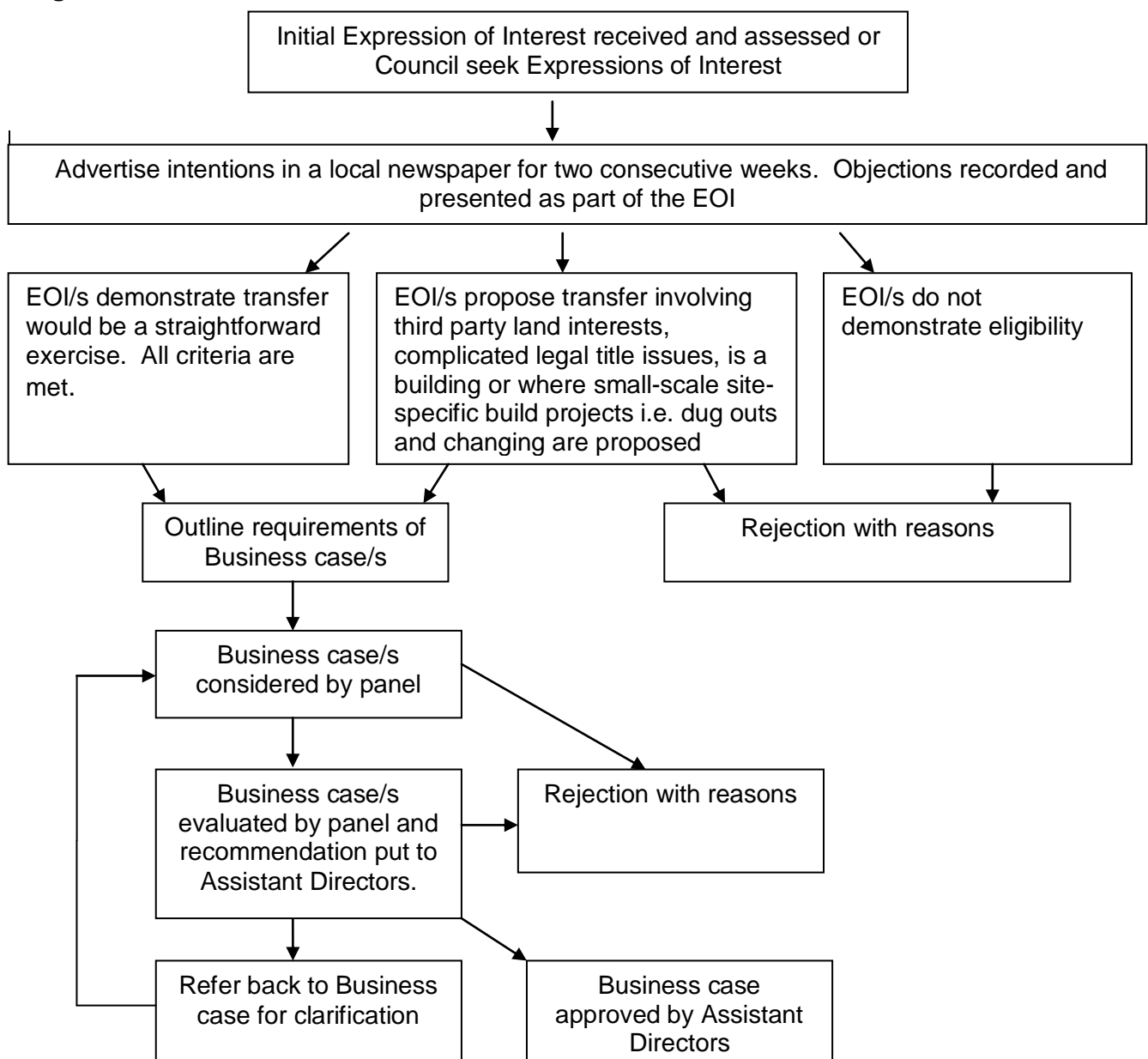
The business case should include a proposed timescale for the transfer and the applicant should be able to confirm that they have capacity to progress the transfer process and respond to issues within a reasonable timescale.

The business case will be considered by a panel consisting of officers from Legal, Design & Property, Environmental Services, Leisure and the Football Association, and will include :

- (i) Any Legal matters relating to the piece of land/terms of transfer.
- (ii) Any financial costs/benefits/issues arising from the proposal.
- (iii) Any planning related matters i.e. The Community Right to Build.
- (iv) Experience/capacity/capability of the organisation involved.
- (iv) Detailed risk assessment of the proposal.
- (v) Details of the transfer agreement.

The panel will make a recommendation to the Assistant Director (Neighbourhood & Leisure Services) and the Assistant Director (Development, Business & Housing) in consultation with the respective Cabinet Members, to consider under delegated authority.

Fig 1.



Business Case Requirements

Applicants will be invited to develop a business case and will be notified of a named officer from the Council who will help support and guide them through the process of developing a suitable business case. As part of the business case applicants will need to consider and demonstrate:

1. Strategic/Community need

Priority will be given to 'self help' sites that have been detailed in the Telford and Wrekin Playing Pitch Strategy (TWPPS). The TWPPS will be used to ascertain any further strategic need such as under-supply. If community need is identified by the club this will need to be linked to the Council's priority areas, areas of deprivation or projects that tackle social inclusion and crime reduction. This might include work with the local police or probation service or other non-football specific community groups and organisations.

2. Length of commitment

Clubs must specify the length of their commitment to managing the facilities/provision. This can be for a minimum of 3 years year up to 25 years.

3. Level of responsibility

Detailed schedules for both grounds and building maintenance that are realistic for the club to achieve must be provided. Templates to support this can be obtained from the sports Governing Body. Where there is a pavilion attached to the pitches associated running costs i.e. utilities, appropriate insurances are to be met by the club.

4. Standard/condition

Consideration will be given to the standard/condition of pitches as defined in the Playing Pitch Strategy (ref TWPPS). Priority will be given to clubs who put forward achievable proposals to improve provision/facilities (in accordance with Governing Body Standards/Guidelines).

5. Club Development

The clubs must be able to demonstrate that they are working towards or have achieved Clubmark or Governing Body equivalent i.e. FA Charter Standard. This will be monitored in conjunction with the appropriate local Governing Body i.e. Shropshire County FA.

6. Competition

The Community Club must provide appropriate competitive opportunities for players at different ages and abilities in different forms of the game.

7. Workforce Development (staff, coaches, tutors, referees, volunteers)

The Community Club must be able to provide evidence that all involved in the governance, officiating, coaching and volunteering within the club adhere to the Governing Body of the sport.

8. Education

As part of the Community Clubs school link work, where appropriate the club must provide pupils with the opportunity to develop their sport at school in and out of school hours. Junior Clubs must

have established links with a minimum of 1 secondary and 1 primary school to help players to progress from junior to adult sport.

9. Women's and Girls'

The Community Club must be able to demonstrate that they are supporting the development of the women's and girls' game at all levels for players, coaches, volunteers and officials. If the club do not directly provide this then affordable access to facilities must be provided.

10. Disabled People

The Community Club must be able to demonstrate that they are providing opportunities for people with a disability, either physical or mental, including special educational needs children. If the club do not directly provide this then affordable access to facilities must be provided.

11. Race Equality (incl. religion, refugees and asylum seekers)

The Community Club must be able to demonstrate that they are positively supporting equality of access to all groups.

12. Equity

Clubs who take on the management and or ownership of provision will have priority over those facilities but must ensure wider community use under appropriate terms.

13. Income generation/external funding

Priority will be given to those clubs that can provide income generating opportunities or demonstrate that there are achievable external funding opportunities.

14. Communication

The Club must be willing to have regular communication with the local authority representatives to discuss issues of concern, agree/review costs, and to identify development initiatives/opportunities

Appendix 2.

Community Football Asset Transfer (CFAT)

Expression of interest

Assistance in completing this form can be found by calling Rachel Threadgold on 01952 382334

Section 1 About the pitch/provision of interest and site location

Name of pitch/provision: _____

Address of pitch or provision: _____

Postcode: _____

Pitch/Provisions owners name (if not owned by T&W): _____

Address _____

Postcode _____

Teams Currently using Provision: _____

Section 2 About your Community Organisation

Name of Organisation: _____

Title: _____ First Name: _____

Surname: _____

Position in Organisation: _____

Email Address: _____

Address: _____

Postcode: _____

Organisation Type: Constituted Community/Voluntary Group Parish Council
 Charity Other (please Specify)

Number of Teams/age groups/leagues participating:

Section 3 Supporting Information for Expression of Interest

Please detail/outline your expression in full including responsibilities would your organisation would be interested in undertaking e.g. grass cutting.

Why do you feel the pitch/provision is an asset of community value?

How long would your club be interested in owning/managing the pitch/provision? I.e. 25 years

Are there any improvements required to the provision? E.g. drainage, club house. Please detail:

What is the club able to commit to if improvement of the provision is required?

How would the organisation resource the management of the provision?

Section 4 Attachment checklist

- Copy of group constitution (if you are a constituted group)
- Name and home address of 21 members registered to vote in nomination area (if group is not constituted)

Section 5 Declaration

I can confirm that to the best of knowledge the information contained in this nomination form is complete and accurate.

Signed: _____ Date: _____

Please send your completed form to either Rachel.threadgold@telford.gov.uk
or Community Sport & Physical Activity Group Manager,
Telford & Wrekin Council, Wellington Civic Offices, Larkin Way, Wellington, Telford, TF1 1LX



Title

Malinslee Playing Fields
 Adj to Dawley Green Way
 Malinslee
 Telford

Estates & Investments

Wellington Civic & Leisure Centre
 Larkin Way
 Wellington
 Telford TF1 1LX



Telford & Wrekin
 COUNCIL

Scale:
 1:2,500

Drawn by:
 Arc/DRS

Date:
 28/02/2013

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TELFORD & WREKIN COUNCIL

CABINET – 28 MARCH 2013

LOCAL CRISIS AND LOCAL RESETTLEMENT ASSISTANCE POLICY

REPORT OF ASSISTANT DIRECTOR, CUSTOMERS and PEOPLE

LEAD CABINET MEMBER – CLLR BILL McCLEMENTS

1. Purpose of the report

- 1.1 To seek approval for the Council's policy on Local Crisis and Resettlement Assistance.

2. Recommendations

- 2.1 That Cabinet approve the Local Crisis Assistance and Local Resettlement Assistance Policy (Appendix A).**
- 2.2 That authority to administer the Local Crisis and Local Resettlement Assistance schemes and make determinations is delegated to the Benefit Service Delivery Manager with further delegations for specific functions at the Benefit Service Delivery Managers discretion.**
- 2.3 That the concerns of the Co-operative & Communities and Budget & Finance Scrutiny Committee regarding payments of rent in advance are acknowledged and that there will be a need to widen the scope of the Council's rent Bond Scheme which will be detailed in a future report to Cabinet by the Family & Cohesion Service.**

3. BACKGROUND

- 3.1 As part of the Welfare Reform Act two parts of the discretionary Social Fund currently administered by the Department for Work and Pensions are being abolished with effect from 1 April 2013, the Government is instead providing each council with funding for new Local Welfare Provision.
- 3.2 The elements of the Social Fund which are being abolished are Community Care Grants and Crisis Loans for living expenses.
- 3.3 Community Care Grants were awarded for a range of expenses, including household equipment, and were intended to support vulnerable people to return to or remain in the community or to ease exceptional pressure on families. They were also intended to assist with certain travel expenses.
- 3.4 Crisis Loans were made to meet immediate short-term needs in an emergency or as a consequence of a disaster when a person had insufficient resources to prevent a serious risk to the health and safety of

themselves or their family. Most crisis loans were paid direct into the customer's bank account and were repaid via deductions to any DWP benefit entitlement.

- 3.5 The tables below show the figures for crisis loans and community care grants in the Telford & Wrekin area. It can be seen from the tables below the significant increases in applications and awards between 2005/06 and 2009/10 onwards.

Number of Awards Received and Granted for Telford and Wrekin Area for Crisis Loans for Living Expenses (figures from DWP Website)

	2005/06	2009/10	2010/11	2011/12
Number of Applications for Crisis Loan	570	4,970	5,570	4,160
Number of Crisis Loan Awards	340	3,740	3,440	3,280
Expenditure on Crisis Loans	£20,600	£216,800	£199,000	£176,900

Number of Awards Received and Granted for Telford and Wrekin Area for Community Care Grants (figures from DWP Website)

	2005/06	2009/10	2010/11	2011/12
Number of Applications for Community Care Grant	1,520	1,880	1,900	1,610
Number of Community Care Grants	950	890	860	730
Expenditure on Community Care Grants	£358,900	£386,700	£386,600	£337,300

- 3.6 The reason that the current scheme is being abolished is that it is considered to be "not particularly successful". It is a self nominating scheme; it is expensive and not reaching it's target audience. Since 2005/06 expenditure has dramatically increased and DWP are trying to bring back expenditure to 2005/06 levels. Analysts do not think the increase is necessarily to do with the economic climate as the rise began before the recession. The greatest increase in applications has been from young people under the age of 25.

- 3.7 Some years ago, the DWP made the decision to take the Social Fund application and decision making process out of local Job Centre Plus offices. Customers now apply for assistance from the Social Fund via a telephone contact centre with decision makers being located in regional offices. If the customer is successful with their application it is paid into their bank or they can collect a cheque (which can be cashed at a local Post Office) from their local Job Centre.
- 3.8 The decision to move away from a face-to-face application process was largely because Job Centre's found the behaviour of the customers applying for help from the Social Fund to be disruptive to their other business. This is because of a combination of customers truly being in a state of crisis requiring a favourable decision to be made instantly; and customers who are making fabricated applications, who react badly when their application is refused. Whether genuine or false, clearly customers applying for assistance from the Social Fund are desperately in need of immediate financial support for whatever the reason.
- 3.9 Many Job Centre Plus offices had to re-install security screens for their staff when dealing with crisis loans due to risk of violence, prior to the decision to make it a telephone application process. However, it is the loss of the face to face contact that is, in part, believed to be the cause of the number of awards escalating. Whilst Telford & Wrekin Council's scheme will not give out cash awards the risk of aggressive behaviour from applicants, especially those who do not qualify for an award, remains a concern. The funding from one of the vacant customer service officer posts has been used to employ a 'security guard' to help respond to and manage the risk of aggressive behaviour. The post holder will wear the councils corporate uniform and will be trained to deal with routine customer service enquiries when working in First Point.
- 3.10 The anticipated amount of funding being transferred to Telford & Wrekin Council for Local Welfare Provision will be:

2012/13	
Set-up funding	£4,867
2013/14	
Programme funding	£486,724
Administrative funding	£102,848
2014/15	
Programme funding (indicative)	£486,724
Administrative funding (indicative)	£94,272

However these are the indicative amounts of programme funding provided by the DWP as they intend to base the final figure for 2014-15 on discretionary Social Fund spend in the area for the 2012 – 2013 year. This data will not be available to the Department for Work and Pension until after April 2013.

- 3.11 It is for each council to decide how they will allocate this new Local Welfare Provision funding. The funding is to allow councils to give flexible help to those in genuine need and it is the Government's intention that the funding should be used for this purpose. There is no expectation for councils to replicate the DWP's scheme in fact there is a desire not to do so for the reasons outlined above. Spending decisions are and will continue to be a matter for each council and the Government does not intend to start placing restrictions on any future decisions they may make on funding.
- 3.12 An officer/member working group, which also included members from CAB and DWP has been considering the best way for Telford & Wrekin Council to utilise this funding to assist the most impoverished residents. It is proposed that two types of assistance will be available – Local Crisis Assistance and Local Resettlement Assistance. Subject to the entitlement criteria within the policy we will give assistance to the most vulnerable residents when they suffer a crisis or require resettling back into the community.
- 3.13 The basic principals of Telford & Wrekin Councils scheme are that the assistance will be via the provision of goods or services. Neither cash payments nor payments into bank accounts will be made. There will be no expectation for successful applicants to repay the cost of the award. Wherever possible good quality second hand goods will be provided rather than new goods.
- 3.14 If people require food then they will be referred to Telford Crisis Network who are providing a number of food banks in the borough.
- 3.15 It is proposed that if any of the charitable organisations who are assisting in the delivery of the Local Crisis or Local Resettlement Assistance have a requirement for financial support to enable them to continue to operate, consideration will be given to awarding them a grant from the Welfare Provision funding.
- 3.16 Responsibility for the administration of Local Crisis and Local Resettlement assistance will fall within the Revenues & Benefits Service. A team of 6 Discretionary Awards Officers will make decisions on applications alongside their responsibility for Discretionary Housing Payments, Council Tax Support Hardship Assistance and Benefit Tenancy Safeguard decisions as well as Landlord Liaison. The Customer Services Team in the contact centre and in First Point will deal with general customer enquiries and assist applicants to make an application for assistance. It is hoped that a majority of applications will be made by 'professionals' and charities already working with the applicant for example CAB, therefore removing the need for the customer to visit First Point.
- 3.17 It will be necessary to monitor the budget closely to ensure that we have enough funds for the year. Monthly profiling will be applied to the budget. The types of assistance granted will also be monitored. Data on numbers

and types of award will be monitored by the Assistant Director for Customers and People and shared with the Cabinet Member for Resources. The goods and services provided will be analysed and fed into procurement arrangements to ensure that best value is gained. The working group through the first year of the scheme will continue to meet regularly, at least quarterly, to monitor the effectiveness of the scheme, with input from the Co-operative Council Scrutiny Committee.

- 3.18 Local Authorities have had very little time to research, prepare and develop a policy for this new area of responsibility. We therefore recognise that this policy is very much a starting point that will undoubtedly need to be refined and developed over the coming year as we gain experience and intelligence during the administration of this new assistance scheme.

4. LOCAL CRISIS ASSISTANCE

- 4.1 Local Crisis Assistance will cover situations where a household has insufficient resources to meet an urgent need that poses an immediate and substantial risk to their health and safety.
- 4.2 A crisis may include no access to specified essential items, the imminent risk of homelessness, the imminent risk of children being taken into care, unexpected death of an immediate family member, domestic abuse, neglect and harm, a flood, fire and gas explosion.
- 4.3 The type of assistance may include crediting a gas or electric meter, provision of a food parcel via Telford & Wrekin Crisis Network and repair or provision of an essential white good or furniture.
- 4.4 Local Crisis Assistance will not be reliant on entitlement to particular benefits but on the resources available (income, savings, access to credit or insurance pay out) to a person / family to enable them to overcome the immediate risk to their health and safety caused by a crisis.

5. LOCAL RESETTLEMENT ASSISTANCE

- 5.1 Local Resettlement Assistance – will give assistance to vulnerable people to live independent lives to remain or become integrated within their community by the provision of goods or services.
- 5.2 Examples of those who may require assistance include people leaving care, people requiring assistance to remain in the community rather than enter care, help to ease exceptional pressures, help for a prisoner or young offender on home leave or release to re-adjust to life outside of prison, help for people to set up a home as part of a resettlement programme following a period without a settled way of life.
- 5.3 The applicant will need to be in receipt of a specified means tested benefit and not have the resources (income or savings) to be able to provide the goods or service themselves.

- 5.4 The type of assistance will typically be the provision of essential white goods or furniture but may include crediting a gas or electric meter or provision of a food parcel via Telford & Wrekin Crisis Network.

6. CONSULTATION

- 6.1 Due to the tight time scales, which have been outside of the control of the council, we have not been able to consult widely on the policy with partner organisations. However the CAB and DWP are represented on the working group which was set up to consider the best way to implement Welfare Provision in the Borough.

- 6.2 We have met with Children Services and the Probation Service to discuss the needs of their service users. We have also spoken to a number of local providers of goods and services to explore how we can utilise the services that they are already providing.

- 6.3 Training on Welfare Benefit Reform has been undertaken for Stakeholders and Partners by the Benefit Service Delivery Manager which has included the proposals to replace the Social Fund . The training was delivered to a wide range of Council Officers, Members, partner organisations and local charities. These included:

West Mercia Police, Parish Councillors, Wrekin Housing Trust, Bournville Village Trust, FAIRshare Credit Union, Drug and Alcohol Recovery Service, Adult Community Learning, Shropshire Fire and Rescue Service, Family and Cohesion Service, Choices Housing Association, CAB, Kip Project, Listen Not Label, TCAT, Stay, Bromford, Community Mental Health Team, PODS, Habinteg, Telford Mind, Adult Services, YMCA, Wrekin Landlords Association, Sanctuary Housing.

- 6.4 It is essential that Job Centre Plus as the current provider of Social Fund sign post any potential applicants in an appropriate manner in order that the potential applicant has realistic expectations of how the council's new scheme operates. It will be crucial that people are not told that the council's scheme replicates Job Centre Plus' loan scheme and that they are made aware that there are no cash payments. Also Job Centre Plus will administer different elements of the Social Fund e.g. Short Term Benefit Advances and Budgeting Loans and it is imperative that if a person qualifies for these they are offered these rather than sign posted to the council. This has been raised with our local Partnership Manager at the DWP along with the final communication plan.

- 6.5 The Co-operative & Communities and Budget & Finance Scrutiny Committee held a joint meeting on 11th March 2013 to review the Local Assistance and Local Resettlement Assistance Policy. Their comments have been incorporated within the policy and are attached in full in **Appendix C**. The committee were concerned that including rent in advance as an essential item could potentially cause a significant and unsustainable

drain on the limited funding that is available. The policy has been amended to state that rent in advance will only be considered in very exceptional circumstances and that first due regard will be had as to whether the Council's bond scheme could assist. The Family & Cohesion Service are considering expanding the scope of the bond scheme. The bond scheme is where the Council has an agreement with a landlord to waive rent in advance / deposit and in effect under writes all or part of the rent in advance / deposit.

7. SUMMARY IMPACT ASSESSMENTS

7.1 Financial Implications

7.1.1 The Council has been allocated a cash limited grant from the government in 2013/14 and 2014/15 for Local Crisis and Resettlement Assistance as detailed in paragraph 3.10. This grant will sit within the Revenues & Benefits Service where the scheme will be administered. The grant is split into two parts with £102,848 available in 2013/14 to cover administrative costs associated with running the scheme such as additional staffing or system costs. £486,724 has been allocated in each year to cover the actual costs of the Local Crisis and Resettlement Assistance that is provided.

7.1.2 In each financial year the Council must ensure that spending remains within these cash limits as there is no further budgetary provision for Local Crisis and Resettlement Assistance. Expenditure incurred against the grant will be monitored on a monthly basis and variations from budget will be reported to the Assistant Director: Customers & People and to Senior Management Team as part of the financial monitoring cycle.

MLB 01.03.13

7.2 Legal

7.2.1 From 1 April 2013 the Department of Work and Pensions administered Social Care Fund Community Care Grants and Crisis Loans will be abolished by the Welfare Reform Act 2012. Thereafter discretionary Local Welfare Provision will be provided by local government from funding provided by central government. The Local Welfare Provision will consist of Local Crisis Assistance and Local Resettlement Assistance details of which are provided in the body of the report and the policy. Responsibilities under the Human Rights Act 1998 and the Equality Act 2012 will continue.

7.3 Equalities

7.3.1 An impact assessment has been undertaken which can be seen at **Appendix B**. This policy does not have a negative effect on any group and has been developed to help support those people in the Borough who are most deprived.

Report prepared by Lee Higgins, Benefit Service Delivery Manager, Tel: (01952) 383835



Local Crisis Assistance and Local Resettlement Assistance Policy

1. Introduction and aim of policy

From April 2013 Community Care Grants and Crisis Loans for living expenses administered by the Department for Work and Pensions (DWP) are being abolished. A grant is being awarded to unitary and first tier Councils for them to spend on local welfare provision. How this money is spent is for each council to determine but there is no expectation to replicate the scheme that was operated by the DWP. The DWP will still administer some types of assistance including:

- **Short term benefit advances (STBA)** which will give financial assistance to people making a new claim or who have a significant change in circumstances until their benefit is in pay.
- **Budgeting Loans** which are interest free loans to help pay for essential things such as furniture, clothes, rent or hire purchased debt. In order to be able to apply for such a loan the applicant must have been in receipt of certain benefits for at least 26 weeks or more. Applications will be unsuccessful if the applicant does not have the means to pay back the loan or if they already owe the Social Fund a specified amount.

This policy outlines how Telford & Wrekin Council will assist residents who either;

- a) experience a crisis, by granting **Local Crisis Assistance**. A crisis refers to an urgent need as a consequence of an emergency, disaster, unforeseen circumstance or an urgent need that is strikingly different from the pressures generally associated with managing on a low income. Examples include no access to essential items for healthy living (food, heating and clothing), a flood, fire or gas explosion ; or
- b) require assistance to remain or to help them establish themselves in the community by granting them **Local Resettlement Assistance**. This includes assistance for people leaving care to establish themselves in the community, assistance for people to stay in the community rather than enter care, assistance for a prisoner or young offender on home leave or release to re-adjust to life outside of prison and assistance for people to set up a home as part of a resettlement programme following a period without a settled way of life;

where the person or their immediate family do not have the funds available or access to funds to meet their basic living expenses.

The core eligibility criteria are that the applicant must:

- Be aged 16 or over.
- Be without sufficient resources to meet an urgent need that poses a serious risk to the health and safety of the applicant or their immediate family member(s).
- A resident within the Telford & Wrekin Borough. However, exceptions will be granted where the applicant requires refuge or care following abuse, harm or has an unsettled way of life.

- Legally resident in the UK

In the case of Local Resettlement Assistance the applicant must also be in receipt of one of the following benefits:

- Income Support
- Jobseekers Allowance (Income Based)
- Employment and Support Allowance (Income Related)
- Pension Credit
- Anyone who has yet to apply for the above but who is likely to qualify

If an applicant requires help to pay towards housing costs and they are in receipt of Housing Benefit then their award will be considered under the Discretionary Housing Payment scheme. Someone in receipt of Council Tax Support seeking additional help with their Council Tax can make an application for Council Tax Support Hardship assistance. If there are no funds left within either of these budgets then it may be possible to provide assistance under this policy.

Each case will be treated on its own merits within the scope of this document. All applicants will receive equal and fair treatment to take account of the Council's responsibilities under all relevant legislation, for example the Human Rights Act and Equality Act 2010.

Telford & Wrekin Council is committed to working with the local community, partnership organisations, the voluntary sector and other interested parties to facilitate this scheme.

2. Operation of the scheme

Applicants will need to complete the designated claim form. This will be available on the Council's website. In most instances the completion of an application will be made by a support worker already involved in supporting the applicant e.g. social worker, resettlement officer, or officer / volunteer of a partner organisation.

Evidence may be required to support the application but this will vary depending on the reason for the application. It may be necessary for a decision maker to visit the applicant to corroborate the application.

Telford & Wrekin Council will consider granting assistance to applicants who meet the eligibility criteria set out in this policy document. The operation of the scheme is at the Council's discretion and applicants do not have an automatic right to assistance. The scheme's budget position will be taken into consideration when making a decision on whether or what assistance can be granted.

The budget will be profiled over the year, with consideration being given in the profiling for certain peak pressure points. The Council has a limit on the funding available and profiling the available budget each month will hopefully prevent the fund running out before the end of the year. In an extreme case it may with a Revenues or Benefits Service Delivery Manager's permission be possible to grant

assistance for someone experiencing a crisis. Any budget not spent will roll into the next month.

Assistance will not be granted where another statutory body is obliged to provide assistance.

An application for Local Crisis Assistance, Local Resettlement Assistance, Discretionary Housing Payment or Council Tax Support Hardship Assistance will be considered under whichever scheme best suits the applicant's needs. For example if an applicant completes an application for Local Crisis Assistance but their needs would be best met under a Discretionary Housing Payment then their application will be considered under the Discretionary Housing Payment scheme.

Basic Principles

The following are the basic principles of the scheme:

- The assistance will be granted not loaned
- If an applicant qualifies for assistance this will be in the form of goods or service. Cash will not usually be granted. In exceptional circumstances it may be necessary to make a small cash award for an item or service which it is not possible to procure.

The following are deemed to be the essential expenditure that the scheme may cover:

- Gas or electric
- Food
- Essential white goods or the cost of repair of those goods
- Essential Furniture
- Bedding and curtains
- Crockery and cutlery
- Basic clothing i.e. a change of clothes and protective outerwear such as a coat and a pair of shoes.
- Floor coverings
- Other items or service where it is deemed that the applicant or their immediate family require the item or service to ensure their basic health or safety.

In the most exceptional circumstances, usually under the Local Resettlement Assistance section of this policy, rent in advance and removal expenses for moving home could be considered. However first due regard will be had whether the bond scheme or other agreement with the landlord could negate the need for assistance with rent in advance.

3. Local Crisis Assistance

Local Crisis Assistance may be granted in situations where a household has insufficient resources to meet an urgent need that poses an immediate and substantial risk to their health and safety.

A crisis refers to an urgent need as a consequence of an emergency, disaster, unforeseen circumstance or a pressing need that is strikingly different from the pressures generally associated with managing on a low income. A crisis could, for example, cover the following risks:

- No access to essential items necessary for healthy living (food, heating and clothing)
- The imminent risk of homelessness
- The imminent risk of children being taken into care
- Unexpected death of an immediate family member
- The breakdown of a family relationship due to cases of domestic abuse, neglect or harm
- Help to ease exceptional pressures such as exceptionally poor living conditions or the onset of, or deterioration in the health of an immediate family member
- A flood, fire and gas explosion

Issues that we will not treat as a crisis include: Minor mishaps or damage, lost or spent money, unable to access savings or capital.

Benefit disallowance or sanctions will not be treated as a crisis unless we are satisfied that the sanction has been applied through no avoidable fault of the applicant and they are at risk of one of the situations listed above.

In order to validate a request for an item / service arising from exceptional pressures, we will usually require an independent assessment, report or information from an agency working within a health or social care or support role.

Priority will be given to cases where there has been domestic violence, neglect and harm, especially involving children, to help the victim(s) source refuge where they are unlikely to be traced by a violent partner.

In cases involving abuse, neglect or harm, we will:

- Follow local adult and child safeguarding protocols.
- A decision will be based on the outcome of assessments undertaken by qualified health, social care or public protection agencies
- We will liaise with health and social care agencies to establish the appropriate pathways of support. The applicant's consent will be sought where necessary.
- We will not preclude anyone who is not currently resident in the borough if they are being placed in the borough to seek refuge.

In determining the nature and complexity of a crisis, we will consider:

- Circumstances that place the household / immediate family members under greater pressure than might generally be associated with managing on a low income;
- It does not matter whether it is a single major pressure or the cumulative effect of a number of less significant pressures, which may not be exceptional if taken individually. It is the overall impact on the household's circumstances that is important;
- The individual's / household's resources and skills for coping with the crisis;
- The point the crisis occurred and the date the application was received in relation to the number and type of associated incidences happening within this period; and

We will also take into account, whether the urgent need:

- Should be considered by another organisation or agency that has a statutory responsibility for assessing assistance in relation to the specific need;
- Can be met through the income, savings or resources that are available to the members of the household;
- Can be met by other sources of help or the possibility that some other person or body may wholly or partly meet the need;
- Would not abate without immediate support;
- Is the consequence of an act or omission for which the applicant or partner is responsible; and the applicant or partner could not have taken reasonable steps to avoid.

If the crisis has been compounded by factors such as a deterioration in health, drug and alcohol problems, unemployment, an abusive relationship and so on; we will review whether the applicant:

- Is in receipt of agency support to address the factors that underscore the crisis;
- This support will prevent the crisis from re-occurring, so the applicant is unlikely to submit another application within the next 12 months.

Core Eligibility Criteria for Local Crisis Assistance

To be considered eligible for Local Crisis Assistance applicants must satisfy ALL of the following conditions:

- Be aged 16 or over.
- Be without sufficient resources to meet an urgent need that poses a serious risk to the health and safety of the applicant or their immediate family member(s).

- A resident within the Telford & Wrekin Borough. However, exceptions will be granted where the applicant requires refuge or care following abuse, harm or has an unsettled way of life.
- Legally resident in the UK

Exclusions

The following people are excluded for support in all circumstances:

- A person in hospital or care home (independent or local authority), unless their discharge is planned to take place imminently
- A person or immediate family member that has been granted assistance under this policy on 3 separate occasions within a rolling 12 month period, commencing from the date their last application was received. Exemptions may be granted in exceptional circumstances. In such cases, the applicant will be required to attend a face to face interview.
- Prisoners and people lawfully detained.
- Members of a religious order who are fully maintained by the order.

The following people are also excluded from support, except in very exceptional circumstances:

- Full-time or part-time students not on Income Support, Income Based Job Seekers Allowance, Income Related Employment Support Allowance, Pension Credit (including payments on account) or equivalent welfare benefits – they can only receive support for expenses arising out of a disaster.
- A person from abroad who fails or would fail the habitual residence test for the purpose of welfare benefits and other entitlements.
- A person subject to benefit sanction or disallowance to their Job Seekers Allowance, Employment Support Allowance, Income Support or Pension Credit or equivalent welfare benefits.
- A person subject to immigration control by virtue of the Immigration and Asylum Act

Local Crisis Assistance **will not** help with the following;

- a need which occurs outside the United Kingdom
- **or** an educational or training need including clothing and tools (these may be granted by the school e.g. through the pupil premium)
- **or** travelling expenses to or from school
- **or** school meals for those eligible to free school meals
- **or** expenses in connection with court (legal proceedings) such as legal fees, court fees, fines, costs, damages, subsistence or travelling expenses
- **or** domestic assistance and respite care
- **or** any repair to a rented property which is the responsibility of the landlord

- **or** a medical, surgical, optical, aural or dental item or service (these needs can be provided free of charge by the National Health Service, if the applicant or their partner is in receipt of Income Support, income-based Jobseeker's Allowance, Employment and Support Allowance (income-related) or Pension Credit (which includes the guarantee credit) or replacement under Universal Credit
- **or** work related expenses
- **or** debts to government departments
- **or** investments
- **or** council tax or arrears of community charge

4. Local Resettlement Assistance

Local Resettlement Assistance is intended to help vulnerable people live independent lives to remain or become integrated within their community. The applicant can be the person requiring assistance, a member of their immediate family, or someone else the applicant or their family will be providing support for.

An application may be considered for one of four categories of assistance:

- Assistance for people leaving care to establish themselves in the community
- Assistance for people to stay in the community rather than enter care
- Assistance for a prisoner or young offender on home leave or release to re-adjust to life outside of prison
- Assistance for people to set up a home as part of a resettlement programme following a period without a settled way of life

Only those in receipt of the following incomes will be considered for Local Resettlement Assistance:

- Income Support
- Jobseekers Allowance (Income Based)
- Employment and Support Allowance (Income Related)
- Pension Credit
- Anyone who has yet to apply for the above but who is likely to qualify

Where;

- the applicant's capital and that of their immediate family is less than the amount they would need to meet their or their families basic living expenses for a period of 1 month and the applicant or their immediate family do not have the funds available to cover the cost of the items / service requested.

However, by itself, these benefits do not give an entitlement to assistance; therefore, regard to all circumstances will be taken into account.

The applicant must demonstrate that the need cannot be met by another source, and the assistance will have a substantial and immediate effect on improving their circumstances.

The applicant will be required to supply information about their circumstances and the nature of the circumstances that have led to them requiring assistance.

If necessary, applicants may be advised to seek assistance from statutory health and social care agencies, as well as community and voluntary organisations that can assist the process by providing a professional opinion on the needs of the claimant, as well as delivering support and assistance in relation to the applicant's ongoing support and welfare.

When considering a decision on an application for Local Resettlement Assistance, regard to all the circumstances for each case will be considered. In particular the following will be considered:

- If the applicant is leaving institutional or residential care and will be discharged within 6 weeks
- Both the time spent in the accommodation and the level of individual care and supervision provided will be taken into consideration when making a decision.
- A person's ability to cope with independent living may be impaired as a result of physical and mental illness or disabilities.
- Experiences of abuse and neglect
- A long period of residential or institutional care
- A long period of rough sleeping
- Whether a move to temporary accommodation or refuge will facilitate, in the long run, a settled way of life.
- Proximity of essential services relied upon by the customer and their partner to their home
- Financial advice they have sought to alleviate their situation, such as from Citizens Advice Bureau or other Welfare Rights organisation.
- Whether the customer is a former member of the armed forces who is having difficulty in finding suitable accommodation;
- Whether the customer is a returning ex-offender who is having difficulty in finding suitable accommodation;
- Whether the customer or other household member is subject to Social Services intervention;
- Whether the customer or other member of their household is undertaking care duties for relatives in the area;
- Whether the customer is a care leaver;
- Whether an award would prevent a move that would have detrimental effects on the customer and their household, for example children's schooling, health, support networks or employment;
- Whether the applicant and their household are taking long-term action to help their problems in meeting their housing costs;
- Whether the customer and their household are entitled to other welfare benefits but are not claiming them;
- Whether other family members external to the household help in any way towards the customer's financial expenditure;
- Whether the customer and their household could reduce expenditure on non-essential items;
- Will the payment of award keep the family together, will it support a young person in the transition to adult life, or will it assist in the safeguarding of a vulnerable adult or child;
- Harmful situations that place the children at risk of being taken into care;
- A young carer looking after someone with a severe illness, disability or mental health problem;

- Any reasons which make it necessary or especially desirable for the claimant to occupy the dwelling they currently reside in the view of the decision maker;
- Unless there are exceptional circumstances, applications from single people living with family members will not be awarded if they have access to other sources of help;
- Deterioration in health or medical conditions that will result in a return to care.

This list is not exhaustive

Assistance for people leaving care to establish themselves in the community

This category of need is intended to help people establish themselves in the community following a stay in institutional or residential care. Care refers to institutional or residential accommodation in which the person concerned has received care. This could include: residential care homes, rehabilitation units, hospitals or local authority care.

Assistance is also available to people if they are within 6 weeks of leaving one of the above institutions or residential accommodations.

The length of time the applicant has been in care should normally be:

- a period of three months or more, or
- a pattern of frequent or regular admission to care; linked to the nature of their presenting health problems.

The following examples are of groups of people who may need a high level of care, supervision or protection:

- Frail elderly or disabled people who have restricted mobility
- People who have difficulty performing personal care tasks
- People with acute learning disabilities
- People with a physical impairment, including those with sensory impairments
- People with diagnosed mental health and / or neurological problems that correspond to the DSM (IV) & ICD classification system
- Chronically sick and terminally ill people
- People recovering from drug and alcohol addictions
- Young people leaving care
- Young people who have no parents or are unable to live with their parents because they are at risk of abuse, harm or neglect
- Rough sleepers

This list is not exhaustive.

In the case of children and young people leaving care, we will liaise with health and social care agencies to ensure they are able to establish themselves safely and

securely in the community to prevent the risk of homelessness, exploitation and harm. Assistance may be granted for children and young people who: have left care in the last 12 months; or are in the process of setting up a new home, if age appropriate.

Applicants will be required to demonstrate what other broader support will be in place to help the person concerned to:

- Make the immediate transition from care to the community;
- Remain in the community and not return to care; and

such transition arrangements should involve the person concerned and gain their consent.

Planned care should match the immediate and ongoing needs of the individual; verified by a senior health care practitioner or a statutory authority, such as a G.P, specialist physician, psychiatrist, family nurse or social services.

We will assess whether broader areas of community care is planned, such as assistance from support workers and informal care givers. In doing so, we will evaluate, based on the advice given by lead professionals, whether the nominated care givers are reliable, responsible and appropriately matched to the person's care needs, especially if a child or young person is rejoining the household after a period in care.

Being in receipt of a 'personal budget' for adult social care or disability related benefits does not automatically qualify someone for assistance.

Each application will be assessed on its own merits in the context of the individuals; symptoms, level of functioning; finances, family and community resources.

If the person concerned is suffering from a deteriorating medical condition, a serious illness or is exposed to a harmful situation that will inevitably lead to return to care; granting Local Resettlement Assistance award may delay such a decision, and for this reason, an award may be refused. Making a decision to refuse an application in such cases will be based on the recommendation of a professional such as a Social Worker.

Assistance for people to stay in the community rather than enter care

This category of need is designed to support someone to live independently, rather than go into institutional or residential accommodation, such as a residential care home, hospital, rehabilitation units or local authority care. Prisoners or young offenders on release or home leave cannot apply for this category [see section "Assistance for a prisoner or young offender on home leave or release to re-adjust to life outside of prison"].

The risk of the person being taken into care has to be substantial – supported by clear evidence verified by a statutory authority or lead health or social care practitioner to substantiate;

- the threat of care is immediate or imminent; and
- there is a direct link between the threat of care and the need in question

The person concerned should require a significant and substantial amount of care or supervision because they;

- cannot adequately look after themselves or others;
- would be a danger to themselves or others;
- are at risk of harm or abuse

In order to validate a care need, we will require verification from professional agencies working within a health or social care role.

In considering applications for this need, we will liaise with health and social care agencies to assess:

- If the person requires a significant and substantial amount of care;
- The items applied for are sufficiently linked to their care needs;
- The items applied for, together with the planned care, will help the person remain in their home or lessen the risk of going into care;
- The extent to which their existing or planned accommodation is not suited to the needs of the applicant or immediate family, by the very fact that it presents a risk to their health and safety;
- Whether broader support is in place to prevent the person from entering care;
- The level, length and frequency of this support in relation to the person's health and ongoing needs; and
- Whether support includes other areas of community care, such as assistance from support workers and informal care givers. This may include activities that meet: safety, security, self-esteem and personal growth needs.
- Planned care will prevent the risk of homelessness, exploitation or harm

If the person concerned is suffering from a deteriorating medical condition, an illness or a harmful situation that will inevitably lead them to going into care and granting Local Resettlement Assistance will delay such a decision then assistance may be refused. Making a decision to refuse an application in such cases will be based on the recommendation of a professional such as a Social Worker.

Being in receipt of a 'personal budget' for adult social care or disability related benefits does not automatically qualify someone for assistance. Each application will be assessed on its own merits in the context of the individual's; symptoms, level of functioning; finances, family and community resources.

Assistance for a prisoner or young offender on home leave or release to re-adjust to life outside of prison

This category of need is designed to support prisoners and young offenders, leaving prison, or on home leave, adjust to life outside of prison through the provision of essential items.

One of the intentions of this category is to support the individual, immediately after their release, to prevent the likelihood of re-offending and the risk of harm.

An application can be made 6 weeks in advance of the person's release date.

If the person is on temporary release, the person caring for the prisoner or young offender must make the application.

We will assess whether the requested item / service will help the person adjust to life outside of prison and prevent the risk of re-offending or harm.

If the person is being released / discharged as part of a resettlement regime, a transition plan should be in place which is a series of things that are intended to help the person make the transition from prison to community life. That is, a plan to help the person deal with the problems they may face after being released. This plan may be provided by the Prison Service, the Probation Service or other agency or charity tasked with providing the plan.

A transition plan should take into account the person's immediate and ongoing support needs, such as: employment, accommodation, development of family and community ties; finance, drug and alcohol addictions, mental and physical health; childcare and so on. Moreover, it should be based on agreed multi agency working to ensure there will be an ongoing risk assessment designed to support the person's reintegration back into the community.

In addition to a transition plan, we will review whether the person concerned has made reasonable endeavours to prepare for life outside of prison. In particular, the person has:

- Applied for a discharge grant, if eligible
- Applied for a travel warrant to pay for their travel back home or anywhere else they are going to settle down
- Set up an appointment with their local benefit office to apply for benefits
- Sought help whilst in prison, especially if they will be homeless on release e.g. made contact with the prison's resettlement team
- Participated in any pre-release courses or training that will support their adjustment to life outside of prison
- Received suitable clothing from the prison on their discharge
- Notified the police of their name and address, if convicted of certain sex and violent offences.

We will take into account whether the applicant is subject to a Licence which includes conditions that will support prospects of effective resettlement and/or contribute to public protection.

Multi agency protection arrangements (MAPPA) must be in place to manage and reduce the risk presented by sexual and violent offenders.

Telford & Wrekin Council reserves the right to reject applications where it becomes clear that the planned resettlement or temporary release does not have sufficient arrangements in place to reduce the likelihood of re-offending and risk of harm to the public. This information is likely to be provided by a professional working with the offender e.g. Prison Service or Probation Service. Applications will be assessed in accordance with the Rehabilitation of Offenders Act.

Assistance for people to set up a home as part of a resettlement programme following a period without a settled way of life

This assistance is intended to help people establish a settled way of life following a period of continuous instability.

The fact that someone has lacked accommodation does not necessarily constitute an unsettled way of life. For instance, an applicant evicted from a longstanding tenancy who, after staying with their relatives for a month, obtains a new tenancy will not satisfy requirements under this category.

Assistance will only be considered if the application forms part of a planned resettlement programme. The programme may be provided by the Council or other agency or charity providing support to the person. This programme must include:

- Help to set up a new home or secure stable accommodation; and
- Activities / actions designed to help the applicant settle in the community

If the requested item(s) / service(s) are for the purpose of setting up a new home, the home need not be permanent. For instance, applicants may satisfy requirement if they are moving into assured short hold tenancies, temporary accommodation or a refuge that will eventually lead to a settled way of life. In such instances there will be an expectation that the applicant will take any items granted with them when they move into more permanent accommodation.

The resettlement programme should show there is a plan: a series of things that are intended to help the person resettle in other ways, such as employment, budgeting, guidance on running a home and help to address health problems or behaviour that may have caused and maintained an unsettled way of life.

Importantly, this planned support must go beyond accommodation needs (i.e. setting up a new home): it must be specific to the individual; it should engage them actively; and entail multi-agency working.

To determine whether an applicant has an unsettled way of life, a range of circumstances will be considered, in particular:

- When the applicant last lived in settled accommodation;
- The different places they have stayed;
- The types of accommodation involved;
- The periods spent in each place;
- The reasons for leaving; and
- Factors that may have caused and maintained an unsettled way of life.

If the unsettled way of life is a consequence of an act or omission to which the applicant is responsible for or could have taken steps to avoid, assistance will not be made, unless there are exceptional circumstances for doing so.

An unsettled way of life, for example, may refer to the following situations;

- a rough sleeper
- a person using a night shelter, temporary accommodation or a hostel over a prolonged period of time.
- victim(s) of domestic abuse seeking refuge

However, this does not mean that everyone who is staying in a hostel or temporary accommodation is without a settled way of life. Each case will be considered on its own merits.

Core Eligibility Criteria for Local Resettlement Assistance

To be considered eligible for Local Resettlement Assistance applicants must satisfy ALL of the following conditions:

- Be aged 16 or over.
- Be without sufficient resources to meet an urgent need that poses a serious risk to the health and safety of the applicant or their immediate family member(s).
- A resident within the Telford & Wrekin Borough. However, exceptions will be granted where the applicant requires refuge or care following abuse, harm or has an unsettled way of life.
- Legally resident in the UK

The applicant must also be in receipt of one of the following benefits:

- Income Support
- Jobseekers Allowance (Income Based)
- Employment and Support Allowance (Income Related)
- Pension Credit
- Anyone who has yet to apply for the above but who is likely to qualify

Where;

- the applicant's capital and that of their immediate family is less than the amount they would need to meet their or their families basic living expenses for a period of 1 month and the applicant or their immediate family do not have the funds available to cover the cost of the items / service requested.

If an applicant requires help to set up a new home, they must be at the start or in the process of doing so. No assistance will be granted for applicants that have completed this process.

In determining whether an applicant is in the process of setting up a home, we will take into account:

- how long the applicant has been living in the property;
- the furniture and equipment they have in their home; and
- how they are managing without the items they lack

Exclusions

The following people are excluded from assistance in all circumstances:

- A person in hospital or care home (independent or local authority), unless their discharge is planned to take place imminently
- A person moving into care settings such as nursing and residential homes.
- A person subject to immigration control by virtue of the Immigration and Asylum Act as they are not able to claim benefits. This may be because they haven't got permission to enter or remain in the UK, only have permission to enter or remain in the UK if they don't claim benefits or use other public services or were given permission to enter or remain in the UK because someone has formally agreed to support them.
- A person or immediate family member that has been granted assistance under this policy on 3 separate occasions within a rolling 12 month period, commencing from the date their last application was received. Exemptions may be granted in exceptional circumstances. In such cases, the applicant will be required to attend a face to face interview.
- Prisoners and people lawfully detained with the exception of those due to be released imminently and who fall under the criteria for "Assistance for a prisoner or young offender on home leave or release to re-adjust to life outside of prison".
- Members of a religious order who are fully maintained by the order.

The following people are also excluded from assistance, except in very exceptional circumstances:

- A person from abroad who fails or would fail the habitual residence test for the purpose of welfare benefits and other entitlements.

- A person subject to benefit sanction or disallowance to their Job Seekers Allowance, Employment Support Allowance, Income Support or Pension Credit or equivalent welfare benefits.
- Single people living with family members who are deemed to have access to other sources of help.

Local Resettlement Assistance **will not** help with the following;

- a need which occurs outside the United Kingdom
- **or** an educational or training need including clothing and tools (these may be granted by the school e.g. through the pupil premium)
- **or** travelling expenses to or from school
- **or** school meals for those eligible to free school meals
- **or** expenses in connection with court (legal proceedings) such as legal fees, court fees, fines, costs, damages, subsistence or travelling expenses
- **or** domestic assistance and respite care
- **or** any repair to a rented property which is the responsibility of the landlord
- **or** a medical, surgical, optical, aural or dental item or service (these needs can be provided free of charge by the National Health Service, if the applicant or their partner is in receipt of Income Support, income-based Jobseeker's Allowance, Employment and Support Allowance (income-related) or Pension Credit (which includes the guarantee credit) or replacement under Universal Credit
- **or** work related expenses
- **or** debts to government departments
- **or** investments
- **or** council tax or arrears of community charge

5. Decision Making

Whilst recognising the need for individual consideration of the circumstances of each case, consistency is also important. Each case needs to be looked at on its own merits but all customers need to be treated equitably and fairly when the scheme is administered.

Requests for Further Information

Although some decisions may be able to be made based on the information provided within the application, it may be necessary to request further information to enable the decision maker to reach a decision. Extra information may be requested by:

- Telephone to verify information provided, clarify details of the crisis or care need; review what has caused the urgent need and to discuss other types of support that may be appropriate to the specific need.
- Interview to verify the same information as would be requested during a telephone call. Sometimes however it is easier to speak with the applicant face to face.
- Visit – it may be necessary for a visiting officer to visit the applicant in their home to gather information or assess their requirements.
- Liaising with advocacy services, agencies and statutory authorities – through working with the applicant these bodies may have additional information on the applicant's circumstances and the impact on the applicant's health and safety the requested item or service will have. It may also be necessary to seek additional advice or guidance from appropriate bodies on the other options that may be available to the applicant to alleviate their circumstances.
- In writing – when dealing with urgent requests it is unlikely that requests for additional information will be made in writing, however on occasions it may be deemed appropriate to request information in writing. An example may be a non-urgent Local Resettlement Assistance where the person is not yet in a position to move back into the community or where all other methods of communication have not elicited a response.

The applicant will need to provide information within a tight time limit due to the urgent need for a decision to be made. In most instances an applicant for Local Crisis Assistance will need to provide information within 1 working day of any request. In most instances for Local Resettlement Assistance the applicant will need to provide information within two weeks of the request. The time limit can be adjusted according to the circumstances of the application. If a person fails to provide the necessary information then the application will be rejected.

Rejection of Application

On reviewing the applicant's circumstances, case details and eligibility; a decision maker may reject an application on the basis:

- The urgent need can be met by other sources of help or the applicant has failed to demonstrate how they have sought to address their need through other types of assistance;
- The applicant is deemed to have sufficient resources to meet the urgent need;
- Following the date the crisis or care need had arisen, the circumstances of the applicant or their family members' have changed in such a way that they no longer satisfy the criteria for assistance;
- The applicant has been granted assistance on 3 separate occasions within a rolling 12 month period, commencing from the date their last application was received. Exemptions may be granted;
- The applicant is deemed to not meet the considerations for assistance set out in this policy;
- The item(s) or service(s) applied for are ineligible as set out in sections 3 and 4;
- The application is deemed to be fraudulent [see section 8];
- Insufficient information is provided to verify the applicant's need, circumstances or eligibility;
- The operation of the scheme is at the Council's discretion and applicants do not have an automatic right to assistance.

Making Decisions

In reaching a decision a decision maker may decide that:

- An application is rejected.
- Partial assistance is granted as it is deemed that not all of the requested items or services will directly reduce the health and safety risks associated with the applicant's circumstances.
- Having regard to all the applicant's circumstances a decision maker may decide that alternative item(s) or service would best suit their needs to reduce the health and safety risks with the circumstances they find themselves in. Such decisions will usually be made after consultation with any support worker that is assisting the applicant.
- Full assistance is granted i.e. the items or services requested are granted in full.
- Not all qualifying applications can be paid as this scheme has a cash limited budget. A decision will take account of monthly budget positions, demand patterns and resource levels.

Telford & Wrekin Council reserves the right to reject applications at any stage of the assessment process.

Timescales for decision making

It will be necessary to make decisions on Local Crisis Assistance applications in most cases within 24 hours, for example if the applicant is in need of food or heating. Some applications are less urgent e.g. a request for washing machine or cooker. For

these requests decisions will be made within 3 working days or as soon as is practically possible. In many instances the decision on Local Resettlement Assistance applications is less urgent as usually there is notice of the person returning to the community, decisions in these cases will where possible be made within 2 weeks of the application or as soon as is practically possible. In some instances a more urgent decision will need to be made e.g. if someone has to move quickly due to suffering domestic violence.

Most applications can wait until the next working day to be determined. However there may be emergencies where a decision is required out of office hours. Such requests will be received by the Council's out of hours emergency duty team. Where it is deemed that a request cannot wait until the next working day the case will be referred to a decision maker on an out of hours rota.

6. Granting of Assistance

Assistance may be in the form of:

- A food parcel, toiletries and baby goods provided by the Crisis Network
- Items of essential furniture. Where the appropriate item(s) are available they will be sourced from local community recycling schemes for which the Council will recompense the scheme for the value of the goods. Where it is not possible to purchase used goods the Council will look to purchase a new item. The Council will arrange for the item to be delivered.
- Essential white goods which where there is an appropriate item available will be sourced from local community recycling schemes for which the Council will recompense the scheme for the value of the goods. Where it is not possible to purchase second hand goods the Council will look to purchase a new item. The Council will arrange for the goods to be delivered, installed and any existing item which is being replaced to be removed to be repaired or recycled.
- A pre-paid voucher which can be used at any PayPoint facility to credit the applicant's gas or electricity key, card or account. The voucher will only be able to be redeemed against the applicant's specific key, card or account.

No cash awards will be made unless a grant is awarded under unusual circumstances where it is not possible to procure the item or service. If a cash award is to be made this will either be made directly into an appropriate bank account or by way of a PayPoint voucher which the applicant can cash at a local PayPoint terminal.

Depending on the applicant's circumstances assistance may be granted to:

- The applicant
- Their partner or immediate family member acting as an appointee
- An advocate service or statutory authority acting on behalf of the applicant.

- Other third party where the applicant has an illness or disability that impairs their ability to make a transaction or receive a delivery for the agreed item / service

A decision on assistance being granted may be conditional upon the applicant agreeing or meeting certain requirements to prevent the risks associated with the crisis or the support need reoccurring. For example, if an unsettled way of life has been mediated by drug and alcohol addiction, the applicant will be required to seek treatment / therapies as advised by specialist health workers.

Should an applicant be unsuccessful, they can ask for their decision to be reviewed if there is reasonable grounds to do so [see section 10].

7. Notification

Applicants will be notified of their decision either in writing (including e-mail) or via telephone (including text message). In some cases a decision may be made face to face.

The reasons for a decision will be explained as well as the options available to the applicant.

8. Fraud

Telford & Wrekin Council is committed to the fight against fraud in all its forms. An applicant who tries to fraudulently claim a grant by falsely declaring their circumstances, providing a false statement or evidence in support of their application, may have committed an offence under the Fraud Act 2006. Where it is alleged, or the authority suspects that such a fraud may have been committed, the matter will be investigated and if fraud is found to have occurred, action will be taken including, if appropriate, criminal proceedings.

9. Officer Roles

Decision Maker (Discretionary Awards Officer or equivalent) – will gather all necessary information they deem necessary to make a decision. Where further information is required the decision maker will telephone, arrange a meeting or visit the applicants in their home. Or where appropriate they will contact any third party who may be able to provide additional information.

The decision maker will consider all the information available and with regard to the qualifying criteria and factors to consider will decide whether assistance can be granted.

The decision maker will notify the applicant or their representative of their decision and will offer advice on any other steps the applicant can take to ease their circumstance or other support available. The decision maker where necessary will refer the applicant to other agencies or departments who can provide support and assistance.

The Benefit Service Delivery Manager has the authority to delegate decision making powers to another suitably experienced officer if there should be a need.

Review Officer – any appeals received will be decided by the Discretionary Awards Team Leader, or where they have made the original decision the Benefit Welfare & Assurance Group Manager will undertake the review.

The Benefit Service Delivery Manager has the authority to delegate this function to another suitably experienced officer if there should be a need.

10. Reviews and Appeals

Local Crisis Assistance and Local Resettlement Assistance are discretionary awards however an applicant who is dissatisfied with a decision regarding one of these awards may apply for it to be reviewed. Applications for a review must be in writing and contain reasons for the application and be received within 14 days of being notified of the original decision.

A reviewing officer will consider the request for a review. It may be necessary to speak to the applicant or their representative either via the telephone or face to face.

The outcome of the review will be notified in writing.

Should the applicant remain dissatisfied with the outcome of the review, they have the right to contact the Local Authority Ombudsman.

11. Publicity

Details of the scheme and the application will be included on the Council's website. The Council will work with relevant interested parties who work with people who are most likely to require assistance from the scheme. The Revenues and Benefits Service will seek the co-operation of various service areas across the Council and partner organisations including social services, family and cohesion services, housing associations, the probation service and voluntary sector organisations.

Initial Impact Assessment Template

Please use the following template to help determine whether a community impact assessment is required.

Name of Policy

Local Crisis and Resettlement Assistance Policy

Purpose and function of policy

(Please provide a brief description, for example, services affected)

To outline the entitlement and decision making process for Local Crisis and Resettlement Assistance.

This is a new area of responsibility for the Council. Previously the Department for Work and Pensions (DWP) provided discretionary Community Care Grants and Crisis Loans for living expenses but with effect from 1 April 2013 these are being abolished. Community Care Grants were awarded for a range of expenses, including household equipment, and were intended to support vulnerable people to return to or remain in the community or to ease exceptional pressure on families. They were also intended to assist with certain travel expenses. Crisis Loans were made to meet immediate short-term needs in an emergency or as a consequence of a disaster when a person had insufficient resources to prevent a serious risk to the health and safety of themselves or their family.

Each council is being provided with funding for new Local Welfare Provision. It is for each council to decide how they will spend this new Local Welfare Provision funding. The funding is to allow councils to give flexible help to those in genuine need. There is no expectation for councils to replicate the DWP's scheme.

Spending decisions are and will continue to be a matter for each council and the Government does not intend to start placing restrictions on any future decisions they may make on funding.

Telford & Wrekin Council has decided that it will provide two types of assistance – Local Crisis Assistance and Local Resettlement Assistance. Subject to the entitlement criteria within the policy we will give assistance to the most vulnerable residents when they suffer a crisis or require resettling back into the community. The assistance will be via the provision of goods or services.

Local Crisis Assistance – will cover situations where a household has insufficient resources to meet an urgent need that poses an immediate and substantial risk to their health and safety. A crisis may include no access to specified essential items, the imminent risk of homelessness, the imminent risk of children being taken into care, unexpected death of an immediate family member, domestic abuse, neglect and harm, a flood, fire and gas explosion. The type of assistance may include crediting a gas or electric meter, provision of a food parcel via Telford & Wrekin

Crisis Network and repair or provision of an essential white good or furniture. This assistance will not be reliant on entitlement to particular benefits but on the resources available (income, savings, access to credit or insurance pay out) to a person / family to enable them to overcome the immediate risk to their health and safety caused by a crisis.

Local Resettlement Assistance – will give assistance to vulnerable people to live independent lives to remain or become integrated within their community by the provision of goods or services. Examples of those who may require assistance include people leaving care, people requiring assistance to remain in the community rather than enter care, help to ease exceptional pressures, help for a prisoner or young offender on home leave or release to re-adjust to life outside of prison, help for people to set up a home as part of a resettlement programme following a period without a settled way of life. The person will need to be in receipt of a specified means tested benefit and not have the resources (income or savings) to be able to provide themselves with the goods or service. The type of assistance will typically be the provision of essential white goods or furniture but may include crediting a gas or electric meter or provision of a food parcel via Telford & Wrekin Crisis Network.

Who does this policy affect

Workforce / Employees		Service Delivery / Communities	X
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Author(s)

Rebecca Owen-Jones

Job title and Service Delivery Unit

Benefit Welfare & Assurance Group Manager
Revenues and Benefits

Date completed: 26.02.13

Sign off (line manager) and date

If signed off by e-mail please confirm by identifying when and by whom

A separate guidance note is available to support you through the completion of this assessment. You can find it on the intranet.

The general equality duty states that we must have due regard to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity
- Foster good relations between different groups

Complete the table below, assessing the impact of your policy on people with protected characteristics, including employees and customers. You should also consider the elements of the above general duty.

Protected Characteristic	Positive impact		Negative impact			Reasons/evidence
	Yes	No	High *	Low #	No	
Age		X			X	Applicants must be over 16 years but other than that age has no impact on whether we will award assistance. The nature of the assistance granted is likely to help those who are most vulnerable in the community which will include young adults and the elderly e.g. young adults coming out of Local Authority care or the elderly discharged from residential care. Those under 16 years of age are not subject to the Equalities Act and any duty to provide assistance will fall upon the parent or legal guardian (who can where appropriate make an application to the scheme).
Disability	X				X	A disabled person being discharged from residential care or an extended hospital stay may be awarded assistance to help them resettle back into the community if they meet the qualifying criteria of the policy.
Gender (Sex)		X			X	Gender has no impact

						on whether or not assistance will be granted.
Gender reassignment		X			X	Gender reassignment has no impact on whether or not assistance is granted.
Marriage/civil partnership		X			X	The status of a couple e.g. whether or not they are married or in a civil partnership has no impact on whether or not assistance is granted.
Pregnancy/maternity		X			X	Whether or not someone is pregnant or on maternity leave will have no impact on whether or not assistance is granted.
Race		X			X	Race has no impact on whether or not assistance is granted.
Religion/belief		X			X	Religion or belief has no impact on whether or not assistance is granted. However if a person is a member of a religious order who is fully maintained by the order they will not qualify for assistance.
Sexual Orientation		X			X	Sexual orientation has no impact on whether or not a assistance is granted.
Deprivation (inc rural/urban)	X				X	The assistance given is discretionary but the policy is designed to help the most financially vulnerable to overcome a crisis by providing their basic living needs or to help the most vulnerable to resettle into or back into the community by providing basic

						specified essential items. By giving assistance we aim to reduce financial deprivation a person / family is experiencing.
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High – there is significant evidence of adverse impact or potential for adverse impact. The policy etc has consequences for or affects significant numbers of people and/or has the potential to make a significant contribution to advancing equality.

Low – there is anecdotal or little evidence to suggest adverse impact. The policy etc operates mainly within a small unit and affects few people.

Am I required to carry out a Community Impact Assessment?

If you have ticked negative impact as High, then a Community Impact Assessment will need to be completed, available on the intranet.

If a Community Impact is not required, you are required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts. Please provide details of how you will monitor evaluate or review your proposals and when the review will take place in the box below

Monitor and Review

Please provide details of how you will monitor evaluate or review your proposals and when the review will take place.

How will you monitor/review proposals?

Monthly and quarterly collection of data is to be undertaken by the Revenues and Benefits Service.

Details of the broad reasons for awards, the type of assistance granted and number of people granted assistance will be reported within the Revenues and Benefits Quarterly monitoring report which is circulated to all Revenues and Benefits staff and the Assistant Director for People and Customer Services.

In addition it will be necessary to monitor expenditure on at least a monthly basis to ensure that the budget is not overspent.

This is a new area of responsibility for the Council. Therefore the working group who have shaped this scheme will also meet on a regular basis, at least quarterly, for the first year, to review the effectiveness of the assistance scheme. The working group includes members, the Assistant Director for People and Customers, the Benefit Service Deliver Manager, the Customer & Registration Services Manager, the Citizens Advice Bureau and the Department for Work and Pensions.

Characteristic data from individuals accessing the scheme will be collected and analysed.

Consideration will be given to undertaking user feedback to find out the effectiveness of the scheme.

When will the review take place?

As above it will be necessary to closely monitor the effectiveness of the scheme. In the first year it is envisaged that reviews will be undertaken quarterly and a more detailed review undertaken towards the end of the first year.

User feedback will be considered towards the end of the first year of the scheme.

Co-operative & Communities and Budget & Finance Scrutiny Committee

Comments on the Local Crisis Assistance and Local Resettlement Assistance Policy for Policy Review

The Co-operative & Communities and Budget & Finance Scrutiny Committee held a joint meeting on 11th March 2013 to review the Local Assistance and Local Resettlement Assistance Policy and made a number of comments they would like considered at Policy Review. At the time of the meeting, there was clearly still a lot of work going on to develop, enhance and add further safeguards to the Policy so Members were aware that it was work in progress and some of the suggestions made below may already have been considered by the time the Policy is presented at Policy Review.

Comments

- Members agreed overwhelmingly that the Policy is an excellent piece of work. They appreciated the diligence that had gone into thinking through the potential issues and eventualities to find appropriate and creative solutions, especially within a very short timescale.
- There was wholehearted support for the “no cash payments” approach. Members felt strongly that all staff (from the front line at First Point to decision makers) must stick to this line to deter and avoid abuse of the system.

Response: Staff working in First Point and Decision Makers will receive training and it will be made clear that the message they need to deliver will be that there are no cash payments. This message will be replicated in the information that is circulated to other interested parties including other Council Officers and partner organisations. The application form will also make it clear that there are no cash payments.

- Members heard in detail about the various forms of assistance and the involvement of the Crisis Network, community recycling schemes etc. which was welcomed, as was the additional detail about safeguards around the voucher scheme.
- The fact that access to local intelligence was limited and that there are a lot of “unknowns” in terms of predicting the demand and types of assistance was understood, and Members were happy to hear that the scheme would be monitored initially on a weekly basis and that the Policy would be reviewed after a number of months. Scrutiny would like to be involved when the Policy is reviewed.

Response: We would welcome scrutiny’s views when the policy is reviewed.

- Members were told that a briefing and relevant links would be sent to all Members, and it was suggested that this must emphasise that Members must refer enquiries to the relevant officers to apply the Policy and that Members must make it clear to residents that they cannot influence decisions.

Response: When the briefing note is circulated we will ask that members refer enquiries to the relevant officers and that they will not be able to influence decisions.

- It is important that the assistance does not duplicate any other forms of assistance already provided. Members were assured that work had been done to identify other funds within the Council that could cover emergencies and crises, and none had been identified except possibly S17 for children at risk, but this would be double-checked with regard to contingencies for people affected by flooding.

Response: We will regularly check to ensure that the assistance via this policy does not duplicate any support that a statutory body is obliged to provide. We will also work with other Council Services who have discretionary funds to ensure there is no duplication and that the funds are spent in the most efficient manner. We will explore what assistance the Council provides to victims of flooding.

- It was suggested that the exclusion from the scheme of people on bail pending a court hearing should be reconsidered as they may be in genuine crisis.

Response: This has now been removed.

- The section on assistance for people to set up a home as part of a resettlement programme following a period without a settled way of life should be expanded to clarify that if help is provided to someone in temporary accommodation, the person would be expected to take the goods provided with them when they move into more permanent accommodation, and that this should be tracked.

Response: This section has been expanded to include the sentence in bold below. In most instances where someone is part of a resettlement programme and is either in Council temporary accommodation or that provided by a charity / community enterprise or social sector landlord the organisation supporting the applicant will assist the applicant in moving to new accommodation with their belongings. In instances where items are left behind where possible they are re-used or recycled.

*If the requested item(s) / service(s) are for the purpose of setting up a new home, the home need not be permanent. For instance, applicants may satisfy requirement if they are moving into assured short hold tenancies, temporary accommodation or a refuge that will eventually lead to a settled way of life. **In such instances there will be an expectation that the applicant will take any items granted with them when they move into more permanent accommodation.***

- Members suggested on the issue of clothes, that an agreement with an appropriate retailer should be explored whereby the Council is invoiced for clothes.

Response: As the scheme develops we will review the demand for clothing and explore the opportunity to either have an agreement with an appropriate retailer or charity outlet.

- The Policy states that depending on the applicant's circumstances, assistance may be granted to "their partner or immediate family member acting as an appointee" and Members wanted to see proper safeguards around the validation of appointees so the scheme is not open to abuse by non legitimate "appointees" of vulnerable people.

Response: The goods or services in the vast majority of cases will be delivered directly to the person in need and not to any appointee so hopefully this will reduce the opportunity for abuse of the scheme. Also we are hoping that most of the applications for vulnerable people will be made by a trusted professional such as a Social or Support Worker. Where an appointee makes an application we will check available records to

ensure they have appropriate authority and where it is suspected that the application is from a non legitimate appointee advice will be sought from appropriate professional such as a Social Worker.

- Members were concerned about the risk of deeming “rent in advance” to be an essential expenditure. The Assistant Director explained that discussions were on-going to look at whether the Bond scheme could be used to underwrite rent and depending on the outcome, “rent in advance” may be removed from the Policy as an essential expenditure. This was welcomed by members.

Response: We are hoping that changes to the bond scheme will negate the need to pay rent in advance or deposits. However in exceptional circumstances where the bond scheme is unable to assist we will still need provision to be able to pay rent in advance or deposits. It is hoped with the fact that interest free budgeting loans from the Department for Work and Pensions are available to people on certain benefits (who meet prescribed criteria) to help towards rent in advance / deposits and changes to the bond scheme the number of instances when this policy is used to pay rent in advance / deposits will be low.

- Members were concerned about people in crisis using loan sharks or pay-day lenders and the risks around this and welcomed the fact that discussions were happening with Fairshare about linking people into the credit union.

We are very grateful to the Co-operative & Communities Scrutiny and Budget & Finance Committees for taking the time to look at this policy so thoroughly and for the valuable comments they have made. A number of changes have been made to the policy and as a result of the feedback. Acknowledgement to the feedback has been given within the Cabinet Report.

Angie Astley, Assistant Director – Customers & People Services

18th March 2013

TELFORD & WREKIN COUNCIL

CABINET – 28 MARCH 2013

UPDATE ON LOCAL PROGRESS IN IMPLEMENTING CHANGES ARISING FROM THE HEALTH & SOCIAL CARE ACT 2012

REPORT OF THE ASSISTANT DIRECTOR – SOCIAL CARE SPECIALIST

LEAD CABINET MEMBER – CLLR RICHARD OVERTON

1.0 SUMMARY

1.1 This report summarises all the arrangements that are in place to ensure a successful transition to the new responsibilities the Council has as result of the Health and Social Care Act 2012

1.2 This includes arrangements for the Health and Wellbeing Board & Strategy, Healthwatch, Public Health, Independent NHS Complaints Advocacy Service, Independent Mental Health Advocacy Service and Deprivation of Liberty Safeguards in hospitals.

1.3 It also sets out the new arrangements taking place within the NHS and which organisations therefore will be our key partners post April 2013 in delivering the health, social care and wellbeing agenda.

2.0 RECOMMENDATIONS

2.1 Members note the new arrangements that are in place for the NHS from 1 April 2013 and the impact on the Council.

2.2 Members note the new responsibilities placed on the Council from 1 April 2013, the transition planning and activity that has taken place, the completion of the Transfer Scheme statutory process and signing off by the Council and the final arrangements put in place through delegated authority to ensure the Council meets these responsibilities.

2.3 Members note that we are just nearing the completion of the transition and that this is just the start of our Health and Wellbeing journey.

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	To improve the health & wellbeing of our communities and address health inequalities
	Will the proposals impact on specific groups of people?	

	Yes	The services described are available for all who need them though some will target people with the higher levels of health need
TARGET COMPLETION/DELIVERY DATE	1 April 2013	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes/No	<p>When public health functions transfer to the council on 1 April 2013 they will be funded by a new ring-fenced grant that can only be used to support public health activities.</p> <p>The total grant allocation for Telford & Wrekin is £10.6m in 13/14 , rising to 10.9m in 14/15 The proposed use of this grant is detailed in the medium term budget strategy.</p> <p>Detailed work has been carried out by officers on all aspects of the public health activity, including commissioning and staffing levels, to establish an affordable budget for 2013/14 and 2014/15.</p> <p>The new post of Assistant Director: Health & Well-Being will be funded from within this budget.</p> <p>Work has been undertaken, in relation to the Transfer Scheme, to identify all the Council's current arrangements with the PCT in terms of funding to ensure ongoing contributions continue to be made by the appropriate Receiver.</p> <p>The Council received new funding via the Local Reform and Community Voices Grant to support the additional responsibilities transferring to the Council in respect of Healthwatch, NHS Independent Complaints Advocacy Service (ICAS), Independent Mental Health Advocacy Service (IMHA) and Deprivation of Living Safeguards Assessment (DoLS). The total available to fund these new responsibilities is £131,746 in 2013/14 and £134,327 in 2014/15.</p>

		<p>The transfer of the former Learning Disability and Health Reform Grant (LD&HR) into the Council's formula funding results in an additional £4,340 for DOLs and £10,096 for Healthwatch.</p> <p>The total funding for each responsibility is detailed within the body of the report and all planned activity must be contained within this funding.</p> <p>The Council will need to ensure they work closely with the CCG to ensure the effective and efficient application of resources to meet the requirements of the Health and Wellbeing Strategy.</p>
<p>LEGAL ISSUES</p>	<p>Yes</p>	<p>Members have been given extensive background details of this transition process and the potential implications for this Council. However given the complexity and unique nature Regulations are still being received and the Guidance has been rather piecemeal and not as complete as hoped. However it is now clear that the transition process will be in the form of a statutory Transfer Scheme. The Department of Health are in the process of drafting Transfer Schemes for each PCT which lists all of the staff, contractual responsibilities and property aspects which will transfer from the PCT to the Council on 1.04.2013. The PCT as Sender Organisation has been required to carry out a lengthy due diligence exercise and has had to identify all those staff, assets and contractual responsibilities which will be coming to the Council as Receiver Organisation. The Council has tried to work with the PCT as much as possible to ensure that the Council has as much information as possible in relation to the contents of the Transfer Scheme. However the final form and content of the Transfer Scheme is not known at this stage. Each Sender and Receiver Organisation is required to pass an appropriate resolution before 1.04.2013 confirming the sign off of the Transfer Scheme. The Transfer Scheme needs to be signed off by the Authorised Officers of the</p>

		<p>Council identified in appropriate delegations..</p> <p>Again due to the nature of the Guidance it is unclear whether the Council will be required to enter into any documentation to change the legal title of any of the transferred arrangements, contracts or assets. There is also the issue of any joint arrangements with other parties such as the CCG. Therefore members are requested to note the delegation to the Director of Law, Democracy and Public Protection to enter into any appropriate arrangements to enable and give effect to the transfer.</p>
OTHER IMPACTS, RISKS & OPPORTUNITIES	No	
IMPACT ON SPECIFIC WARDS	No	

4. **INFORMATION**

4.1 Previous reports have set out the transformation agenda, initially set out in the Health and Social Care Bill and subsequently embedded in the belatedly approved Health and Social Care Act 2012. This report confirms the arrangements that have now been put in place for the future delivery of NHS services locally and the new responsibilities that fall to T&W Council, including some that transfer from the NHS.

4.2 Some of the principles underpinning the changes include:

- Promoting patient, service user and carer involvement in decisions about through greater choice and control
- More personalisation of support
- Involving patients, service users and the public in commissioning decisions
- Clinical leadership of health commissioning
- Promoting integration of healthcare services and health with social care
- Partnership working through the Health and Wellbeing Strategy and Board

4.3 Whilst the transition process has been difficult and not helped by the delays in publishing regulations and guidance, locally we will be prepared to move forward with the new agenda from the 1 April, as set below. For ease of reference the reports breaks down the progress and implications by the following areas:

- Changes within the NHS
- Health and Wellbeing Board, Priorities & Strategy
- Healthwatch
- Public Health

- Other new responsibilities

Changes within the NHS

- 4.4 **Clinical Commissioning Group** - Telford & Wrekin Clinical Commissioning Group (CCG), with Dr Mike Innes as the Chair and David Evans as the Chief Operating Officer, have received their authorisation via the National Commissioning Board and therefore from the 1st April 2013 will replace T&W PCT as the commissioner of most local health services and be our key partner in taking forward the principles of the Act set out at 4.2 above and our local Health and Wellbeing Strategy (see 4.10 below). The CCG of course is a commissioning organisation as all community health provision had to be transferred out of PCTs by 2011, locally this was to the then newly formed Shropshire Community NHS Trust. The council's Director of Adults & Community Services (Director of Care, Health and Wellbeing from April 2013) has a seat on the CCG's Board. They now have a full management team in place. The CCG have statutory membership of the Health and Wellbeing Board (see 4.8 below)
- 4.5 **National Commissioning Board** - As well as the major change at a local level in the NHS there has been similar change in the national organisation of NHS services. Major system change has seen the creation of a National Commissioning Board (NCB) to oversee the NHS commissioning function, commission General Practitioner primary care, which cannot be commissioned by the CCG's themselves and commission some specific specialist and/or regional/national based health services. There are 4 NCB regions – North, Midlands & East, South and London. T&W CCG sits within the Midlands and East Region which in turn has 8 Local Area Teams (LAT). Locally Telford & Wrekin comes under the Shropshire & Staffordshire NCB Local Area Team (LAT) based on the Staffordshire University campus – Graham Urwin is their Director (previously Director of the Staffordshire PCT Cluster). Our local LAT have established a Quality Surveillance Group to monitor the quality of health and social care providers and the Council is a member of the group. The NCB have statutory membership of the Health and Wellbeing Board (see 4.8 below)
- 4.6 **Commissioning Support Unit** - A range of NHS commissioning and support functions previously provided directly within PCTs or for them by local NHS providers have not transferred to successor CCGs. New organisations called Commissioning Support Units (CSU) have been created with the aim of being a more efficient and cost-effective way of providing commissioning support activities, allowing CCGs to maximise their investment in frontline healthcare services for communities and improving health outcomes. They will provide support to CCGs around for example information technology, business intelligence, payroll and accounting. T&W CCG have decided to receive their support from NHS Staffordshire CSU whose Managing Director is Derek Kitchen. Post 2014 T&W CCG has indicated they may have greater freedoms to consider where they may best source commissioning support from.

4.7 **Monitor** who were established in January 2004, have been given enhanced responsibility to authorise and regulate NHS Foundation Trusts. They are independent of central government and directly accountable to Parliament. There are three main strands of their work:

- Determining whether NHS Trusts are ready to become NHS Foundation Trusts
- Ensuring that NHS Foundation Trusts comply with the conditions they signed up to – that they are well-led and financially robust
- Supporting trusts to become Foundation Trusts

Locally Robert Jones & Agnes Hunt Hospital is a Foundation Trust as are our local mental health and specialist learning disability service provider, South Staffordshire & Shropshire NHS Healthcare Foundation Trust (SS&SFT). Shrewsbury and Telford Hospitals Trust (SATH) and Shropshire Community Trust (SCT) are currently going through the FT application process.

Health and Wellbeing Board & Strategy

4.8 **Health and Wellbeing Board (H&WB)** - Statutory responsibility for the Council to establish a H&WB from April 2013. The local Board has been meeting for 18 months in shadow form and as required by the legislation is now sitting in public. The statutory membership is set out in the legislation but the Council has discretion about the overall membership, voting rights, etc and has to formally approve the Board as a Committee of the Council. The terms of reference (see Appendix 1) for the Board have been agreed through the Council's Constitution Committee and will be ratified by full Council on 7 March 2013.

4.9 The Board's main functions are to:

- encourage integrated working
- develop the Joint Strategic Needs Assessment (JSNA)
- develop a high-level, all age, joint health and wellbeing strategy (JHWBS), based on the findings of the JSNA
- establish sound joint commissioning arrangements
- develop Healthwatch
- oversee the transfer and development of Public Health responsibilities and services within the Local Authority

4.10 **Health & Wellbeing Priorities (H&WP) & Strategy (H&WS)** - T&W Council in co-operation with its other key partners has a duty to have an all age H&WS in place by April 2013. In preparation for this the H&WB have agreed priorities with associated measurable outcomes after consultation with the local community, lead officers and Board Sponsors as follows:

	Priority	Lead Officer	Board Sponsor
1	Reduce excess weight in adults and children	Clare Harland	Cllr Arnold England
2	Reduce teenage pregnancy	Chris Marsh	David Evans
3	Improve emotional wellbeing	Michael Bennett	Dag Saunders
4	Support people with autism	Richard Smith	Dylan Harrison
5	Reduce the number of people who smoke	Vicki Pike	Paul Clifford
6	Reduce the misuse of alcohol and drugs	Michael Bennett (Barbara Jones/ Anima Thwaite)	Laura Johnston
7	Improve carer's health and wellbeing (all age)	Christine Harrison (Jill Tiernan)	Cllr Paul Watling
8	Improve life expectancy and reduce health inequalities	Louise Mills/Helen Onions	Cllr Richard Overton
9	Support people to live independently	Karen Kalinowski (Christine Harrison)	Catherine Woodward
10	Support people with dementia	Kim Grosvenor	Mike Innes
	Cross Cutters		
	Equity		
	Accessibility		
	Integration		
	Quality		
	Engagement		
	Financial Sustainability		
	Early Intervention and Prevention		
	Safeguarding		
	User Satisfaction (Ensure people have a positive experience of health and care services)	Karen Kalinowski/Christine Morris	NHS Commissioning Board

4.11 Following further public engagement sessions a H&WS (see Appendix 2) has been developed which was approved at the H&WB meeting on the 13 March 2013 ready for launch by April 2013.

4.12 The Council's Managing Director confirmed on 27 February the designation of a new post of Assistant Director: Health & Well-Being. This post will pick up the new responsibilities transferring to the Council from the NHS and will carry the statutory officer status of 'Director of Public Health'. This post will report directly to the Director of Care, Health and Well-being. Catherine Woodward will be the Assistant Director.

Healthwatch

4.13 Healthwatch England (HE) is now in place to offer leadership and support to local Healthwatch, escalate local Healthwatch concerns to the Care Quality

Commission, advise the Secretary of State, NHS Commissioning Board, Monitor and local authorities and to produce an annual report to Parliament.

4.14 The Council's new statutory responsibility is to commission a local Healthwatch to replace the existing Local Involvement Network (LiNK). Local Healthwatch must act independently of the Council and:

- carry forward all existing LiNK functions plus advice and information about access to and choice in health and social care services
- will undertake "enter and view" visits to hospitals, care homes, GP surgeries and other premises
- give advice to local people on the NHS and care services available to them and signpost them to those services
- advise commissioners responsible for arranging those services about the needs and views of local people
- raise issues of general concern with the national organisation HE

4.15 Following a procurement process, which was protracted by not being able to award first time round, the contract for our local Healthwatch was awarded to Parkwood Healthcare on the 20 February. Following the contract award stand still period, an initial meeting has now been held with the provider which included the LiNK Chair. Their implementation plan includes the creation of a locally based and managed Social Enterprise, employing 3 people (one member of staff will be a TUPE transfer from the LiNK Support Team) who will report to a Board of up to 8 members selected from the local community in conjunction with the Council. The new Healthwatch function will initially be delivered out of the existing LiNK base at The Place for 3 months pending Healthwatch confirming their new base.

4.16 The local Healthwatch has a statutory seat on the H&WB and will replace the current LiNK representative. This therefore is a good opportunity for the Council to thank the LiNK Board of volunteers, chaired by Dag Saunders for all their work in ensuring that the voice of local people has been heard in respect of health and social care services and that there is a good legacy to pass on to the Healthwatch provider. We hope that many of the volunteers will continue to be involved in some way with Healthwatch.

4.17 The council is receiving an annual £42,909 non-ring-fenced grant for Healthwatch in 2013/14 and 2014/15 in addition to the funding already contained within the Council's base budget for LiNK of £114,000 and the transfer of the former LD&HR grant of £10,096. The total funding available for this responsibility is £167,005 in both years.

Public Health

4.18 **Public Health England (PHE)** is now well established to

- Support transparency and accountability across the system
- Provide professional support and leadership to the public health system
- Ensure consistent high quality services are provided by Public Health

England units

- Ensure the delivery of the national Emergency Planning, Resilience and Response strategy

4.19 Duncan Selbie was appointed Chief Executive of PHE and took up post July 2012. The PHE delivery chain includes PHE regions and PHE centres. The PHE regions are aligned with NCB Regions as set out in 4.5 above. We are part of the West Midlands PHE Centre, led by Dr Sue Ibbotson which will provide local presence, leadership and delivery of some PH services including:

- Provision of Health Protection Services (previously offered by Health Protection Agency)
- Building PHE's relationships with local authorities and providing professional support to them
- Ensuring the local NHS has access to high quality PH advice
- Employment and professional development of Immunisation and Screening teams located with NCB Local Area Teams
- Development of the specialist and wider public health workforce
- Provision of PH specialists to support specialised commissioning and dental commissioning
- Oversee delivery of Drug and Alcohol services (previous National Treatment Agency role)

4.20 **Local Public Health services** – Previous reports have set out the Public Health (PH) responsibilities transferring to the Council and amongst other things the concerns about the late publication of Regulations, Guidance, the PCT's Public Health budget and spend and the amount of Public Health Grant, Council's would receive. However despite this a Transition Board with the support of officers from the PCT (in particular the Public Health staff) and the Council have been working to ensure a smooth transition is achieved when the Council assumes its new responsibilities on the 1 April 2013.

4.21 Positively we now know that the ring-fenced Public Health grant has been set at £10.6m for 2013/14, rising to £10.9m for 2014/15. As part of the Council's budget strategy (for approval by Council on 7 March) it has been agreed £8.1m of the grant will be available for transferring services, contracts, staff, and development whilst £2.5m will be used to fund existing Council services which contribute to Public Health priorities, outcomes and meet the grant conditions, which otherwise would be under threat given the Council's total budget position.

4.22 As previously reported the majority of current spend by the PCT is on services commissioned from providers, in particular Shropshire Community Trust. The PCT and Council have entered into consultation with the providers. All of the current contracts expire on 31,03.2013. With the budget position finalised the PCT and Council have in accordance with guidance agreed which current contracted services will be extended with

the agreement of the providers in accordance with the available guidance and have gained agreement from Graham Urwin, NCB to extend those contracts for periods of up to 12 months maximum which allows them to be on the Transfer Scheme and transfer to the Council in accordance with the Transfer Scheme. Contact has been made with each provider to explain the position. Our Commissioners (including transferring PCT commissioners) will now put together an action plan to review all these extended contracts against the Council's new, emerging vision for Public Health services & value for money approach and enter into detailed discussion with providers with a view to re-procuring the services within 12 months. The Council has also have been party to and approved decisions to let two new contracts in respect of Sexual Health services and Smoking Cessation.

4.23 National regulations in respect of staff transfer have been followed and we are in agreement with T&W PCT about the list of transferring staff. Our HR staff have had regular meetings with the transferring staff and we are not aware of any significant problems. They will transfer on their NHS terms and conditions, retain access to the NHS pension scheme and be subject to a range of protections negotiated nationally for 24 months. This transfer will be part of the Transfer Scheme.

4.24 Most transferring staff will transfer as currently located within the current Public Health unit and continue to be based at the Halesfield base of the CCG, line managed by the Assistant Director: Health & Well-Being. . Two posts with responsibility for Sexual Health Services commissioning and Drugs and Alcohol Services commissioning will be located with the existing Council Children's and Adult Social Care commissioners respectively at Darby House.

4.25 A range of delegated authorities have already been given to deal with the Public Health Transfer through the Transfer Scheme (Cabinet Report – 20 September 2012). The Transfer Schemes have been put together by T&W PCT in respect of all their current responsibilities, contracts, assets, liabilities, staff, information, etc transferring to the CCG, NCB, CSU and Council will be approved nationally within the NHS on the 28 March and drafted by Department of Health lawyers. Through delegated authority the Authorised Council officers will sign off the Transfer Scheme to receive the transfers before the 1 April.

Other new responsibilities

4.26 In addition the Council also has a number of other new responsibilities as a result of PCT's no longer existing after the 31 March. They are:

4.27 **NHS Independent Complaints Advocacy Service (ICAS)** to support people who wish to make a complaint about the NHS. Following a procurement process the Council has led this contract to the current provider POhWER. The council is receiving an annual £45,812 non-ring fenced grant for ICAS in 2013/14 and 2014/15.

4.28 **Independent Mental Health Advocacy Service (IMHA)** to support people who have been detained under relevant sections of the Mental Health Act. This contract will be on the list of transferring contracts from the PCT. The Council is receiving an annual £ 29,959 non-ring fenced grant for IMHA in 2013/14 and 2014/15.

4.29 **Deprivation of Liberty Safeguards Assessment (DoLS)** – Currently the Council is the responsible Supervisory body for undertaking assessments and issuing “Deprivations” in respect of people in residential and nursing homes, who do not have capacity to make the decision themselves, but who appear to want to leave this setting when it is not in their best interests. PCT’s are currently the responsible Supervisory Body for the same situation in respect of people in a hospital, hospice, 24 hour nurse setting, though this passes to the Council from the 1 April. Specifically trained assessors (must be for example professionally qualified Social Workers or Nurses who have undertaken the additional, specialist Best Interests training and been approved by the Council) undertake these assessments. A group led by the Assistant Director – Social Care Specialist, including representatives from the PCT has been meeting regularly to plan the transition and we are confident that all necessary arrangements are in place as set out in the Social Care Institute for Excellence guide, “Good practice for the transfer of Supervisory Body Responsibilities under the Deprivation of Liberty Safeguards”

4.30 To date there have been no more than 10 assessments a year in a hospital setting locally. However it is considered that the Mental Capacity Act (MCA) and DoLS legislation is still to be fully understood by professionals working in the NHS and as this happens the number of referrals for assessment could increase. Equally assessments can be very complex. Capacity and expertise may therefore be a problem at a future date, but we are exploring with T&W CCG and Shropshire Community Trust whether we can use their trained and approved assessors to work alongside our own small pool of staff.

4.31 The Good Practice Guide suggests that it is good practice to establish a local group to take forward MCA and DoLS related issues to include representatives from the LA, CCG, local Hospitals, Residential & Nursing Home sector, Independent Mental Capacity Advocacy (IMCA) provider. We have a group in place locally and hope CCG representation will continue. We have written to local Hospital providers who currently do not attend, inviting them to become members.

4.32 The Council is receiving £13,066 non-ring fenced funding for the additional DoLS responsibilities in 2013/14 and £15,647 in 2014/15. With the addition of the transfer of funding from the former LD&HR grant the total funding available for this function will be £17,406 in 13/14 and £19,987 in 14/15.

4.33 **Death certification reforms** - one other responsibility stemming from the Health and Social Care Act, which amends the Coroners and Justice Act

2009 is reform of Death Certification. It includes provision for responsibility for a new medical examiner service to sit with local authorities. Because of delays in the Act receiving royal assent the implementation date was going to be October 2013 but has now been put back to April 2014. Appropriate officers will need to consider the implications for the Council

Concluding summary

4.34 Whilst the work to date has ensured that there will be a smooth transition this is just the beginning. The Director of Care, Health and Wellbeing will take the lead in driving delivery of the Council's new Health and Wellbeing and Public Health functions, along with many of the responsibilities of the Council's current Director: Adult & Community Services, most notably Care & Support. The post will cover the statutory role of the Director of Adult Social Services (DASS) to give professional leadership to the service and meet the Council's statutory responsibilities. The Director will be supported by an Assistant Director, Health & Well-Being. There are major pressures, challenges and opportunities relating to this agenda. The need to drive the transformation of service delivery and commissioning is significant given the scale of demographic change and health-related issues in the Borough and strong senior professional capacity is fundamental to this. Following the transfer of Public Health into the Council we will need to explore new approaches, integrated working within the Council and with other Health organisations and services. These issues, together with our pivotal role in relation to Health & Well-Being, are major challenges where the role and detailed duties will be defined clearly as we continue to learn more about and adjust these new functions. In support of this we continue to work with the Health Service to prepare a strong foundation for these changes within the national framework.

5.0 MINUTES OF PREVIOUS MEETINGS

Cabinet Report – 22.12.2011 – NHS Transformation and Implications for the Council

Cabinet Report – 29.3.2012 - NHS Transformation Update

Cabinet Report – 20.9.2012 – Public Health Transition Arrangements

6.0 BACKGROUND PAPERS

The Health and Social Care Act 2012

Report prepared by: Paul Taylor, Assistant Director – Social Care Specialist
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Telford and Wrekin Health and Wellbeing Board (HWB)

Terms of Reference

Date: February 2013

Background

The White Paper *Equity and excellence: liberating the NH*, published in 2010, set out the Government's strategy for the NHS. The consultation document, '*Local democratic legitimacy in health*', gave further information on proposals for increasing democratic legitimacy in health and included the proposed establishment of local Health and Wellbeing Boards. The *Health and Social Care Act 2012*, sets out the establishment, functions and supplementary information relating to the Boards. The legislation places a statutory responsibility on the Local Authority to take on its full statutory role from April 2013 and to have a Joint Health and Wellbeing Strategy in place. The HWB will be a formal Committee of the Council.

Important areas to be highlighted are:

- The transfer of commissioning to GPs
- The abolition of primary care trusts and strategic health authorities
- Transferring the public health budget and responsibility to local authorities
- Giving local authorities the responsibility to promote integration and partnership by working through statutory health and wellbeing boards

Aims of the HWB

1. The HWB is responsible for guiding and overseeing:
 - a. The ongoing development of the joint strategic needs assessment (JSNA)
 - b. Developing a high-level joint health and wellbeing strategy (JHWBS), based upon the findings of the JSNA
 - c. The establishment of sound joint commissioning arrangements
 - d. The development of HealthWatch forum for public and patient engagement and involvement
 - e. The transfer of Public Health responsibilities and arrangements to the local authority
2. The HWB will provide a key forum for public accountability of NHS, social care for adults and children and other commissioned services that the HWB agrees are directly related to health and wellbeing in Telford and Wrekin.
3. The HWB has a duty to encourage integrated working between local health, social care and health-related commissioners.

4. The HWB will have a link to the overarching Telford and Wrekin Local Strategic Partnership but will also very much function in its own right. The HWB will work closely with the Children, Young People and Families Board, Safer Community Board, in addition to the existing adult partnership boards, in order to ensure the focus on the improved health and wellbeing outcomes for the whole population of Telford and Wrekin.

Objectives of the HWB

1. To lead on the development of a Telford and Wrekin Joint Health and Wellbeing Strategy (JHWBS) for residents which drives health improvement, plans to deliver this strategy and keeps the implementation of these plans under review.
2. Through the JHWBS, to oversee a commissioning programme of service and/or pathway redesign to better meet the needs of patients and service users and to deliver improved outcomes. Successful delivery of this will be dependent on the HWB developing effective management mechanisms with both primary care and secondary care providers where relevant or appropriate.
3. To link into the Local Strategic Partnership, Strategic Boards and associated Partnership Boards, making recommendations to Full Council, NHS Commissioning Board, and the Clinical Commissioning Group Board, as appropriate.
4. To analyse the priorities for deployment of health and care resources in the area based on information collected through the JSNA and other sources.
5. To consider options and opportunities to maximise the impact of aligning the deployment of resources of the health and care agencies in the area on agreed priorities. This will include the joint commissioning of health and social care services for children, families, and adults in Telford and Wrekin, to meet identified needs and to consider any relevant plans and strategies regarding joint commissioning of health and social care services for children and adults.
6. To oversee the development of this proposed joint commissioning activity, ensuring any proposed activity is aligned with local priorities and levels of need and is undertaken within available resources. To consider options for joint commissioning and procurement between relevant organisations to support this work.
7. To oversee all areas of health and social care commissioning activity for people of all ages, to ensure that commissioning priorities are in line with those set through analysis of the JSNA and the local JHWBS. This commissioning activity includes all local services commissioned by Telford and Wrekin CCG, Telford and Wrekin Council, Joint Commissioning CCG/Council and NHS Commissioning Board, which could include local: specialised services; secondary dental care; general dental

services; GP services; general ophthalmic services; pharmaceutical services; any services for the Armed forces or Offenders; and other primary care.

8. To consider options for the development of HealthWatch and establish relevant joint working groups in order to undertake this work, ensuring that appropriate engagement and involvement with existing patient and service user involvement groups takes place.
9. To consider appropriate arrangements for the transfer of Public Health responsibilities to Telford and Wrekin Council, and to propose and consider relevant governance and organisational structures to support this work.
10. To keep under review, the financial and organisational implications of joint and integrated working across health and social care services, ensuring that performance and quality standards for health and social care services to children, families and adults are met and represent value for money across the whole system.
11. To identify and act upon changes that may be required following new guidance to establish a formal Health and Wellbeing Board.
12. To propose recommendations, as appropriate to:
 - a. Telford and Wrekin Council's Full Council
 - b. NHS Commissioning Board
 - c. Telford and Wrekin Clinical Commissioning Group Board
13. To ensure that the HWB works to promote the achievement of the objectives of the organisations represented on the Board, including the establishment of the Council's new health improvement responsibilities.

Membership

Members of the HWB will comprise representatives from the Clinical Commissioning Group, Council, Healthwatch (currently LINKS) and NHS Commissioning Board. The core members are:

- Cabinet Member responsible for wider Health services and Deputy Leader TWC (Chair HWB)
- Cabinet Member for Adult and Social Care
- Cabinet Member for Children, Young People and Families
- Cabinet Member for Leisure and Wellbeing
- Director responsible for Adult Social Care
- Director responsible for Children's Services
- Director of Public Health

- Local Area Team NHS Commissioning Board representative
- Chair of Telford and Wrekin Clinical Commissioning Group (CCG) (Vice Chair HWB)
- Non Executive Director from Clinical Commissioning Group
- Chief Operating Officer CCG
- Representative of local Healthwatch/LINKs
- Each opposition Group with 4 or more elected members shall have one place on the Health and Wellbeing Board with voting rights.
- Such other persons, or representatives of such other persons, as the Local Authority thinks appropriate

Attendance and support from such other persons, according to the agenda, including:

- Assistant Directors responsible for Commissioning (AD Care & Support for Adults plus AD Family & Cohesion for Children)
- Assistant Director: Social Care Specialist
- Director of Commissioning, CCG

This reflects the statutory minimum membership in the Health and Social Care Act. The members of the Board will be advised and supported by officers from the local authority and CCG.

Members agree to share all relevant information and data, to allow performance, and other joint working arrangements, to be properly monitored and managed.

Disqualification for Membership

Any person who would be disqualified from being able to stand for election as a councillor will be disqualified from being a member of a committee or sub-committee of a local authority. The regulations state that these disqualifications will be retained for HWB, but the regulations will ensure the disqualifications do not apply to HWB in so far as they cover disqualifications in respect of members of the board holding any paid employment or office in the local authority – this allows the Directors of Adult Social Services, Children’s Services and Public Health to be formal members of the HWB. The following disqualifications will be retained for members of the HWB:

- Being the subject of a bankruptcy restrictions order or interim order
- Having been convicted in the United Kingdom, the Channel Islands or the Isle of Man of any offence and has had passed a sentence of imprisonment (whether suspended or not) for a period of not less than three months without the option of a fine

Voting Rights

All Members of the HWB will be able to vote alongside the elected representatives. This applies to any additional board members appointed in addition to the statutory membership set out in the Health and Social Care Act 2012.

Meetings

The Health and Wellbeing Board will meet bi-monthly. Dates and times of meetings will be agreed and published in advance.

Agendas and supporting papers will be issued at least five clear days before each meeting and action notes will be produced, confirmed as a true record of the meeting and signed by the Chair.

Members of the public, and press will have access to the meetings. Protocol to be developed and agreed by HWB.

Quorum

Quorum of one quarter is required, cross section of partners represented, (the minimum number of members that need to be in attendance before decisions can be taken).

Business shall not be transacted at a meeting of any Council Committee unless at least one quarter of the whole number of the Committee is present.

Code of Conduct and Declaration of Interest

The HWB will adopt the Council's code of conduct. Any interests in item(s) on the agenda should be declared at the start of the meeting.

Access to Information/Transparency Provisions

Meetings of the HWB will be held in public, although the press and public may be excluded during consideration of any matter which would involve the disclosure of confidential or exempt information.

The agenda and papers for meetings of the Board, except for any documents that may disclose confidential or exempt information, will be made available for public inspection five days before the meeting.

Reporting Mechanisms/Accountability

The HWB, as a Committee of the Council, will report to Full Council.

The HWB will regularly update the Telford and Wrekin Local Strategic Partnership with its progress and specific contributions to achieving the vision and priorities of Telford and Wrekin.

The actions of the HWB will be subject to independent scrutiny by the relevant members of the Overview and Scrutiny Committee of the Council.

The Board will review its structure, membership and activities in response to any further guidance.

Establishment of Sub-Committees

The HWB will be able to establish sub-committees and delegate functions to them.

Scrutiny

Health scrutiny function and powers will be delegated by Full Council to the relevant Scrutiny Committee and the power of referral to the Secretary of State is also delegated to this Scrutiny Committee. Scrutiny Committee will notify Full Council of an intention to refer a matter to the Secretary of State before a referral is made.



Telford and Wrekin

Health and Wellbeing Strategy 2013/14 to 2015/16



Document Governance

Title	Health & Wellbeing Strategy
Purpose/scope	Identify the health and wellbeing priorities for the Borough
Subject key words	Health, wellbeing, strategy
Priority	<i>"To improve the health & wellbeing of our communities and address health inequalities"</i>
Lead author & contact details	Jon Power, Telford & Wrekin Council Email: jon.power@telford.gov.uk Tel:01952 380141
Date of report	12 February 2013
Version	2.5
Disclaimer	Telford & Wrekin Council, while believing the information in this publication to be correct, does not guarantee its accuracy nor does the Council accept any liability for any direct or indirect loss or damage or other consequences, however arising, from the use of such information supplied. For our full Terms and Disclaimer, please see http://www.telford.gov.uk/terms
Sign-off status	Working draft
Period applicable	April 2013 to March 2016
Distribution/circulation	

Foreword

In the Borough, people's health and wellbeing is improving and more of the population are maintaining a good quality of health for longer and later into life. However, our Joint Strategic Needs Assessment process has identified communities within the Borough where we need to take action to address those inequalities to ensure residents experience the same level of good health and life expectancy.

This strategy sets out our commitment to working in partnership to improve the health and wellbeing of people living in Telford and Wrekin.

Addressing these challenges, is complicated by the financial pressures facing families and public sector organisations.

The Telford and Wrekin Health and Wellbeing Board is responsible for delivering the strategy and addressing health inequalities. The Board includes representatives within the NHS and Telford & Wrekin Council with responsibility for health and social care, including public health services, together with elected Councillors and service user and patient representatives. The Board's role is to consider local health and wellbeing needs and plan the right services for our community.

We have a track-record of effective partnership working and this strategy will ensure that improving health and wellbeing and addressing health inequalities, and, importantly, the wider determinants of health are embedded across our wider partnership framework.

It is the Board's belief that everyone in the Borough has a right to good health. We will work together to provide the support and opportunities to enable this to happen.



Councillor Richard Overton

Chair of Telford and Wrekin Health and Wellbeing Board

Cabinet Member responsible for Health

Deputy Leader Telford and Wrekin Council

1. Telford and Wrekin Health and Wellbeing Strategy

The 2012 Health and Social Care Act requires local authorities to establish a Health and Wellbeing Board. The purpose of the Board is to identify the health and wellbeing priorities for Telford and Wrekin and define what will be done to address them.

Our Board has been in development since March 2011. Its current members include representation from:

- Local Authority Elected Cabinet Members
- Clinical Commissioning Group
- Local Authority Officers
- Public Health (currently NHS but will transfer to local authority by April 2013)
- LINK – representative of patient and service users
- NHS Telford & Wrekin and NHS Commissioning Board

The Health & Wellbeing Board is one of a number of ways in which we work in partnership to deliver the right services to shape and improve the quality of life in Telford and Wrekin.

The strategy priorities have been identified through the development of our 'Joint Strategic Needs Assessment (JSNA)' process and a programme of public consultation.

The JSNA process uses data, performance information and intelligence to help us identify health and wellbeing needs and inequalities in Telford and Wrekin. A long-list of local health and wellbeing priorities (see Appendix 1), was identified to inform the development of this strategy based on:

- Where the borough was shown to be in a worse than the national position
- Existing local priorities
- National priorities
- Areas where we know we need to make financial savings

From this list, ten priority areas were identified by the Board to inform a detailed programme of public consultation which took place over the summer of 2012 with the final priorities agreed by the Board in September 2012.

Our approach to both this Strategy and our JSNA has been developed with close reference to national guidance which will continue to be used moving forward. This includes the adoption of a life stage approach described in the National Health Inequalities Review by Prof. Marmot (see Appendix 2).

- Our JSNA can be found at www.telford.gov.uk/factsandfigures
- Further information about the public consultation can be found at http://www.telford.gov.uk/info/200190/health_and_wellbeing/1498/health_and_wellbeing_board_hwb.

2. Health and Wellbeing in Telford and Wrekin

Over the past 20 years, the health and wellbeing of the Borough has improved significantly with people living longer and staying healthier than ever before. However, there are some real health challenges and differences across the borough which need to be overcome if this improvement is to continue. Too many people in the Borough, particularly men still die early from cancer, heart disease and stroke and rates of teenage pregnancy, maternal smoking, breastfeeding and childhood obesity are all worse than the England average.

A key health challenge in Telford and Wrekin is that the health of residents is not consistent across the Borough, as shown in the map below. People living in our more deprived areas are more likely to die earlier and are more likely to suffer from poorer physical and mental health

Whilst people are living longer, many are spending more years at the end of their life in declining health. This places significant demand on health and social care services and highlights the importance of healthy lifestyles, good emotional health and wellbeing, and community and family support networks. Many of the causes of poor health and early death are largely preventable, as are the costly consequences. Reflecting this, a number of the proposed priorities focus on the prevention of ill health starting from childhood.

Premature Mortality in Telford and Wrekin

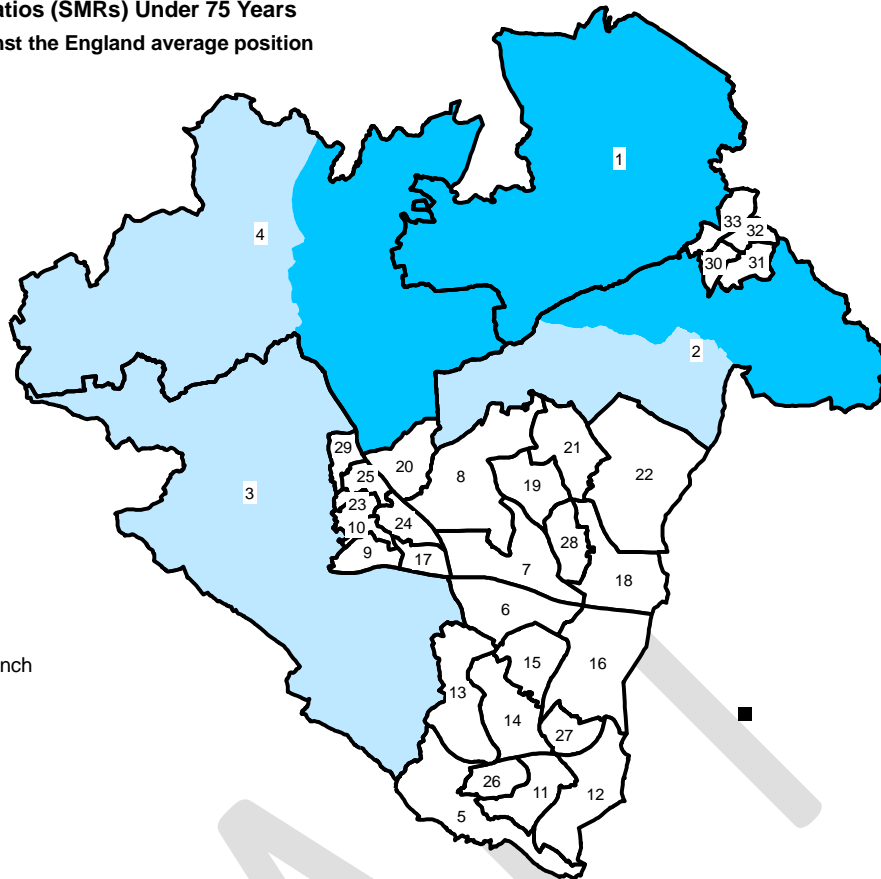
Standardised Mortality Ratios (SMRs) Under 75 Years

Statistical comparison against the England average position



Wards Key

- 1 Edgmond
- 2 Church Aston and Lilleshall
- 3 Wrockwardine
- 4 Ercall Magna
- 5 Ironbridge Gorge
- 6 Lawley and Overdale
- 7 Ketley and Oakengates
- 8 Hadley and Leegomery
- 9 Ercall
- 10 Haygate
- 11 Madeley
- 12 Cuckoo Oak
- 13 Horsehay and Lightmoor
- 14 Dawley Magna
- 15 Malinslee
- 16 The Nedge
- 17 Arleston
- 18 Priorslee
- 19 Wrockwardine Wood and Trench
- 20 Apley Castle
- 21 Donnington
- 22 Muxton
- 23 Park
- 24 College
- 25 Dothill
- 26 Woodside
- 27 Brookside
- 28 St. Georges
- 29 Shawbirch
- 30 Newport West
- 31 Newport South
- 32 Newport East
- 33 Newport North



Source: Association of Public Health Observatories:
<http://www.apho.org.uk/resource/item.aspx?RID=97049>

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3. Telford and Wrekin Priorities

Our Vision *“To improve the health & wellbeing of our communities and address health inequalities”*

		Priorities	Proposed Outcome Measures
CHILDREN ADULTS		Reduce excess weight in children and adults	<ul style="list-style-type: none"> • Increase the number of babies breastfed at birth and at 6-8 weeks • Reduce the number of children aged 4-5 years and 10-11 years who are overweight or obese • Reduce the number of adults who are obese • Increase the numbers of people who are physically active
		Reduce teenage pregnancy	<ul style="list-style-type: none"> • Reduce the number of conceptions amongst women under 18 years • Reduce risk taking behaviour
		Improve emotional health and wellbeing	<ul style="list-style-type: none"> • Reduce the number of people who are admitted to hospital as a result of self-harm • Increase the numbers of people reporting positive wellbeing
		Support people with autism	<ul style="list-style-type: none"> • Measures to be developed and linked to the strategy
		Reduce the number of people who smoke	<ul style="list-style-type: none"> • Reduce the number of mothers who smoke during pregnancy • Reduce the number of babies born with a low birthweight • Reduce the number of people admitted to hospital with smoking-related diseases • Reduce the number of people who die as a result of smoking-related diseases • Reduce the number of smoking-related deaths
		Reduce the misuse of alcohol or drugs.	<ul style="list-style-type: none"> • Reduce the number of people admitted to hospital due to alcohol-related diseases • Reduce alcohol related violent crime • Increase the number of people successfully taking part in drug programmes • Reduce the number of people admitted to hospital with alcohol-related liver disease • Reduce the number of people who die from preventable liver disease
		Improve adult and children carers’ health and wellbeing	<ul style="list-style-type: none"> • Carer-reported quality of life • Carers who feel they have been included in discussions about the person they care for
		Improve life expectancy and reduce health inequalities	<ul style="list-style-type: none"> • Improve male life expectancy at birth • Narrow the gap life expectancy • Reduce the number of people who die before age 75 from cardiovascular diseases and cancers • Improve the number of people who take part in cancer screening programmes • Improve the management and treatment of long term conditions such as diabetes and chronic respiratory diseases • Increase the numbers of people immunised against ‘flu
		Support people to live independently	<ul style="list-style-type: none"> • Social care self-directed support • Older people who were still at home 91 days after discharge from hospital into re-ablement services • People receiving re-ablement services who need ongoing support • Delayed transfers of care from hospital
		Support people with dementia	<ul style="list-style-type: none"> • Increase the number of dementia services available

CROSS-CUTTING PRINCIPLES

EQUITY – ACCESSIBILITY – INTEGRATION – QUALITY – ENGAGEMENT FINANCIAL SUSTAINABILITY – USER SATISFACTION - EARLY INTERVENTION and PREVENTION - SAFEGUARDING

Priority 1 - Reduce Excess Weight in Children and Adults

Why is it important?

Being overweight or obese is one of the most widespread threats to health and wellbeing in the country. Obesity reduces life expectancy by on average 11 years. Obese children and adolescents are more likely to become obese adults and therefore are at higher risk of future health problems such as type 2 diabetes, cancer and heart disease. Obesity is notoriously difficult to treat, so prevention and early intervention are very important.

Breastfeeding has many clear health benefits for both mothers and babies. Breastfed babies are less likely to suffer from a range of infections (including chest and stomach infections), insulin dependent diabetes and they are also less likely to become obese. Mothers who breastfeed reduce their risk of ovarian and breast cancer and breastfeeding helps women with weight loss after pregnancy.

What is the situation in Telford and Wrekin?

- Obesity amongst 4-5 year olds has decreased during the past five years from 12.5% in 2006/07 to 10.4% in 2010/11. 'Excess weight' in 4-5 year olds (24.9%) remains worse than the average for England (22.6%).
- Amongst 10-11 year olds 252 were overweight and 318 were obese in 2010/11.
- More boys than girls are obese in both the 4-5 and 10-11 year age groups
- Breastfeeding at birth has improved in recent years increasing to 65% in 2010/11 from 58% in 2003/04. However, levels of breastfeeding remained significantly worse than the national average in 2010/11 with:
 - 65% of infants breastfed at birth, compared to 74% in England and;
 - 33% of infants breastfed at 6-8 weeks, compared to 46% in England
- Breastfeeding rates are significantly lower amongst:
 - Younger mothers with 42% of teenage mothers breastfeeding at birth, compared to 72% of mothers aged 35 years and over
 - Deprived communities with: 51% of infants are breastfed at birth in the most deprived areas, compared to 81% in the most affluent areas
- The prevalence of obesity amongst adults is estimated to be worse than the national average at 26.5% of adults compared to 24.2% in England as a whole, this equates to 36,00 adults 16 years and over

Priority 2 - Reduce Teenage Pregnancy Rates

Why is it important?

For some younger people, becoming a parent is a positive choice. However, teenage pregnancy is often associated with poor health and social outcomes for both the mother and child. Young mothers are more likely to suffer postnatal depression and less likely to complete their education, more likely to live in poverty and more likely to become teenage parents themselves. Raising young people's aspirations and building their resilience can help them make informed decisions enabling them to fulfil their potential. This in turn can reduce risk taking behaviours such as drug and alcohol misuse which can undermine young people's life chances, and potentially prevent involvement in crime and anti-social behaviour.

What is the situation in Telford and Wrekin?

- There were 155 conceptions amongst under 18 year olds in 2010
- There has been a decrease in teenage pregnancy rates during the past decade
- However, the under 18 conception rate in 2010 (47.5 per 1,000 females aged 15-17 years) remained statistically significantly worse than the national average for England (35.4 per 1,000)
- Just over half, 55% of pregnant teenagers (under 18 years) opt to continue with their pregnancy, and 45% choose to terminate the pregnancy
- Smoking in pregnancy is highest amongst teenage mothers and breastfeeding rates are exceptionally low
- The electoral wards with the highest teenage pregnancy rates are also amongst the most deprived wards

Priority 3 - Improve Emotional Health and Wellbeing

Why is it important?

Promoting good emotional and physical health and intervening early, particularly in the crucial childhood and teenage years, can prevent mental illness. Improved emotional health and wellbeing is associated with a range of better outcomes for people including: improved physical health and life expectancy, better educational achievement, increased skills, reduced risk of mental health problems and suicide, improved employment rates, reduced anti-social behaviour and criminality, and higher levels of social interaction and participation.

What is the situation in Telford and Wrekin?

- It is estimated that in 2010 around 17,200 people in Telford and Wrekin suffered from a common mental disorder such as depression, anxiety and obsessive compulsive disorder, with around 60% of these estimated to be women.
- One in ten children aged between 5 and 16 years suffers with a mental health problem, and many continue into adulthood. At least one in four adults experience mental health problems at some point during their life.
- There are on average 15 suicides every year. The largest proportion of suicides is amongst men aged 21 to 39 years
- In 2009/10 there were 371 hospital stays for self-harm, 39 of those admitted for self-harm were under 18. The hospital admission rate for self-harm in 2009/10 was significantly higher than the national average

Priority 4 - Support People with Autism

Why is it important?

Autistic Spectrum Condition (ASC) is a lifelong condition that affects how a person communicates with and relates to other people. It also affects how a person makes sense of the world around

them. Autistic Spectrum Condition is a lifelong developmental disability, affecting social interaction, communication, social relationships and making sense of the world.

During the last few years there has been a strong message from Government that there is a need for local services to meet the needs of adults and young people with autistic spectrum conditions.

What is the situation in Telford and Wrekin?

- Estimated that 1 in every 100 adults will be on the autistic spectrum, which equates to approximately 1,700 people in Telford and Wrekin.
- More detailed work on the prevalence of autism in Telford and Wrekin is required in the JSNA.
- Historically, services have developed disparately across the local health economy, leading to inconsistencies in the services that users might expect and physical surroundings which are not fit for purpose

Priority 5 - Reduce the Number of People who Smoke

Why is it important?

Smoking is the single biggest preventable cause of early death and illness in the country, causing over 80,000 deaths per year. The overall economic burden of tobacco use to society is estimated at £13.74 billion a year. Smoking cessation is the most cost-effective life saving intervention offered by the NHS. Smoking is more common in deprived communities and low income families and households. Children with parents who smoke are more likely to become smokers and the earlier children start to smoke the more likely they are to continue to smoke as adults. Smoking in pregnancy causes low birth weight and contributes to infant mortality.

What is the situation in Telford and Wrekin?

- 23% of adults are estimated to be smokers (circa 32,000 people aged 16+ years)
- During the past five years smoking quit rates have been amongst the highest in the country, with over 3,900 quitters during 2010/11
- However, mortality rates due to smoking-related deaths and hospital admissions rates attributable to smoking remain statistically significantly worse than the national average
- Levels of smoking in pregnancy are persistently, significantly worse than the national average. 23.6% of mothers smoked during pregnancy in 2010/11 (515 women), compared to 13.5% in England as a whole
- There are clear inequalities with:
 - 41% of teenage mothers smoking in pregnancy compared to 14% of 35+ year olds
 - 35% of mothers from the most deprived communities smoked throughout pregnancy, compared to 6% of mothers from the most affluent communities.

Priority 6 - Reduce the Misuse of Drugs and Alcohol

Why is it important?

Drug and alcohol misuse cause chronic disease and early deaths and are a significant financial burden on treatment services. The wider burdens on the community in terms of crime and anti-social behaviour are also far reaching and costly.

What is the situation in Telford and Wrekin?

- It is estimated that 21% of adults (circa 29,000 people) can be classified as 'increasing and higher risk drinkers'
- There were 770 reported violent crimes related to alcohol in 2010/11, with a higher than average ratio compared to England.

Priority 7 – Improve Carers' Health and Wellbeing

Why is it important?

It is suggested that at some point in our lives most of us will look after an elderly relative, sick partner or a disabled family member. Caring can take its toll on your finances, your health, your social life, and on your other family and work commitments. However, given a reasonable level of support and understanding, carers are prepared and able to go to very great lengths to care for their loved ones for as long as possible in their own home environments.

Without unpaid carers the country would face a care bill it cannot afford. Well-supported carers also contribute directly to reduced care packages and reduced care-home placements.

What is the situation in Telford and Wrekin?

- Estimated 16,200 people over 18 providing unpaid care. Over 4,000 of these people are providing substantial and intense care
- 193 young carers are known to us though there are an estimated 600 young people in the Borough with caring responsibilities
- Carers are more likely to be female and the largest proportion are aged 35-64
- Carers aged 18-45 are less likely to receive support services than those who are older
- People who care for someone over 65 get fewer carers' services than the national average
- The reported health of carers is below national average. Carers' health is poorer than that of non-carers, and the more hours spent caring, the poorer the reported health of carers.
- There is a predicted decline in the proportion of people able to care for family, friends or neighbours in the borough as the ratio of adults to older people decreases.

Priority 8 – Improve Life Expectancy and Reduce Health Inequalities

Why is it important?

Cancer and cardiovascular diseases (heart disease and stroke) are the most typical reasons people die early (before the age of 75). People living in the most deprived communities, men and people from Black and Minority Ethnic Groups have a lower life expectancy and are more likely to die before the age of 75. It is estimated that at least 80% of all early deaths from heart disease and over 40% of deaths from cancers could be prevented through a healthy diet, regular exercise and by not smoking. Screening programmes, early detection for disease through raising awareness of symptoms and prompt effective treatment can dramatically reduce premature deaths.

What is the situation in Telford and Wrekin?

- Male life expectancy at birth is statistically significantly worse than the national average position (77.5 years compared to 78.6 years)
- Female life expectancy at birth is not statistically significantly different to the national average position (82.1 years compared to 82.6 years)
- Cancers cause 40% of early deaths, with on average 217 cancer deaths under 75 years every year
- The early death rate from cancer is significantly worse than the national average
- CVD causes 25% of early deaths, with on average 140 deaths every year
- Despite a significant decrease the early death rate from CVD remains significantly worse than the national average
- The uptake of cancer screening programmes is below the national average
- Male life expectancy in the most affluent areas is 79.8 years, compared to 74.9 years in the most deprived areas
- Female life expectancy is 82.5 years in the most affluent areas, compared to 80.6 years in the most deprived areas

Priority 9 – Support People to Live Independently

Why is it important?

Maximising people's independence is shown to prevent or delay the deterioration of wellbeing resulting from ageing, illness or disability and delay the need for more costly and intensive services.

The Government's aim is for people to live independently for as long as possible, ensuring that people who need care and support have as much choice, control and freedom over decisions and services as they want.

What is the situation in Telford and Wrekin?

- 48% of people who completed a period of reablement in 2010/11 did not require any ongoing social care support.

- There are pockets of good practice but these services are not joined up, are complex to navigate and patchy, leading to inequity in access
- Where investment has taken place, there is evidence of reduced on going costs
- Only approx. 30% of people who would benefit from re-ablement are currently accessing the service

Priority 10 – Support People with Dementia

Why is it important?

Dementia is becoming more common and the cost of looking after people with dementia is increasing – the Government has identified it as a national priority.

People with dementia will progressively get worse, and as they do will become increasingly dependent on other people to carry out everyday tasks. It mainly affects people over the age of 65, although can affect younger people too.

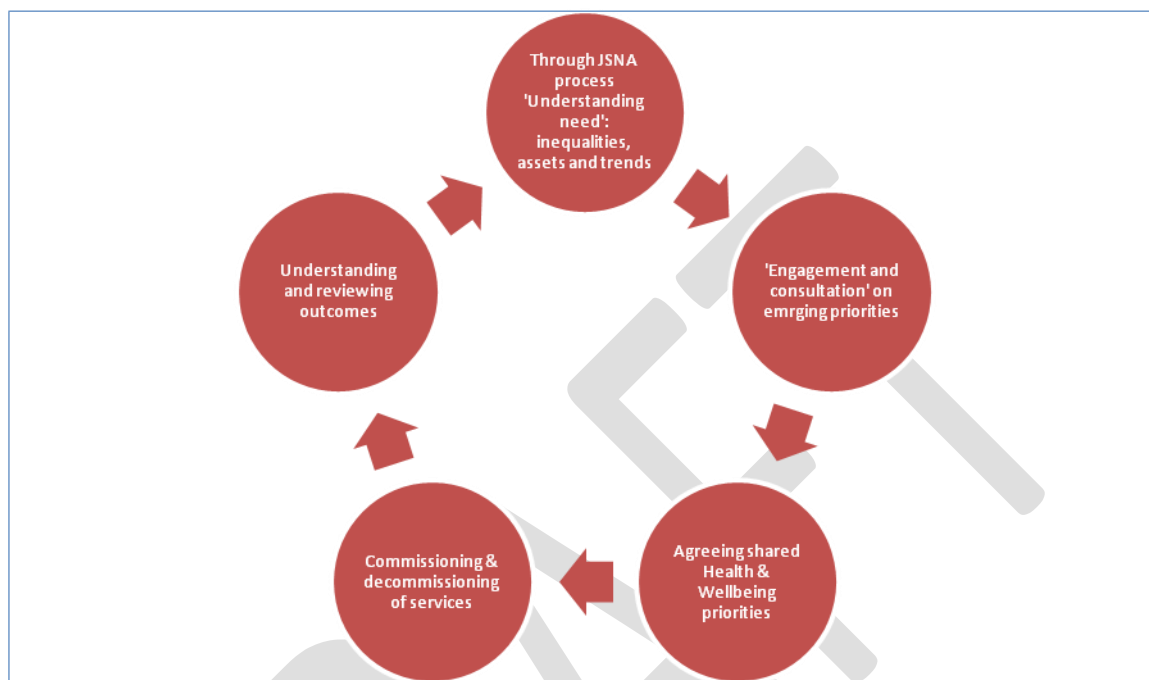
The Government is committed to improving the care and experience of people with dementia and their carers by transforming dementia services to achieve better awareness, early diagnosis and high quality treatment at every stage and in every setting. Dementia makes the lives of people who have it, and the lives of their families and carers, very difficult, however, there are lots of things that can be done to help people overcome the problems and to improve their quality of life.

What is the situation in Telford and Wrekin?

- In 2010 an estimated 1,600 people aged 65 and over in Telford and Wrekin were suffering from dementia, by 2026 this is estimated to rise to 2,100.
- Increased population and increased longevity of life leading to increased dementia prevalence
- Predicted decline in the number of carers due to social factors
- A need for a greater focus on local delivery of quality outcomes and local accountability for achieving them

4. Delivering the Priorities

Effective commissioning and design of services is central to the delivery of our priorities. The Health & Wellbeing Board creates new relationships between the Council and the NHS and provides us with a real opportunity to explore new approaches to commissioning, service design and collaborative, partnership working.



To drive delivery of our priorities and harness these opportunities we will:

- Review the existing strategies and delivery plans for our priorities. All of the Health & Wellbeing priorities are existing challenges and have strategies or action plans in place which will be reviewed, taking an “assets-based” approach. The focus will be on building further on the significant improvements we have already made to develop innovative and new ways of delivery, with both our stakeholders and communities.
- Allocate a member of the Board as ‘sponsor’ to take a critical role challenging progress to deliver each priority. The sponsor will liaise with the operational lead for each priority who will be accountable for developing appropriate delivery plans and responsible for performance against that plan.
- Develop an annual ‘Making it Happen’ focus for the Board, specifically exploring two or three new ways of working between partners such as pooled budgets, new models of delivery.
- Test our strategic and commissioning decisions against strategy’s cross-cutting principles

Cross-cutting principles

The Board has agreed the following set of cross-cutting principles, which should systematically underpin the improvement of health and wellbeing outcomes in Telford and Wrekin:

Equity

To tackle inequalities the provision, uptake and outcome of services should be equitable i.e. proportional to need, and proactively targeted towards the areas and groups within the community where they are most needed

Accessibility

Services should be accessible to all, particularly for the nine protected groups identified in the 2010 Equalities Act

Integration

Services should be joined up, with all relevant partners working together to ensure patients, clients, service users and carers experience seamless journeys of support, care and treatment

Quality

Services should be safe and evidence-based, providing value for money i.e. both clinically and cost-effective e.g. based on NICE (National Institute for Health and Clinical Excellence) guidance or other national quality standards

Financial Sustainability

Public sector resources should be used responsibly to deliver and develop services with consideration of financial sustainability and value for money with respect to outcomes

User Satisfaction

People can come into contact with health and care services at any point in their lives, sometimes unexpectedly due to illness or crisis and sometimes regularly to support long term conditions. It is important that all people who use our services have a positive experience and that we listen to what they are telling us about the experiences they have.

Early Intervention and Prevention

A strong focus on prevention, rather than treatment, to deliver greater overall increases in both life expectancy and quality of life, including an early intervention approach to supporting families, sustained lifestyle behaviour change, awareness raising of symptoms and early detection and treatment of risk factors which cause ill-health

Engagement

Putting the public at the heart of service design

Safeguarding

At the core of our approach to service design and delivery is the protection of vulnerable adults and children. This challenge will be overseen by our Adult and Children's Safeguarding Boards

Appendix 1: Strategic Priorities Long List

To inform the development of our Health & Wellbeing priorities, our Joint Strategic Needs Assessment (JSNA) process was used to develop a long list of local priorities. The following table sets out this long-list together with the reason why each issue was included. To ensure that all the priorities on the long-list have appropriate focus, those which have not been aligned to the Health & Wellbeing Strategy, have been aligned with another local partnership or partner organisation (see Appendix 3). This will ensure that appropriate action to address the 'wider determinants of health' are delivered.

This long-list of priorities has been organised by the Marmot 'life stages'. More information about these can be found in Appendix 2.

	JSNA PRIORITY REASONS							Responsible partner/ partnership board (see key below table)
	Marmot Indicator	Significantly worse than England average	Health (PCT/CCG/PH) Priorities	National Policy / Outcome measure	Financial Pressure	Children, Young People and Families emerging priorities	Adult Social Care emerging priority	
STARTING WELL								
Breastfeeding initiation (@ birth and duration 6-8 weeks)		●	●	●				HWB
Supporting teenage parents			●			●		HWB
Excess weight (overweight and obesity) in 4-5 year olds		●	●	●		●		HWB
Smoking in pregnancy		●	●	●				HWB
Low birth weight babies		●	●	●				CCG
Paediatric hospital admission rates (< 5s)		●						CCG
Children achieving a good level of development at age 5	●	●						CFB
DEVELOPING WELL								
Under 18 conception rates		●	●	●		●		HWB
Disabled Children						●		CFB
Inequalities in educational outcomes						●		CFB or SETF
Children in Care rate	●				●	●		CFB
Care Leavers						●		CFB
Child Protection Plan rate	●					●		CFB
First time entrants to the youth justice system				●				SCCB
Special Educational Needs Rate	●							TWC

	JSNA PRIORITY REASONS							Responsible partner/ partnership board (see key below table)
	Marmot Indicator	Significantly worse than England average	Health (PCT/CCG/PH) Priorities	National Policy / Outcome measure	Financial Pressure	Children, Young People and Families emerging priorities	Adult Social Care emerging priority	
WORKING WELL								
Young people not in employment, education or training (NEET)	●	●		●		●		SETF
Households in receipt of means-tested benefits	●	●			●			SETF & SFTF
Unemployment		●			●			SETF
Workforce skills levels		●						SETF
Average earnings		●						SETF
Inequality in percentage receiving means-tested benefits	●	●						SETF
LIVING WELL								
Emotional Wellbeing						●		HWB
Prevention and maximising independence			●	●	●		●	HWB
Hospital admission rates for self-harm		●		●				HWB
Excess weight in adults		●		●				HWB
Adults not consuming 5-A-DAY fruit and veg		●						PH
Family poverty		●	●	●		●		LSP
Strengthening Families				●		●		SFTF
Homelessness (particularly youth)								HPLTF
Crime attributable to alcohol		●						SCCB
Alcohol-related violent crime		●						SCCB
Anti-social behaviour rates		●						SCCB
Fear of crime								SCCB
People from different backgrounds getting on well together								SCCB
AGEING WELL								
Smoking-related deaths		●	●					HWB
Smoking-attributable hospital admissions		●	●					HWB
Dementia			●	●			●	HWB
Rehabilitation and Re-ablement			●	●	●		●	HWB
Male life expectancy		●	●	●				HWB

	JSNA PRIORITY REASONS							Responsible partner/ partnership board (see key below table)
	Marmot Indicator	Significantly worse than England average	Health (PCT/CCG/PH) Priorities	National Policy / Outcome measure	Financial Pressure	Children, Young People and Families emerging priorities	Adult Social Care emerging priority	
Premature mortality rates from all cancers		●	●	●				HWB
Premature mortality rates from cardiovascular diseases		●	●	●				HWB
Meeting the needs of the ageing population			●		●		●	ALL
Bowel cancer and cervical screening uptake		●		●				CCG / PH
End of life care			●					CCG
Long term conditions management (Respiratory disease and diabetes)								CCG
Management of hypertension in primary care		●	●					CCG
ALL-AGE								
Mental Health			●		●	●		HWB
Young Carers and Carers			●		●	●	●	HWB
Positive experience of health, care and support			●			●	●	HWB
Autism			●	●		●	●	HWB
Early intervention and prevention			●		●	●	●	ALL
Safeguarding - protecting from avoidable harm and caring in a safe environment			●			●	●	LSCB / LSAB

HWB = Health and Wellbeing Board
 CCG = Clinical Commissioning Group
 PH = Public Health
 CFB = Children and Families Board
 LSP = Local Strategic Partnership Executive
 LSCB / LSAB = Local Safeguarding Children and Adults Boards

SCCB = Safer Cohesive Communities Board
 SETF = Skills and Employment Task Force
 SFTF = Supporting Families Task Force
 HPLTF = Homelessness / Private Landlord Task Force
 TWC = Telford and Wrekin Council

Appendix 2: The National Life Stage Approach: Fair Society, Healthier Lives

The national Health Inequalities Review: Fair Society, Fairer Lives led by Professor Marmot, proposed significant action to reduce the social gradient in health across key life course stages.

The significant stages are:

Starting well

The health and wellbeing of women before, during and after pregnancy is a critical factor in giving children the healthiest start in life. Evidence indicates that: improving maternal mental health, tackling maternal obesity, decreasing smoking in pregnancy and improving breastfeeding will have the greatest impact. Children's development is crucial and better early years support makes a big difference. Good parent-child relationships help build children's self-esteem and confidence and reduce the risk of children adopting unhealthy lifestyles.

Developing well

Teenage years are a crucial time for health and wellbeing. Teenagers and young people are among the biggest lifestyle risk-takers. Behaviour patterns adopted in childhood and adolescence usually persist into adulthood. The younger people start to smoke the more likely they are to remain smokers and the pattern is the same for overweight and obesity. Half of all mental illness starts by the age of 14.

Living well

The majority of illnesses and early death, before the age of 75, are caused by 'diseases of lifestyle' and therefore could be prevented. It is estimated that a substantial proportion of cancers and deaths from circulatory disease (heart disease and stroke) could be avoided, through a combination of stopping smoking, improving diet, increasing physical activity and sensible alcohol consumption. Improving emotional health and well-being impacts significantly on both people's physical health and their lifestyle behaviour choices.

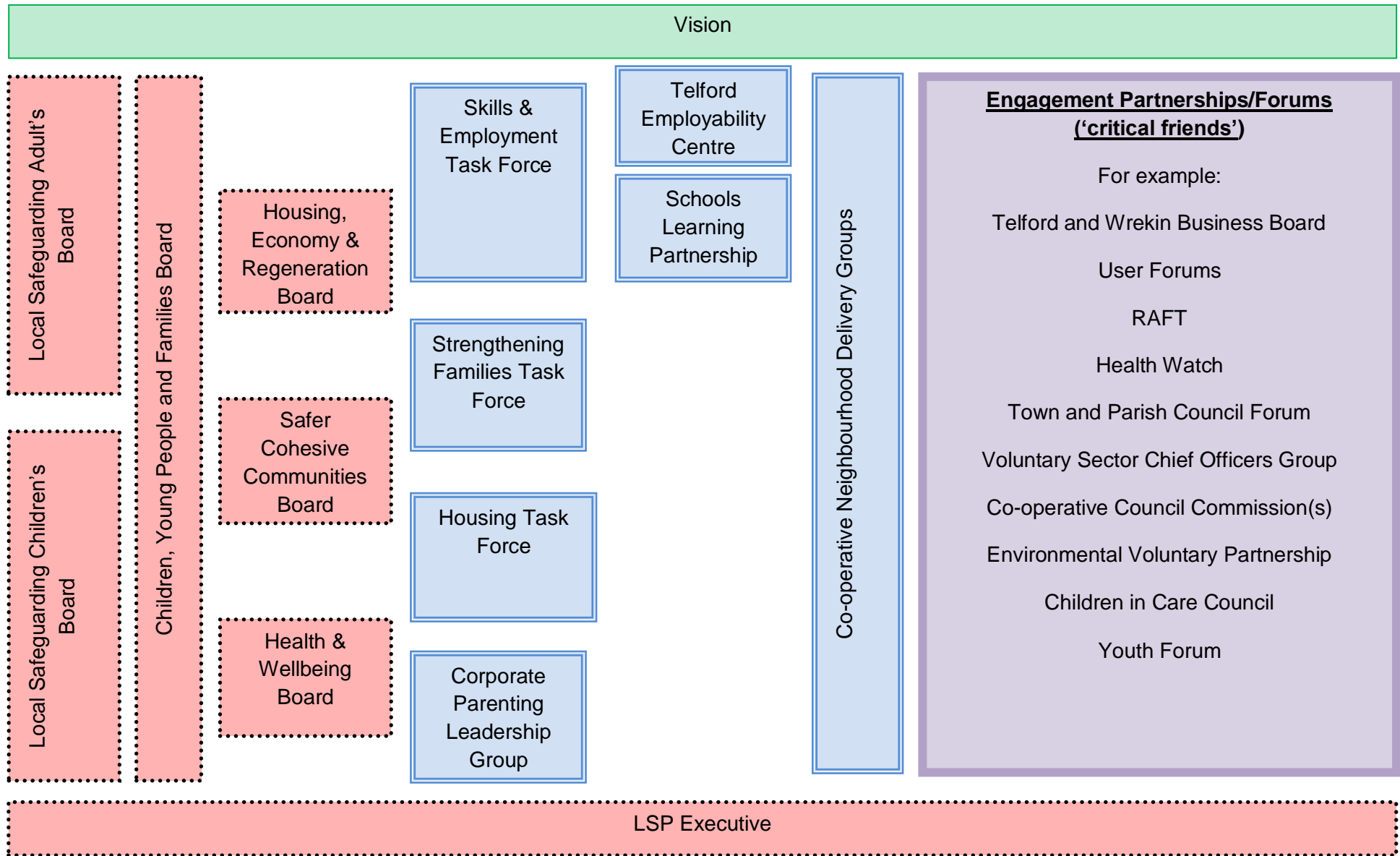
Working well

The health and wellbeing of people of working age is important to our economy and society. Working is in general good for people's health and being unemployed can negatively impact on both physical and mental health. Taking a preventive approach can impact on musculoskeletal problems, work-related stress, depression and anxiety which in turn will reduce sickness absence from work.

Ageing well

Our population is ageing rapidly, but people are living and staying fitter for longer. Dementia is increasing due to the ageing population, but improving diet and lifestyle earlier in life can significantly reduce the impact for over half of people who suffer with dementia. Intervening early to support the vulnerable elderly, such as those who are frail and isolated in order to prevent falls, depression and unnecessary suffering in cold weather, can make a huge difference.

Appendix 3: Partnership Framework



Key:

Pink – Strategic Function

Blue – Delivery Function

Purple – Engagement/Critical Friend

TELFORD & WREKIN COUNCIL

CABINET - 28TH MARCH 2013

CORPORATE HEALTH AND SAFETY POLICY

REPORT OF ASSISTANT DIRECTOR: LAW, DEMOCRACY AND PUBLIC PROTECTION

LEAD CABINET MEMBER – CLLR RICHARD OVERTON

1. PURPOSE

The Council undertakes to revise its overarching health and safety policy every three years. A revised policy has been developed in consultation with stakeholders and is presented for formal approval.

2. RECOMMENDATIONS

That Members formally approve and adopt the revised Corporate Health and Safety Policy.

3. SUMMARY

Since the previous corporate health and safety policy was adopted the Council has changed its structure and priorities. The revised policy reflects these changes and clarifies other areas. This report briefly outlines the main changes in and the consultation process that has been undertaken to arrive at these.

4. PREVIOUS MINUTES

The previous health and safety policy was adopted by Cabinet at their meeting on 13th July 2010. Minute number CB-37/10.

5. INFORMATION

5.1 The law requires the Council to regularly review its health and safety policy and is committed to do this every three years.

5.2 The revision was lead by the Council's Health, Safety & Resilience Team. The revisions to the policy have been made after consultation

with trade union health and safety representatives, health and safety advisers, health and safety contacts and key managers.

- 5.3 The revised health and safety policy retains the title “Health and Safety – at the Core of Council Services” as this was felt by stakeholders to still be appropriate.
- 5.4 The health and safety policy is deliberately kept as short and easy to read as possible. It aims to explain health and safety from the employees’ perspective and make it clear to them what the expectations are.
- 5.6 The statement of commitment to health and safety clearly shows how health and safety is integral to the Council’s priorities and must be signed by the Managing Director.
- 5.7 The policy sets out key roles and responsibilities and outlines how health and safety is to be managed and communicated.
- 5.8 The arrangements section of the policy briefly covers 40 specific health and safety issues, These have been revised and updated where appropriate to reflect any legal or best practice changes. Where more detailed policies and guidance are available a cross reference is made to these. In particular the following sections have been updated:
 - Accident reporting
 - Computers
 - Driving
 - Home working
 - Personal safety
 - Pregnancy and new mothers
 - Risk assessments
 - Training
- 5.9 The policy will be made widely available electronically via the website and on the intranet.
- 5.10 It is proposed to continue to produce the policy in A5 booklet form. The availability of a hard copy version also emphasises the importance of health and safety for everyone, not just those with a easy access to a computer. The costs of producing the booklet format will be kept as low as possible and the numbers printed kept to a minimum.
- 5.11 The new policy will be widely publicised.
- 5.12 The revised policy is in appendix 1.

6 Background

The Health and Safety at Work etc Act 1974 made it a legal requirement for employers who employ five or more people to have documented health and safety policy that is regularly reviewed and updated. The policy must contain not only a general statement of intent, but also the organisation and arrangements for carrying it out. Any changes must be brought to the attention of employees. The Council has had a succession of health and safety policies revised at regular intervals.

7 Equal Opportunities

The revised health and safety policy supports the Council's equalities agenda whilst recognising that some aspects of gender or disability require additional health and safety measures to be implemented.

8 Environmental Impact

Some aspects of the policy have the potential for positive environmental outcomes such as good event safety or noise management. Health and safety can usually be managed without detriment to the environment.

9. Legal Comment

The adoption of the revised health and safety policy is required to demonstrate the Council's compliance with the Health and Safety at Work etc Act 1974 section 2(3).

10 Links with Corporate Priorities

- Protecting employees' health and safety enables them to work efficiently to deliver all the Council's priorities.
- The health and safety policy details the arrangements that not only protect employees but anyone affected by the work of the Council including protection for our vulnerable children and adults
- The health and safety policy details the arrangements that are needed to ensure that Council premises are safe.

11 Opportunities and Risks

The opportunities and risks associated with this policy revision have been identified and assessed. Arrangements will be put in place to manage the risks and maximise the opportunities that have been identified.

12 Financial Implications

There are no direct financial implications arising from the revised Corporate Health & Safety Policy. Publication costs are covered in existing base budget provision within Health, Safety & Civil Resilience. MLB 25.02.13

13 WARD IMPLICATIONS

District wide implications.

14. BACKGROUND PAPERS

Previous Corporate Health and Safety Policy

Report prepared by:

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Tel: 01952 383625

jo.revell@telford.gov.uk

APPENDIX 1



“HEALTH AND SAFETY – AT THE CORE OF COUNCIL SERVICES”

TELFORD & WREKIN COUNCIL

CORPORATE HEALTH AND SAFETY POLICY



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“HEALTH AND SAFETY – AT THE CORE OF COUNCIL SERVICES”

TELFORD & WREKIN COUNCIL CORPORATE HEALTH AND SAFETY POLICY

SECTION ONE: The commitment to health and safety

1.1 Getting health and safety right is integral to the **Council’s aim to be a Co-operative Council, working with our communities to create ‘Telford and Wrekin – the Place of Partnership, Enterprise and Innovation’.**

1.2 Employees are the Council’s most valuable asset and their well being is of vital importance to delivering effective services to the community. It is the policy of Telford & Wrekin Council to try to improve the health and safety aspects of everything it does to safeguard, as far as is reasonably practicable, the health, safety and welfare of everyone whilst they are working for the Council or using Council services.

1.3 The Council will comply with all relevant health and safety law and seek to promote standards of health and safety that exceed basic legal requirements wherever it is cost effective to do so.

1.4 The Council’s policy is to have a positive, proactive safety culture. This involves everyone, from volunteers to directors and members:

- Being clear about their health and safety responsibilities.
- Being actively involved in making Telford & Wrekin Council a healthy and safe place to work.
- Providing services in a manner that protects the health and safety of the users.
- Working co-operatively with partners and other agencies to promote good standards of health and safety.

1.5 To put this policy into practice the Council will give its employees, as far as is reasonably practicable:

- A safe, healthy and harmonious work place.
- The training, knowledge and supervision they need to work safely.
- Safe work equipment and safe ways of working.
- Safe means for using, handling, storing and moving anything at work.
- Adequate welfare facilities.
- Access to occupational health support.
- Support to adopt healthy lifestyles.

1.6 The Council will appoint competent persons to help ensure that this policy becomes reality.

1.7 The Council will consult with trade union and other workforce representatives on health and safety issues to ensure that everyone is informed about and involved in health and safety.

1.8 This policy will be reviewed every three years and be updated as necessary.



Richard Partington
Managing Director
Date: 28th March 2013

SECTION TWO: What does all that mean for me?

2.1 The law requires all employees, wherever they work, to do certain things. That means we must take personal responsibility to:

- Take care of our own health and safety and that of anyone else who is affected by our work.
- Co-operate with the Council in the interests of health and safety.
- Take good care of anything provided for the purposes of health and safety.
- Report accidents, incidents, “near misses” and anything we think is dangerous as well as actively looking for opportunities to improve health and safety.

2.2 Depending on your job you may well have more detailed health and safety responsibilities (see section 3 and the policies and guidance referred to in italics in section 5).

Emergency procedures

2.3 Please read this section and fill it in straightaway and remember to change it if you move to another Council workplace.

- *Fire and other evacuations:*

2.4 On your first day in a new workplace your induction must include the emergency evacuation procedure. Different procedures may be in place outside core opening hours. If you work in several buildings you need to understand the evacuation procedure in each one. On hearing an alarm, leave the building by the nearest exit and make your way to the assembly point. Never assume that it's only a drill. If you'd need help to evacuate a building safely, talk to your line manager or head teacher and ask for a personal emergency evacuation plan to be worked out.

[*\(Personal emergency evacuation plan\)*](#)

2.5 Your line manager or head teacher must explain if your job involves responsibilities for others (e.g. pupils, customers or service users) in an emergency. Find out exactly what is expected of you – that emergency might happen today!

Many Council buildings have fire marshals. Find out the names of those in your area so you know who to contact if you have a concern about fire safety.

2.6 Find out where the nearest fire alarm call point is to your workplace and where the fire extinguishers are. Fire extinguishers are only ever to be used on the smallest of fires (nothing bigger than a waste paper basket for example) and only *after* the alarm has been raised to get the evacuation of the building started and help on its way. Read the instructions on the extinguishers in your workplace so you'd know what type to use. If in doubt – just get out!

Fire marshals are:

..... Tel. No.

..... Tel. No.

..... Tel. No.

Nearest fire alarm call point:

Nearest fire extinguishers are:

My evacuation assembly point is:

- *Medical emergencies*

2.7 If urgent medical aid is needed don't waste time - call an ambulance by dialling 999, give your exact location and send someone to direct the paramedics to the casualty if necessary. First aid treatment should be provided to the casualty whilst waiting for the paramedics to arrive.

- *First Aid*

2.8 Find out who your nearest first aiders are and make a note of their work location and telephone numbers. These details are provided in key locations such as adjacent to first aid boxes, on first aid room doors and on the intranet. If you have a particular medical problem it would be useful to have a chat with them so that they can be certain of giving you the right treatment if the need arises. First aiders must respect the information you give them in confidence.

First aiders are:..... Tel. No.

..... Tel. No.

..... Tel. No.

So what do I do if I'm concerned about a health and safety issue?

Sort it or report it!

2.9 If you can't deal with the problem yourself, the first step is to contact the person responsible for the issue with the authority to sort it out. Often this will be your line manager or head teacher and, in any case, if you are uncertain whom to go to, try them first.

If they are unable or unwilling to answer your query or you would feel more comfortable talking to someone else contact:

One of the health and safety advisors on 01952
383627/83628/83629/381107

- and/ or your trade union health and safety representative

Name: Tel. No

[\(A list of current trade union health and safety representatives and their contact details is on the intranet\)](#)

Further health and safety information and policies

2.10 Talk to your line manager, head teacher, or trade union health and safety representative as to where further health and safety information can be found in your workplace. Detailed guidance and policies can be found, for example, in the:

[Health and Safety pages on the intranet](#)

Education Health and Safety Manual on E Council,
Local Health and Safety Manuals

More useful advice can also be found on the HSE website

<http://www.hse.gov.uk/index.htm> and the web sites of the recognised trade unions.

SECTION THREE: The organisation - (who does what)

3.1 Management

3.1.1 Members

Members will formally adopt and scrutinise the Council's core health and safety policy.

3.1.2 The Managing Director

The managing director will (aided by competent persons and the senior management team) decide on the corporate policies to be adopted, ensure that they are implemented, maintained and that their effectiveness is monitored. The managing director will ensure that the members of the senior management team understand and carry out their role in accordance with the health and safety strategy and will nominate one of them to be the lead on health and safety matters.

3.1.3 Directors and Assistant Directors

Directors and assistant directors, along with the managing director make up the senior management team. They oversee the implementation and monitoring of the effectiveness of corporate health and safety policies within the Council as a whole and within the service areas for which they have a lead responsibility. They must ensure that the service delivery managers that they manage have the necessary competence and resources to fulfil their health and safety responsibilities. Directors and assistant directors must ensure that their services are appropriately represented on the corporate health and safety committee.

3.1.4 Service Delivery Managers, Team Leaders and Group Managers

Service delivery managers, team leaders, group managers and anyone else with line management responsibilities must make sure that all relevant policies and procedures are followed within their areas of supervision and that health and safety is integral to everything the service delivery unit does. They are responsible for ensuring that any health and safety issues they cannot resolve are brought to the attention of the next tier of management. They are responsible for communicating regularly with their team on health and safety issues, allocating sufficient resources and ensuring that adequate health and safety training is provided.

3.1.5 Group or Service Delivery Specialists

Group or Service Delivery Specialists are responsible for advising on and ensuring that appropriate measures to control risks are identified and implemented within their specialist areas.

3.1.6 Governing Bodies:

- In schools where the governing body is the employer (i.e. foundation schools, voluntary aided schools and academies) the governing body will draft a health and safety policy for the school and oversee its development and implementation. It may be helpful to base this policy on the school specific version of Telford & Wrekin Council's health and safety policy.
- In schools where the Telford & Wrekin Council is the employer (i.e. community and voluntary controlled schools) the governing body will oversee the development and implementation of the schools specific version Telford & Wrekin Council's health and safety policy.

3.1.7 Head teachers

Head teachers, have overall responsibility for day to day health and safety management at their school. They must have sufficient competence (or assistance from competent colleagues) to enable them to ensure that Telford & Wrekin's standards for health and safety are maintained in their establishments.

3.2 Health and safety representatives

Health and safety representatives are usually trade union representatives and they have the right to carry out regular inspections of the work place, to investigate accidents and incidents and to examine health and safety documents. They attend the quarterly health and safety committee where they represent the views of employees (regardless of whether they are union members or not). Health and safety representatives must be consulted in good time about health and safety issues.

[\(Functions of trade union health and safety representatives, List of trade union health and safety representatives\)](#)

3.3 Competent persons

The Council is required by law to appoint competent persons to assist in taking the measures needed to ensure that health and safety law is complied with. In this context a competent person is defined as someone with sufficient training, experience, knowledge and other qualities to be effective.

3.3.1 Health and Safety Advisors

The health and safety advisors are responsible for promoting improvements in health and safety practice and bringing to the Council's attention any new or changed legislation which may affect the way things are, or need to be, done. The team will lead on the development of

detailed policies and guidance as well as monitoring and reviewing their effectiveness. Operational health and safety advice is provided by this team. They also work with People Services to facilitate health and safety training for employees.

3.3.2 Occupational Health Advisors

Occupational health advisors provide medical advice, from pre-employment right through to retirement, to both managers and employees to enable them to work in a way that does not endanger their (or anyone else's) health. Your personal medical details remain strictly confidential throughout and will not be divulged to anyone without your informed consent. Occupational health advisors provide medical input into health and safety policies and assessments to promote improved standards of health and wellbeing. [\(For more detail see the Occupational Health Policy\)](#)

3.3.3 Health and safety contacts

Every service delivery unit must have a named health and safety contact within their own team or wider service to help monitor health and safety performance and help communicate health and safety messages. The contacts work closely with, and are supported by, the health and safety advisors.

3.3.4 Employee counselling team

The employee counselling team are independent trained counsellors who offer you a completely confidential opportunity to explore and resolve difficulties you may be experiencing in your personal and work life. [\(Counsellors\)](#)

3.3.5 Other competent persons

Health and safety advice in specialist areas can be obtained from a number of sources within the Council including engineers, architects, building surveyors, facilities management staff and building control officers.

3.4 Putting the policy into practice

3.4.1 To put the Council's health and safety policy into practice requires:

- Competence
- Communication and consultation
- Control
- Co-operation

Exactly what is expected is set out in the Council's health and safety strategy.

[\(Health and Safety Strategy\)](#)

SECTION FOUR: The structure (how it all fits together)

4.0 The structure can only be effective in promoting good standards if we all play our part. Everyone needs to take a personal interest and act on opportunities to manage health and safety in everything we do.

4.1. *Team/staff meetings*

Team meetings must create a regular opportunity to discuss health and safety issues. These give everyone the chance to raise health and safety concerns that apply to the team and discuss proposed improvements.

4.2 *Local Health and Safety Committees/ Working Parties*

Occasionally local or particular health and safety issues may require the setting up of a local health and safety committee or working party involving management and trade union health and safety representatives. Any matters that cannot be resolved there can be brought to the attention of the health and safety advisors or raised at the corporate health and safety committee.

4.3 *The Corporate Health and Safety Committee*

This is the forum for consultation between the Council and trade union representatives on measures to ensure the health, safety and welfare of employees at work that have implications for several services.

The committee also exists to introduce, monitor and maintain best practice in health and safety and to ensure, where appropriate, that there is a consistent and proportionate approach to health and safety management throughout the authority.

The committee meets four times per year and is attended by representatives of key services, trade union health and safety representatives, and health and safety advisors. This meeting is chaired by the managing director, or occasionally, another member of the senior management team. Other people may attend on an ad hoc basis where this appropriate for the matters to be discussed.

[*\(Health and Safety Committee terms of reference.\)*](#)

4.4 *Management team meetings*

All management teams must create the opportunity to raise health and safety matters as the need arises to ensure that health and safety is being managed and monitored effectively. Health and safety should be a standing item for meetings that have a formal agenda. Service area management teams must consider a report about the service's health and safety performance and emerging issues at least once a year and take any steps identified that are needed to improve health and safety standards.

4.5. *Governors' meetings*

School governors should always have health and safety as an agenda item and will usually wish to set up a separate health and safety committee that takes responsibility for monitoring and promoting good health and safety standards in school.

SECTION FIVE: The Arrangements A-Z (the details in brief)

5.0 This section gives brief details of how the Council intends health and safety to be at the core of everything we do. The topics are arranged in alphabetical order to make it easy to find what you are looking for. Where there is more detailed policy or advice available this is indicated in italics in brackets. These can be found on the intranet or, for schools, E Council.

5.1 *Accident, incidents and near misses*

If you have, or see, an accident, violent incident or a near miss you have a responsibility to report it to your employer. Some serious incidents may be reportable to the Health and Safety Executive immediately and others within fifteen days, so don't delay. Road traffic collisions experienced in the course of travelling whilst at work must be reported too.

([Accident reporting procedure](#). [Personal Safety Policy](#))

All reported incidents should be investigated and improvements made to try to ensure they do not happen again.

5.2 *Adult Safeguarding*

In order to protect adults who are vulnerable as a result of mental or other disability, age or illness, from harm resulting from abuse, the Council and its partners have comprehensive procedures which all employees must follow. If you are concerned that an adult is vulnerable and is, or may be, at risk of any form of abuse you must report this to the appropriate social care team. If you are unsure whether the person fits the criteria you can still contact the team and discuss the matter, if necessary as a hypothetical case.

Always err on the side of caution.

([Safeguarding and Adult Protection](#))

5.3 *Asbestos*

It is the policy of Telford & Wrekin Council to prevent, as far as is reasonably practicable, the exposure of anyone on our premises to all types of asbestos in a form that can be breathed in. A detailed asbestos policy and management plan has been adopted and survey results are available in every operational building. Before carrying out any work on a Council building that could disturb asbestos (or allowing anyone else to do this work) ask for the asbestos survey results. This will tell you if there is any asbestos present and if so, where it is.

([Asbestos management](#))

5.4 *Audits and inspections*

Audits are used in order to assess how well health and safety is being managed within your working area and where improvements are needed. The frequency of audits is determined using a risk based approach so that scarce resources are targeted appropriately. Audits require the completion of a written checklist but may also involve a more formal inspection by your head teacher, line manager or a health and safety advisor. Inspections can be

most productive if carried out jointly with trade union health and safety representatives.

[\(Trade Union Health and Safety Inspections\)](#)

5.5 Challenging behaviour

Many Council employees, as part of their role, work with clients, service users or pupils who have communication difficulties and behavioural problems that sometimes lead to challenging behaviour. The triggers for the challenging behaviour and the strategies for preventing it and dealing with it need to be identified and recorded. These risk assessments usually form part of the person's care plan or behaviour management plan to minimise the risk of harm to themselves, employees and others.

[\(Personal safety policy\)](#)

5.6 Chemical and substance safety

Using chemicals and other substances can be an important part of work, especially for people involved in cleaning. Any likely contact with hazardous substances needs to be assessed to ensure that potential harm is reduced to a minimum (including the fire risk from flammable substances). In some circumstances infections are classed as hazardous substances including those carried by body fluids.

[\(Controlling substances hazardous to health\)](#)

5.7 Child protection

In order to protect children from harm resulting from abuse (whether physical, sexual, emotional or as a result of neglect) the Council and its partners have comprehensive procedures which all employees must follow. If you are concerned that a child is, or may be, at risk of significant harm, do not attempt to investigate or resolve this yourself. Refer the matter to Family Connect on 01952 385385 or 01952 676500 (out of hours), West Mercia Police 0845 7444888 or NSPCC helpline 0808 800 5000

If you are unsure whether the child is at risk you can still contact Family Connect and discuss the matter, if necessary as a hypothetical case.

Always err on the side of caution.

[\(Safeguarding Children\)](#)

5.8 Computers

If you frequently use a computer for your work you will need to have your work station assessed to check that you know how to set it up correctly for your use and that you are working safely. You can make a start on doing this for yourself by working through a user self assessment. If you share computer equipment or hot desk, work station assessments are usually carried out for all the users together. If you have concerns about your workstation or have some special needs ask your manager for an individual workstation assessment. You will also be entitled to have your eyes tested.

[\(Computer users\)](#)

5.9 Construction work

Some employees commission construction work or are employed in a professional capacity as designers, CDM-co-ordinators or client representatives supervising such work. Everyone in these roles has a key part to play in ensuring good health and safety standards are at the core of any construction work and ensuring that health and safety risks are minimised at an early stage of any project.

[\(Construction, Design and Management Policy\) \(Safe Working\)](#)

5.10 Contractors and partners

Many employees will find that part of their work involves working closely with contractors or with other organisations as partners. Communication and planning is vital in these situations to ensure that everyone can work safely and our employees, customers, clients and pupils are protected. If you are not clear about what to do about health and safety when working with a contractor or partner ask for advice at an early stage – never assume that its someone else's responsibility.

[\(Working with Contractors\)](#)

5.11 Disabilities

If you have, or develop, a disability and need some changes to be made to enable you to work effectively and safely please discuss your needs as soon as possible with your line manager, people services business partner or an occupational health advisor. They'll do everything they can to help.

[\(Working with employees with disabilities\)](#)

5.12 Domestic abuse.

If you are experiencing domestic abuse there is support available at work to help you decide on a course of action and to protect you.

[\(Domestic Violence and Abuse Policy\)](#)

5.13 Driving

If you drive a vehicle as part of your work, road traffic rules will apply to your vehicle and your standard of driving. These must be closely observed for your own and others' safety. In order to drive safely you need to consider:

- The vehicle: this needs to be suitable, well maintained and insured for work purposes.
- The driver: who must be fit and licensed to drive. You must avoid the use of any substances that impair your fitness to drive. Inform your manager if you develop a health condition or are on medication that affects your ability to drive safely. Mobile phones must not be used whilst driving, even hands free ones.

- The journey: this must be planned so that it can be completed safely and legally. Over-tired drivers cause many accidents so it is important to plan long journeys with sufficient rest breaks to prevent this.
- Other people: especially children or vulnerable adults. Ensure that passengers can be transported wearing the correct seat belts. Skill, care and observation are needed to move a vehicle safely on Council premises especially in congested parking areas and where vulnerable customers are likely to be nearby.

Your line manager will require you to produce your driving documents periodically for checking.

If you are employed principally as a driver of Council vehicles then there are further requirements that you must observe, your line manager will explain these.

[\(Driving for Work, Substance Misuse Policy\)](#)

5.14 Electrical Safety

Whilst essential and taken for granted electricity can be very dangerous. Telford & Wrekin Council requires anything that involves electrical work to be done by competent people. Before you use any electrical equipment look at it carefully and report any obvious defects. If in doubt seek advice. Bringing in electrical equipment from home is discouraged and can never be done without the permission of your line manager. All portable electrical equipment over one year old must be regularly tested for safety.

[\(Building based services and equipment\)](#)

5.15 Event Safety

If your role involves putting on events you must make sure that health and safety is at the core of these too. Plan the event properly, being clear at an early stage about what needs to be done and who is going to do it to enable the event to go ahead safely. Fireworks, temporary staging, crowd control and other unusual activities may carry unusual risks to manage so seek advice at an early stage if you are uncertain about anything.

[\(Event safety guidance\)](#)

5.16 Fire

The Council has a separate policy on fire safety that sets out what needs to be done to control the risks from fire. Every Council workplace must have its fire risks assessed and recorded so that the correct fire precautions and evacuation procedures can be put in place. Ask your manager, head teacher or team leader about your part in this.

[\(Fire Safety\)](#)

5.17 First aid

There will be someone responsible for first aid within your workplace; you need to know who they are and where they work so that you can contact them quickly if the need arises. If you would be willing to be trained as a first aider let your team leader, manager or head teacher know.

[\(First Aid\)](#)

5.18 Health advice

The occupational health team (tel 383630/383631) is available to help with any questions you or your manager have regarding your health at work. Confidential advice by appointment is available if required. The team also offer mini health checks and lifestyle advice to help you keep healthy. The Council works closely with partner agencies to promote healthy lifestyles for employees. ([Occupational Health Policy](#))

5.19 Height –working at

Working at height, such as on a roof or up a ladder, can be very hazardous. An assessment must be made of the risks from such work, which should be designed out wherever possible. Equipment used for working at height must be suitable for the job, regularly inspected and well maintained. You must have completed ladder safety training if using a ladder is an unavoidable part of your work.

[\(Working at height\)](#)

5.20 Home Working

Working from home is an option for some employees either as an ad hoc or regular arrangement. To set this up as a contractual arrangement requires a formal agreement. Checks will need to be made on the safety and suitability of your home and steps will be taken to ensure that electrical equipment in use for working at home is safe and that your work station is set up correctly.

[\(Home working\)](#)

5.21 Law

The law about health and safety of people at work is set out in Acts of Parliament and Regulations. Some of these rules are added to by Codes of Practice. The main law is The Health and Safety at Work etc Act 1974. The law gives general principles saying that your employer has a duty to keep you safe at work and you have a duty to keep others you come into contact with safe whilst you are at work. Failing to comply is a criminal offence.

[\(Health & Safety Law\)](#)

5.22 Lone working

If you are working alone you are potentially more vulnerable to accidents and violent incidents, these risks must be assessed and controlled. Planning ahead, personal safety training, being able to get help if you need it and letting your colleagues know where you are, what you are doing and what time you'll finish are all important. Systems must be set up to monitor and support lone workers. You must follow the lone working procedures of your section.

[\(Personal Safety Policy\)](#)

5.23 Mobile phones

Mobile phones are used by most employees and are a great way of keeping in touch and for getting assistance quickly in the case of an emergency. They must not, however, be used whilst driving, even via a hands free kit.

[\(Mobile phone policy\)](#)

5.24 Moving and handling

Most employees will move items, and some move people, during the course of their work. Where the risks cannot be controlled well enough in other ways, manual handling training must be provided with more specialist training for the more difficult areas. If you think you may need this training talk to your line manager.

[\(Manual handling policy, Manual handling of people](#)
· [Manual handling guidance \(Back Chat\)](#))

5.25 Night work

If you usually work at night (for at least three hours and at least part of that time between midnight and five a.m.) then you will be entitled to a free annual health assessment as part of the risk assessment process and to help you manage any medical condition that could be made worse by working at night.

[\(Night working\)](#)

5.26 Noise

Exposure to high noise levels can damage hearing. If you work where you have to shout to be heard or find it hard to hear someone talking close to you ask for the level of noise to be measured properly. If other control measures aren't reasonably practical you will be provided with hearing protection.

[\(Noise at Work\)](#)

5.27 Personal protective equipment

Protective equipment is provided to keep you safe, please use it. This not only protects you but sets a good example to those around you. It will only continue to protect you if it fits correctly, is clean and in good condition. You are expected to look after personal protective equipment and report any loss or damage to your line manager straightaway. When it is not in use personal protective equipment must be stored correctly in the place provided. Cleaning should be carried out in accordance with the manufacturer's recommendations and paid for by the Council.

[\(Personal protective equipment for site visits\)](#)

5.28 Personal safety

Telford & Wrekin Council takes the safety of employees seriously and a policy has been devised to protect people as far as is reasonably

practicable from foreseeable violence and aggression whilst they are at work. You need to read this policy and know how it applies to the work you do. If you are doing home visits or meeting people by appointment you must check the Personal Safety Precautions register and any information held by your team before you go to see whether any special precautions are needed.

[\(Personal Safety Policy\)](#)

5.29 Pregnancy and new mothers

All risk assessments must consider whether further measures are needed to protect women of child bearing age. If you are expecting a baby, have given birth in the last six months or are breastfeeding you will need to let your line manager, know as soon as possible. If you feel uncomfortable discussing any aspects of this with your line manager you can get further advice from a people services business partner or occupational health advisor. Your line manager will review the risk assessments to ensure that you are as safe as possible during your pregnancy and will take any additional measures needed to protect you.

[\(New and expectant mothers at work\)](#)

5.30 Risk assessments

To help to keep people safe, the Council is required by law to carry out and record risk assessments of work practices.

Risk assessments are a way of looking at the work we do and considering whether it is foreseeable that it can cause harm to employees or anyone else. Reasonable steps must be taken to eliminate significant risks or reduce them to an acceptable level. Copies of risk assessments that apply to you and your work area must be available for you to read.

Risk assessment is a process, not an end in itself. Recorded risk assessments are a progress report that should form the basis of a risk reduction plan or safe working practice that results in improving health and safety. Risk assessments must be reviewed regularly, at least annually, with changes made as necessary.

Specialist risk assessments are needed for fire safety and for certain work tasks such as working with hazardous materials, computers or challenging behaviour.

Risk assessments must be carried out by competent persons, people with sufficient knowledge and experience of both the job and the safety issues. Many risk assessments will be carried out by employees, for a few highly technical areas outside expertise will be used.

A risk assessment bank is available on the intranet and, for schools, on E Council that can be used to streamline the recording of risk assessments and give examples of good practice.

It is important that employees are involved in the assessment of risk both at the initial stage and when the risk is reviewed. Health and safety representatives can also be asked to help. Training is provided for assessors and is available to anyone involved in the assessment process.

[\(Risk Assessment\)](#)

5.31 Security

Security measures not only protect buildings and their contents from loss or damage but protect our personal safety and reduce the risk of arson or other attack. Everyone can help by being observant and reporting anything suspicious immediately to the appropriate person. Basic measures such as keeping the workplace tidy and disposing of rubbish properly can help reduce arson risks. Understanding the security measures at your workplace and playing your part in making them work (for example by challenging unauthorised persons) is important too.

5.32 Smoking

Everyone's health is important so smoking is not allowed during working hours, nor in Council buildings or vehicles. See the smoking policy for full details. If you would like some help to give up smoking the Occupational Health Team can give advice.

[\(Smoking Policy\)](#)

5.33 Stress

Although pressure is necessary for us to live normal lives, excessive pressure can cause stress which in turn can lead to real physical and mental problems. Training is available on handling personal stress and employees are encouraged to take their leave entitlement and take regular exercise. Managers are expected to be able to recognise and manage stress and try to promote a harmonious working environment within their teams. Training is available to help with this.

If you feel that work is causing you to have too much stress or even that stress caused by other things is affecting you at work, then you need to tell your manager or contact our occupational health team (tel 383630/383631). If you wish, all such contact can be confidential. All employees can also contact one of the independent employee counsellors for free, confidential counselling. Leaflets giving the numbers are widely available in every work place and on the intranet and E Council too.

[\(Stress, Stress Management Policy, Counsellors\)](#)

5.34 Substance misuse

No employee may misuse any substance (this includes drugs, alcohol and solvents) before or during working hours to the extent that:

- it impairs their performance and/or
- it potentially or actually puts their own or others health or safety at risk and/or
- it adversely affects the public image of the Council

Possession of and dealing in illegal drugs on Council premises and/or during working hours will be regarded as gross misconduct, will be reported to the Police and is likely to lead to dismissal.

[\(Substance Misuse Policy\)](#)

5.35 Thermal Comfort

If your work place is usually too hot or too cold a risk assessment needs to be carried out. Raise this with your line manager to see if some improvements can be made. If you work out of doors a lot you should take steps to protect yourself from the sun and adverse weather conditions.

[\(Thermal comfort guidance. Sun protection\)](#)

5.36 Training in health and safety

Training on various aspects of health and safety is a legal requirement. Initial training is organised on induction and more specialist training is arranged as needed. Some training may be provided on the job and some via e-learning. Your head teacher or line manager will have details of any courses you need to attend or other opportunities to improve your health and safety skills. You should be given the opportunity to put your health and safety skills into practice and your head teacher or line manager will need to follow up to check that the training you've received has been effective.

Some training is very specific to the job you are doing and should be undertaken *before* commencing work. Examples include The Moving and Handling of People, Driving Skills and Control of Substances Hazardous to Health.

Line managers must be competent to manage health and safety and must be encouraged to improve their skills and knowledge.

[\(Training\)](#)

5.37 Welfare facilities

Council workplaces will be provided with adequate toilets, washing facilities, wholesome drinking water and somewhere to keep coats. Many Council

workplaces will also have the means to prepare or obtain hot drinks or food and some will have dedicated rest areas. Depending on the nature of the workplace changing facilities may also be provided.

5.38 Work equipment

Equipment used at work that could become dangerous must be inspected regularly and maintained as necessary to keep it in safe working order. Report any faults promptly and keep inspection and maintenance records up to date.

[\(Work equipment\)](#)

5.39 Workplace buildings

Workplaces and their services including gas, electricity, water, lifts etc must be maintained in a safe and healthy condition.

[\(Water Systems Management Policy Servicing of Building Services and Equipment, Thermal Comfort\)](#)

5.40 Young people

Young people (those under 18), due to their lack of experience, may need additional support at work to keep them safe such as supervision or restriction on the tasks they can carry out. This will apply to those on work experience as well as employees. Before a young person is employed a specific risk assessment for them must be carried out.

[\(Young persons\)](#)

TELFORD & WREKIN COUNCIL**CABINET - 28th MARCH 2013****STRATEGIC RISK REGISTER MARCH 2013****REPORT OF ASSISTANT DIRECTOR – FINANCE, AUDIT & INFORMATION GOVERNANCE****LEAD CABINET MEMBER – CLLR RICHARD OVERTON****PART A) – SUMMARY REPORT****1. SUMMARY OF MAIN PROPOSALS**

1.1 For the Cabinet to approve the Council's Strategic Risk Register.

2. RECOMMENDATIONS

2.1 That the Cabinet approve the Strategic Risk Register attached at Appendix A.

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	All
	Will the proposals impact on specific groups of people?	
	Yes	Indirectly different parts of the organisation and community are affected by the Council's strategic risks and significant projects to help achieve the Council's objectives.
TARGET COMPLETION/ DELIVERY DATE	Agree strategic risk register – March 2013 and next review September 2013.	
FINANCIAL/ VALUE FOR MONEY IMPACT	Yes	The current budget strategy and capital programme include financial resources for the significant projects listed at the end of Appendix A. Variations from budget will be reported through the financial monitoring process and through the individual project boards and steering groups. Financial monitoring will also highlight financial issues arising from the risk register such as failing to generate assumed level of capital receipts and additional costs arising from a major disaster. The Service & Financial Planning Process includes a strategic review of reserves and balances; this involves consideration of strategic risks and determining levels of reserves and balances which should be retained to safeguard against these. MLB 25.02.13
LEGAL ISSUES	No	There are no specific legal requirements for good governance including risk management but it is implied in the Accounts & Audit (England) Regulations 2011 and is accepted good practice. Within some of the significant projects there are specific legal requirements that must be addressed by the project managers and owners. LF 26.02.13
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	Having a strategic risk register in addition to the management of risks within significant projects will ensure SMT are managing appropriately the opportunities and risks of other strategic activities across the Council. The strategic risk register is also used to support the financial planning process.

IMPACT ON SPECIFIC WARDS	Yes	Between them the Council's significant projects will affect all Wards. If the Council is not managing strategic risks appropriately then there could also be impacts on all Wards.
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PART B) – ADDITIONAL INFORMATION

4. STRATEGIC RISK REGISTER

- 4.1 The Council reviewed the risk management arrangements in March 2012 and through the restructure in Audit and Information Governance removed the Council's dedicated support for risk management integrating the management of risks, including strategic risks into service planning and the everyday management of SDM's and AD's. These revised arrangements did not include the maintenance of a strategic risk register.
- 4.2 A requirement of the Service & Financial Planning process is for reserves and balances to be assessed against a strategic risk register. The CFO therefore requested that the out of date strategic risk register be updated to enable this assessment to take place.
- 4.3 The existing strategic risk register was therefore updated but reflecting that the strategic risks associated with significant projects are being managed through a separate process (list found at the end of Appendix A). The Strategic Risk register has been reviewed by SMT prior to approval by Cabinet.
- 4.4 Within the terms of reference of the Audit Committee there is the requirement for the Audit Committee "Accepting that Risk Management is a Cabinet responsibility the Audit Committee should seek assurances that the authority's risk management arrangements are effective and operating within Council policy". To support this requirement the Strategic risk register is provided to the Audit Committee for information.
- 4.5 The Strategic Risk register will next be reviewed in September 2013.

5. PREVIOUS MINUTES

- 5.1 Audit Committee 26th June 2012 – Audit, Risk & Information Governance Annual Report 2011/12.
Cabinet 21st June 2011

6. BACKGROUND PAPERS

- 6.1 None

Report prepared by Jenny Marriott - Audit & Information Governance Service Delivery Manager, Telephone: 01952 383101

	Risk and Risk Owner	Implications	What are we doing to manage the risk? (Controls)	Further Actions (if any required)
1	<p>Failure to match available resources (both financial, people and assets) with statutory obligations, agreed priorities and service standards.</p> <p><u>Risk Owner</u> SMT – MD and CFO</p>	<p>This situation reflects :</p> <ul style="list-style-type: none"> • The impacts on local families and businesses of the recession and subsequent measures to cut the government's funding deficit which impact directly on them (rising taxation, benefits cuts, etc.) • Significant cuts to public sector funding for the Council (very front end loaded) and other public sector bodies in the area. • Increasing demands on public services. • A radically changing government policy agenda. <p>This could have widespread impacts including :</p> <ul style="list-style-type: none"> • The pressure on and safety of services provided; we particularly need to be aware of those delivered for vulnerable children and adults. • Delivery of the members co-operative priorities and ambitions on behalf of the local community • Ability to hold adequate one-off balances for unforeseen events. 	<ol style="list-style-type: none"> 1. Rigorous planning and monitoring through S&FPG, SMT and Policy Review Group. 2. Savings programme, service reviews and restructuring 3. Rationalisation of council assets & accommodation 4. Rigorous monitoring of capital receipts realisation and impact on the budget 5. Review of reserves and balances against risk exposure and available contingency. 6. Safeguarding Cost Improvement Plan 7. Commercial Enterprise Manager appointed so taking forward projects to assist in the generations of additional resources. 	<ol style="list-style-type: none"> 1. Commence work on 2014/15 and 2015/16 budgets and savings proposals in Summer 2013. 2. Lobbying as part of the Fair Deal for T&W Campaign

	Risk and Risk Owner	Implications	What are we doing to manage the risk? (Controls)	Further Actions (if any required)
2.	<p>Death or serious harm of a vulnerable child or vulnerable adult (Breach of duty of care)</p> <p><u>Risk Owner</u> DCS / DASS Children's Safeguarding Board Adult's Safeguarding Board</p>	<p>Serious case review identifies serious shortfalls in protection and safeguarding practises.</p>	<ol style="list-style-type: none"> 1. Safeguarding Boards scrutinise performance and call partners to account as needed. 2. Work to national inspection standards and respond to actions required from inspections. 3. Children's Safeguarding - Systematic quality assurance role for all managers from frontline team manager through to DCS. 4. Adult safeguarding – multi-agency strategy agreed and regional procedures are now operational. 5. Deleted the £1.7m savings target in 2013/14 budget. 6. Input £0.6m growth into the 2013/14 budget. 7. Created a contingency of £1.3m to be controlled by Cabinet. 	<ol style="list-style-type: none"> 1. Deliver cost improvement plan as agreed with members for Children's and Family Services.

	Risk and Risk Owner	Implications	What are we doing to manage the risk? (Controls)	Further Actions (if any required)
3.	<p>Managing the impact of significant organisational and culture change</p> <p><u>Risk Owner</u> SMT Chief Financial Officer Monitoring Officer</p>	<ol style="list-style-type: none"> 1. Potential weakening of the governance arrangements 2. Increased levels of absenteeism and staff turnover 3. Employee demotivation 4. Loss of service delivery performance and exposure to increased levels of risk in key areas. 5. Increased manifestation of stress 6. The Council operating illegally 7. The Council operating contrary to the constitution 8. Data security breach, inappropriate data sharing and poor data quality 9. Adverse publicity and reduced reputation/trust 	<ol style="list-style-type: none"> 1. Engagement and communication with all staff through structured sessions including the Employee Commission and interactive sessions with Cabinet to support Co-operative working 2. Regular meetings with Trade Union representatives. 3. Loss of service delivery performance and risk exposure monitored through SMT. 4. Constitution – assurance by AD's, Finance, Legal, Internal Audit and external reviews (i.e. External audit and government bodies) 5. All decision making reports must have a professional legal and financial comment included 6. Transparency 7. Codes of conduct 8. Corporate Information Security Policy 	<ol style="list-style-type: none"> 1. Implement the Co-operative Workforce Settlement and Delivery Plan

	Risk and Risk Owner	Implications	What are we doing to manage the risk? (Controls)	Further Actions (if any required)
4.	<p>Decline in the Health & Well Being of the borough due to the economic climate and welfare reforms</p> <p><u>Risk Owner</u> MD/AD Development, Business, and Housing</p>	<ol style="list-style-type: none"> 1. Impact on prosperity, health, welfare and quality of environment for local residents. 2. Impacting on local quality of life 3. The potential to increase demand for specific council services, reduce income and restrict investment returns. 4. The impact could significantly undermine the Council's ability to deliver its objectives. 5. Serious risks for the local community in terms of unemployment, business failure and failure to secure investment in the local economy 	<ol style="list-style-type: none"> 1. Council has adopted a business supporting, business winning approach that will provide a joined up, business facing service that provides the conditions to enable businesses to start up, expand and to attract new investors 2. Destination Telford Programme promoting Telford in partnership as destination of choice for investors as well as visitors and residents. Programme including focus on maximising the benefits to the Borough from major investment opportunities e.g. JLR, working effectively with key partners e.g. UKTI to promote Borough 3. Provision of dedicated Business & Planning First Point providing a one stop shop for all business, planning and property inquiries from the Wellington Civic Office 4. Adoption of Business & Development Charter which pledges to provide a timely, responsive, streamlined planning service including free pre application planning advice, validation within 3 days and cost certainty 	<ol style="list-style-type: none"> 1. Maximise the opportunities from EU, National and LEP related funding opportunities working within and across LEP areas to ensure Borough priorities for improvements to transport infrastructure, investment and business support are promoted nationally 2. Act on the findings of the Employer Skills Survey to ensure a match between skills provision and employer's needs and working with partners to address issues of employability and promote take up of Apprenticeship and Traineeships to support young people into local employment. 3. Crisis support fund in place to be administered by the Benefits Service for

			<p>regarding planning obligations with a commitment to complete S106 agreements within 6 weeks of planning approval.</p> <p>5. Through stewardship agreement with HCA TWC are marketing and leading on disposal of all public sector employment land providing a responsive property and land service which recognises the varying needs of business, offers flexible financial terms and an open approach to investors requirements</p> <p>6. Work closely with the Telford Business Board and professional business networks to provide support and deliver on business issues such as improving local procurement opportunities and supporting business respond to impact of welfare reform</p> <p>7. Through the TWC Business Support Team working effectively with Business Network partners and agencies, ensure that all 4,500 businesses in the Borough receive support tailored to their needs and receive a coordinated and business focussed service from all parts of the Council</p>	<p>those in most need.</p>
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			<ol style="list-style-type: none"> 8. Provide a range of business loan and funding opportunities for start ups, high growth businesses and support business struggling to access finance. 9. Increase in the Discretionary Housing Payments budget to help customers affected by the bedroom tax. 10. More flexible payment arrangements to reflect payment by the 8,000 paying Council tax for the first time. 11. Pre-bailiff Service implemented to assist those struggling with Council tax. 12. Council tax hardship fund created to support those unable to pay Council tax due to extreme hardship. 	
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	Risk and Risk Owner	Implications	What are we doing to manage the risk? (Controls)	Further Actions (if any required)
5	<p>Managing the impact of change in partner organisations.</p> <p><u>Risk Owner</u> - SMT</p>	<ol style="list-style-type: none"> 1. Deterioration of partnership working. 2. Government's NHS structure changes, education reform, Police and Fire services restructures, DWP changes and the impact on housing and council tax benefit and funding cuts across all public sector organisations. 3. Failure to join up services for the benefit of local people 4. Reduced efficiencies / reduced services 5. Increased exposure of vulnerable adults and children. 6. Local Enterprise Partnership (LEP) – not working properly could lead to a potential loss of funding from the region and nationally. 	<ol style="list-style-type: none"> 1. LSP Executive 2. Maintaining communication channels with appropriate senior executives 3. Health & Wellbeing Board in place. 4. Co-operative Commission 5. Local Council tax benefits scheme agreed 22/11/12 	<ol style="list-style-type: none"> 1. LEP strategy to be agreed to ensure all opportunities are pursued.

	Risk and Risk Owner	Implications	What are we doing to manage the risk? (Controls)	Further Actions (if any required)
6	<p>Major Emergency or significant business interruption affecting ability to provide priority services Risk Owner – SMT AD's – Law, Democracy & Public Protection/ Customer & People Services</p>	<ol style="list-style-type: none"> 1. Emergency events such as landslip and flooding in the Gorge, prolonged ICT failure and loss of major utilities impacts on the Council's ability to provide priority services which ultimately could lead to significant risk to human life and the environment. 2. Diversion of staff away from frontline services to respond to the emergency. 3. Legal implications – statutory requirement to have plans in place to respond. CCA 2004. 4. Financial implications of response to an emergency 5. Impact on the council's reputation. 6. From 1/4/13 Public Health joins the Local authority, along with their emergency planning responsibilities. 	<ol style="list-style-type: none"> 1. Maintaining appropriate, risk based contingency plans (Civil Resilience Team) which are exercised and reviewed on regular basis. 2. Individual Service Delivery Managers are responsible for maintaining their business continuity plan (copied to Civil Resilience Team). These plans would be coordinated corporately and the emergency plan activated if necessary. 3. Maintain appropriate levels of trained staff to be able to respond to an emergency. 4. Work collaboratively with other LRF partner agencies, maintaining effective working relationships with the relevant bodies. 5. ICT controls – Disaster Recovery facilities in place based on Priority Services 6. Gorge - Additional funding with conditions received from CLG 7. Various exercises have taken place and lessons learnt have been shared and implemented 	<ol style="list-style-type: none"> 1. Rigorous maintenance and review of plans on an ongoing basis. 2. Work is underway to incorporate Public Health arrangements into existing plans. 3. ICT to ensure their Disaster Recovery procedures are fit for purpose.

	Risk and Risk Owner	Implications	What are we doing to manage the risk? (Controls)	Further Actions (if any required)
7	<p>Failure to generate the assumed level of capital receipts in accordance with the agreed service and financial planning strategy</p> <p>Risk Owner – AD – Development, Business and Housing; AD Planning Specialist; AD –Law, Democracy & Public Protection</p>	<ol style="list-style-type: none"> 1. Financial implications for the Council 2. Impact on strategies and plans for the area 	<ol style="list-style-type: none"> 1. Specialist legal advice 2. Cabinet Members regularly briefed 3. Regular financial monitoring 4. If necessary contingency plans reviewing phasing of planned capital expenditure, schemes included in capital programme, alternative potential disposals and further revenue budget cuts would be prepared. 5. Have reduced the requirement from £114m down to £80m. 	<ol style="list-style-type: none"> 1. Obtain further advice when required from appropriate legal specialists 2. Respond to any requests from Court or Planning appeals processes. 3. Looking for additional capital receipts to support the programme and budget.

Risks of a strategic nature that are being managed through appropriate significant projects

1. Building Schools for the Future
2. Waste Procurement
3. Single Status
4. Town Centre
5. Health reforms including the transfer of public health
6. Strengthening Families
7. Adult Social Care – preparation for and implementation of the requirements of the Care & Support Bill
8. Commercial project for additional income generation

CABINET

Decision Notices and Minutes of a meeting of the Cabinet held on Thursday, 28th March, 2013 at 5.00 p.m. at the AFC Telford Learning Centre, Haybridge Road, Wellington, Telford

PUBLISHED ON FRIDAY, 5th APRIL, 2013

(DEADLINE FOR CALL-IN: WEDNESDAY, 10th APRIL, 2013)

PRESENT: Councillor R.A. Overton (Deputy Leader and Chair for this meeting), E.A. Clare, S. Davies, A.R.H. England, W.A.M. McClements, H. Rhodes and P.R. Watling

ALSO PRESENT: Councillor A.J. Eade (Conservative Group Leader), Councillor W.L. Tomlinson (Liberal Democrat/Independent Group Leader)

CB-112 MINUTES

RESOLVED – that the minutes of the meeting of the Cabinet held on 28th February 2013 be confirmed and signed by the Chairman.

CB-113 APOLOGIES FOR ABSENCE

Councillors K.S. Sahota (Leader) and C.F. Smith

CB-114 DECLARATIONS OF INTEREST

None

CB-115 MEDIUM TERM COUNCIL PLAN AND COMMUNITY STRATEGY

Key Decision identified as **Medium Term Council Plan 2013/14 to 2015/16** in the Notice of Key Decisions published on 30 January 2013.

Council decision – not subject to Call-in

The Leader presented the report of the Managing Director, attached to which were copies of the Council's draft Medium Term Plan and a new community strategy – 'Shaping Our Future: Our Journey to 2020'

The Medium Term Plan 2013 – 2016 identified the high level strategic focus for the organisation for the next three years. It included the Council's vision, priorities and values; proposals for developing the organisation to deliver the priorities; being a Co-operative Council working with the Community and how the Council would work differently to achieve this; and what the Council was going to focus on to deliver its priorities. A revised outcome framework for

each priority had been developed, and 'ownership' of the measures in this framework had been assigned to Directors. Progress would be assessed three times a year – at 6, 9 and 12 months.

The 'Shaping Our Future: Our Journey to 2020' document was a partnership strategy with the purpose of providing a clear longer-term focus for partnership working. It was structured around the themes of Live, Work, Visit and Play, with the objective of building the Borough's reputation as the place of enterprise, innovation and partnership. Appended to the Strategy was a basket of outcome measures to be achieved by 2020. Progress against these outcomes would be reported three times a year as part of the Council's corporate performance arrangements. Once approved by the Council and the Local Strategic Partnership, the document would become the Community Strategy for Telford & Wrekin.

Councillor A.J. Eade (Conservative Group Leader) expressed surprise that the documents did not include reference to the Marches Local Enterprise Partnership, and suggested that this should be included, along with some mention of the need for improvements to existing industrial estates. Councillor W.A.M. McClements, Cabinet Member for Resources & Service Delivery, advised that the Council would be lobbying central Government for funding to improve the older industrial estates in the Borough. Other Cabinet Members emphasised the importance of working together with partners to deliver the growth agenda set out in the documents, and it was agreed that the comments be taken on board.

RESOLVED – to RECOMMEND to COUNCIL that the Medium Term Council Plan and the new Community Strategy – 'Shaping Our Future: Our Journey to 2020' – be approved, subject to minor amendment to include reference to the Local Enterprise Partnership and the condition of existing industrial estates.

CB-116 PROVISION OF SUPPORTING PEOPLE SERVICES

Key Decision identified as **Provision of Supporting People Services** in the Notice of Key Decisions published on 26 February 2013.

Councillor E.A. Clare, Cabinet Member: Adult & Social Care, presented the report of the Assistant Director: Care & Support which advised Members of the proposals for the future re-modelling of Supporting People services.

Supporting People provided housing related support aimed at promoting independent living and social inclusion. It could be delivered to people in their own homes with the use of 'floating support' (ie support that is delivered to the person in their own home) and/or community alarms, or delivered in specialist accommodation such as sheltered housing schemes. There were currently 33 contracts throughout the Borough for the provision of various Supporting People services, and these would all expire on 30 September 2013. Through working with existing providers and contractual provisions, savings of £650k had been achieved since 2011/12. However, any additional savings could only be generated by re-modelling existing services to ensure they were

delivered on the basis of need and not tenure. Re-modelling would also allow services to be modernised and aligned to current Council priorities.

Following a large amount of on-going consultation with existing local providers over the last year, a new service delivery model was being proposed. This would lead to a reduction in the number of contracts, but would continue to deliver a service to existing service users in a more flexible and needs-led way. The proposed new service model would consist of the following elements:

- Older People Sheltered Housing – with a large element of support provided through an intensive housing management model. Implementation in September 2013.
- Floating Support – this would require a procurement exercise to incorporate all existing contracted hours. Testing of the market would allow a fair hourly rate to be achieved. Implementation in September 2013.
- Hub and Outreach - this would be accommodation based, with outreach support and specific delivery for specialist client groups. This was a slightly more complex model which could not be delivered by one provider. Local providers would therefore be encouraged to form consortiums in order to tender against the high level broad specification. It was anticipated this process would take longer, and therefore implementation of this element.

The Council was developing an access and referral route that would provide a single access point for service users requiring housing, housing related support and/or preventative services. This would provide a more joined-up delivery of services, and potentially more help for the wider community.

During the ensuing discussion, Councillor W.L. Tomlinson (Liberal Democrat/Independent Group Leader) referred to what support would be available to people applying for the service, and questioned what would happen under the contract arrangements if a poor level of service was provided. In response, the Cabinet Member advised that support was available to applicants through First Point etc, and that the contracts would be monitored on a regular basis.

RESOLVED -

- (a) that the proposals for the future Supporting People model, including the proposed timescale for delivery, be approved;**
- (b) that the proposed access and referral process into the newly modelled services, and the impact on the structure and function of the Housing Needs service, be approved;**
- (c) that authority be delegated to the Assistant Director: Care & Support, in consultation with the Cabinet Member for Adult & Social Care, to award three year contracts (with the option to extend for a further two years subject to satisfactory performance)**

to the preferred provider(s) in accordance with the Council's Constitution;

- (d) that authority be delegated to the Council's authorised signatories, in consultation with the Cabinet Member: Adult & Social Care and Assistant Director: Care & Support, to enter into appropriate contractual arrangements, subject to the terms and conditions recommended by the Assistant Director: Law, Democracy & Public Protection.

CB-117 COMMUNITY CLUB ASSET TRANSFER POLICY

Key Decision identified as **Community Club Asset Transfer** in the Notice of Key Decisions published on 26 February 2013.

Councillor A.R.H. England, Cabinet Member: Leisure & Wellbeing, presented the report of the Assistant Director: Neighbourhood & Leisure Services, which proposed a policy to establish a fair, consistent and transparent framework and methodology for considering requests from community clubs wishing to manage Council-owned playing pitches and associated facilities. A copy of the proposed policy was appended to the report.

Since the publication of the Council's Playing Pitch Strategy, a number of expressions of interest had been received from football clubs keen to manage the facilities they used. The proposed policy set out the potential transfer options, although it was expected that a lease of up to 25 years would be the most appropriate option in most cases. Assets in relation to the policy were defined as a playing pitch in open space – not a school, leisure centre or formal park. Potential applicants would need to develop a business case and demonstrate the community benefit etc that such a transfer would promote. Business cases would be evaluated by an appropriate Panel of Council Officers and representative from sports governing bodies. All applications would be considered on the particular circumstances and need of each club, but each agreement would include conditions based on a number of core principles, as set out in the Policy.

Following a request from the Shropshire FA, it was also proposed to nominate Malinslee Playing Fields for Fields in Trust status under the Queen Elizabeth II Fields Challenge. Such designation would protect the Playing Fields in perpetuity, and would potentially attract external funding to reinstate the playing pitches and further improve the site.

Members welcomed the proposed policy as a good example of Co-operative working. In response to a question, the Cabinet Member advised that monitoring would be built into each agreement to ensure that the facilities were being properly managed and meeting the objectives set out in the core principles.

RESOLVED –

- (a) that the **Community Club Asset Transfer Policy**, as shown at Appendix 1 of the report, be approved;
- (b) that authority be delegated to the **Assistant Directors: Neighbourhood & Leisure Services and Development, Business & Housing**, in consultation with the respective Cabinet members, to determine applications made under the **Community Club Asset Transfer Policy**, and to enter into all associated agreements;
- (c) that the **Malinslee Playing Fields** (as shown in the plan at Appendix 3 of the report) be nominated for protection in perpetuity under the **Queen Elizabeth II Fields Challenge**, and authority be delegated to the **Assistant Director: Neighbourhood & Leisure Services** to execute all necessary paperwork.

CB-118 LOCAL CRISIS AND LOCAL RESETTLEMENT ASSISTANCE POLICY

Key Decision identified as **Local Crisis Assistance and Local Resettlement Assistance Policy** in the Notice of Key Decisions published on 26 February 2013.

Councillor W.A.M. McClements, Cabinet Member: Resources & Service Delivery, presented the report of the Assistant Director: Customers & People, appended to which was a proposed Policy to provide Local Crisis and Resettlement assistance to vulnerable residents of the Borough.

As part of the Welfare Reform Act, two parts of the discretionary Social Fund – Community Care Grants and Crisis Loans - currently administered by the Department for Work and Pensions (DWP) were being abolished with effect from 1 April 2013, with the Government instead providing each local authority with funding for Local Welfare Provision. Details of the number of Community Care Grants and Crisis Loans, and the expenditure incurred by the DWP were shown in the report, along with the anticipated amount of funding being transferred to the Council for Local Welfare Provision. This represented a significant reduction in funding for this provision.

In terms of a scheme for Telford & Wrekin, it was proposed that two types of assistance be available:

- Local Crisis Assistance – this would cover situations where a household has insufficient resources to meet an urgent need that poses an immediate and substantial risk to their health and safety. A basic principle would be that such assistance was via the provision of goods or services (eg crediting a gas or electricity meter or referring people requiring food to the Telford Crisis Network food banks) rather than cash payments.
- Local Resettlement Assistance – this would give assistance to vulnerable people to live independent lives to remain or become integrated within their community by the provision of goods and

services. Such assistance would again not involve any cash payments, but typically provision of essential white goods or furniture.

The report outlined the consultation that had been undertaken during the development of the Council's Policy. For example, the Citizens Advice Bureau and the DWP had been represented on a working group, and a number of training events had been held. The Co-operative & Communities and Budget & Finance Scrutiny Committees had been looking at the proposed Policy, and their comments were appended to the report. As a result of some of these comments, some amendments had been made in respect of providing rent in advance – this would now only be considered in very exceptional circumstances.

The demand for such assistance was uncertain, and the Cabinet Member emphasised that the budget would be monitored closely to ensure there were enough funds during the year. The working group would continue to meet regularly to monitor the effectiveness of the scheme, with input from Scrutiny.

Members thanked the Officers involved for all their work in producing this scheme, and it was noted that Scrutiny had played a useful role in inputting to the development of the Policy. The Policy was aimed at getting the right help to the right people at the right time. Members agreed that it was important that a close eye be kept on the take-up and expenditure of this assistance, and it was suggested that quarterly monitoring reports should be provided to Members during the first 12 months of the scheme.

RESOLVED –

- (a) that the Local Crisis Assistance and Local Resettlement Assistance Policy, as shown at Appendix A of the report, be approved;**
- (b) that authority be delegated to the Benefit Service Delivery Manager, with further delegations for specific functions at the Benefit Service Delivery Manager's discretion, to administer the Local Crisis and Local Resettlement Assistance schemes and make determinations;**
- (c) that the concerns of the Co-operative & Communities and Budget & Finance Scrutiny Committees regarding payments of rent in advance are acknowledged, and that there will be a need to widen the scope of the Council's rent Bond Scheme which will be detailed in a future report to Cabinet.**

**CB-119 UPDATE ON LOCAL PROGRESS IN IMPLEMENTING
CHANGES ARISING FROM THE HEALTH & SOCIAL CARE
ACT 2012**

Non-Key Decision

Councillor R.A. Overton, Deputy Leader and Chair of the Shadow Health & Wellbeing Board, presented the report of the Assistant Director: Social Care Specialist, which summarised the arrangements that were in place to ensure a successful transition to the new responsibilities the Council would be responsible for from 1 April 2013 as a result of the Health & Social Care Act 2012.

The report set out the new arrangements taking place within the NHS, and which organisations the Council would be working with as key partners in delivering the health, social care and wellbeing agenda. There was a statutory responsibility for the Council to establish a Health & Wellbeing Board from April 2013. The Board had been meeting in shadow form for the previous 18 months, and had approved a Health & Wellbeing Strategy for Telford & Wrekin. A copy of the Strategy was appended to the report. Under the new legislation, the Council also had responsibility to commission a local Healthwatch (an independent patient watchdog body) to replace the existing Local Involvement Network. Following a procurement process, the contract had been awarded to Parkwood Healthcare, and the report detailed the implementation plan for setting up the service locally, and the funding for it. The Council also had a number of other new responsibilities including the NHS Independent Complaints Advocacy Service and becoming the Supervisory Body for Deprivation of Liberty Safeguards Assessments in respect of people in a hospital, hospice or 24 hour nurse setting.

In terms of the transfer of Public Health responsibilities to the Council, progress had been hampered by the late publication of Regulations and guidance. However, it was now known that the ring-fenced Public Health grant had been set at £10.6m for 2013/14, rising to £10.9m in 2014/15. All the existing contracted services had been extended for periods of up to 12 months, in agreement with current providers. A number of NHS staff would transfer to the Council, and the report also set out the senior management arrangements to drive delivery of the new health & wellbeing and public health functions. This would be led by the Director of Care, Health & Wellbeing, supported by a new post of Assistant Director: Health & Wellbeing.

Members commented on the work that had already been put in by the Shadow Health & Wellbeing Board in preparing for the changes and ensuring a smooth transition. The Council now had much closer links with NHS medical and clinical leaders, and thanks were expressed to Council Officers and NHS partners for all the work that had been done so far.

RESOLVED –

- (a) that the new arrangements that are in place from 1 April 2013, and the impact on the Council, be noted;**

- (b) that the new responsibilities placed on the Council from 1 April 2013, the transition planning and activity that has taken place, the completion of the Transfer Scheme statutory process and signing off by the Council and the final arrangements put in place through delegated authority to ensure the Council meets these responsibilities be noted;
- (c) that it be noted that the transition stage is nearing completion, but that this is just the start of the Health & Wellbeing journey.

CB-120 CORPORATE HEALTH AND SAFETY POLICY

Non- Key Decision

Councillor R.A. Overton, Deputy Leader, presented the report of the Assistant Director: Law, Democracy & Public Protection, which presented a revised Corporate Health & Safety Policy following consultation with stakeholders.

The Council was required to regularly review its health and safety policy, and was committed to do so every three years. Since the previous policy was adopted, the Council had changed its structure and priorities. The revised policy, a copy of which was appended to the report, reflected these changes and clarified other areas. Consultation had been carried out with trade union health and safety representatives, health and safety advisors and contacts, and with key managers. The policy set out key roles and responsibilities and outlined how health and safety was to be managed and communicated. A number of specific sections in the Policy had been updated to reflect legal and best practice changes, and these were highlighted in the report.

RESOLVED – that the revised Corporate Health and Safety Policy, as shown at Appendix 1 of the report, be approved.

CB-121 STRATEGIC RISK REGISTER MARCH 2013

Non-Key Decision

Councillor R.A. Overton, Deputy Leader, presented the report of the Assistant Director: Finance, Audit & Information Governance, which sought approval of the Council's revised Strategic Risk Register.

The maintenance of a strategic risk register had not continued following a review of risk management arrangements in March 2012 and subsequent restructure of the Audit service. However, the register had recently been updated to enable an assessment of the robustness of the Council's reserves and balances as part of the service and financial planning process. A copy of the updated Register was appended to the report. Some of the risks associated with significant projects were being managed through a separate process, and these were listed at the end of the Register.

Councillor W.L. Tomlinson (Liberal Democrat/Independent Group Leader) reported that the Audit Committee had discussed the Risk Register, and it was suggested that children and young people should be included as a strategic risk, particularly in the light of the on-going overspend on children's safeguarding. However, the Deputy Leader advised that these areas were covered within Risks 1 and 2 of the Register.

RESOLVED – that the Strategic Risk Register, as shown at Appendix A of the report, be approved.

CB-122 EXCLUSION OF PUBLIC AND PRESS

RESOLVED – that the public and press be excluded from the meeting for the following item of business on the grounds that it may involve the disclosure of information relating to the financial or business affairs of any particular person (including the authority holding that information) as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

CB-123 HADLEY RE-DEVELOPMENT PHASE 2

Non-Key Decision

In accordance with paragraph 5(6) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, agreement of the Chair of the Housing, Economy & Infrastructure Scrutiny Committee had been obtained for this decision to be taken in private session.

Councillor R.A. Overton, Deputy Leader, presented the report of the Assistant Director: Development, Business & Housing, which sought approval to waive standing orders and appoint a contractor for Phase 2 of the Hadley Re-development project.

The report outlined progress on Phase 1 of the scheme, with the appointed contractor being on budget and schedule, and generally performing extremely well. It was anticipated that Phase 2 of the works (which was dependent upon vacant possession being obtained) could commence as early as Summer 2013, and there was a need to appoint a contractor for this Phase as soon as possible. There were a number of advantages if the current contractor for Phase 1 was retained for Phase 2 of the scheme, and these were set out in the report. Any delay in the delivery of the scheme could have financial implications in terms of loss of grant funding from the Homes & Communities Agency. A full tender process for Phase 2 would add an additional 3-4 months to the programme, and it was therefore considered that the appointment of the current contractor would represent best value for the Council in delivering the scheme.

RESOLVED –

- (a) that the progress to date in the delivery of Phase 1 of Hadley Redevelopment be noted;
- (b) that Standing Orders be waived in respect of the award of the contract for the construction of Phase 2 of Hadley Redevelopment;
- (c) that authority be delegated to the Assistant Director: Development, Business & Housing, in consultation with the Deputy Leader, to appoint the contractor used for Phase 1 of Hadley Redevelopment to deliver Phase 2 based on their previously tendered rates from Phase 1;
- (d) that authority be delegated to the Assistant Director: Law, Democracy & Public Protection to seal or sign any documents required to give effect to the resolutions above.

The meeting ended at 5.42 pm.

Signed for the purposes of the Decision Notices

**Jonathan Eatough
Assistant Director: Law, Democracy & Public Protection
Date: 5 April 2013**

Signed:

Date: