

## **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, 5<sup>th</sup> 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:** .....

# TELFORD & WREKIN COUNCIL

CABINET - 25 APRIL 2013

## 'DESTINATION TELFORD' – DELIVERING GROWTH AND SHAPING PLACES

REPORT OF DIRECTOR: DEVELOPMENT, BUSINESS & CUSTOMER SERVICES

LEAD CABINET MEMBER – CLLR CHARLES SMITH

### PART A) – SUMMARY REPORT

#### 1. SUMMARY OF MAIN PROPOSALS

1.1 'Destination Telford' is a programme of work that will develop the Telford brand. It will promote the Telford product as a competitive offer to the key target audiences vital for growth. These include developers, inward investors, house builders, business and leisure visitors as well as key agencies and intermediaries. As well as promoting Telford to investors the programme will deliver significant benefits to local residents through economic growth and job creation and by increasing pride in the Telford 'brand'. 'Destination Telford' covers a range of work which is already contributing to delivery of the Council's Vision including Shaping Places (Planning Policy) and the Council's Invest Programme. Destination Telford will maximise Council resources, building on investment and service delivery improvements that are already being made and ensuring a coordinated and consistent way of working across the Council.

#### 2. RECOMMENDATIONS

- 2.1 That Cabinet approve the proposals to develop and deliver the Destination Telford programme set out in the Report
- 2.2 That Cabinet delegate authority to the Director: Development, Business & Customer Services in consultation with the Lead Member for Communication & Tourism to undertake all necessary actions to deliver the Programme.

#### 3. SUMMARY IMPACT ASSESSMENT

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	Protect and create jobs as a Business Winning and Business Supporting Council.
	Will the proposals impact on specific groups of people?	
	No	
<b>TARGET COMPLETION/ DELIVERY DATE</b>	See section 4.34	
<b>FINANCIAL/ VALUE FOR MONEY IMPACT</b>	Yes	A revenue budget of £150k has been allocated from available reserves to fund the proposals set out in this report. The aim of Destination Telford is to encourage growth which should increase revenues to the Council from Business rates and Council tax. Income generated from festivals and events is to be reinvested within the Destination Telford budget to match fund external funding opportunities and provide ongoing sustainable funding for the programme. Financial advice and support will be provided throughout the project.

<b>LEGAL ISSUES</b>	Yes	The only legal implication directly arising from this report is that any contracts which are awarded will need to be let in accordance with the requirements of the Council's Contract Procedure Rules.
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	Yes	The Programme will place Telford in a position to compete locally, regionally and nationally for investment
<b>IMPACT ON SPECIFIC WARDS</b>	No	Borough wide impact

## **PART B) – ADDITIONAL INFORMATION**

### **4. INFORMATION**

- 4.1 Leading city economies such as Birmingham and Manchester, once centres of industry, are today transforming their local economies with strong programmes of product and service development that have redefined their 'brand'. Through effective marketing of this brand they have become business, cultural, tourism and convention capitals.
- 4.2 If Telford is to grow and attract investment and jobs, it needs to follow these examples and develop an effective Telford 'brand' that promotes unique selling points and imprints an image of Telford in the minds of its key audiences as a place to invest, work, meet, visit and live. This is what 'Destination Telford' aims to achieve.
- 4.3 Physical investment is being made in the Borough and this will help underpin the development of the 'Destination Telford' brand. Most significant is Southwater in Telford Town Centre with the £250m investment providing the catalyst for more change and further investment.
- 4.4 Other physical regeneration, key to the Destination Telford brand includes:
- Regeneration of the New Town Estates and Borough Towns such as Brookside, Hadley and Oakengates
  - Building Schools for the Future programme
  - Land stability in the Ironbridge Gorge World Heritage Site
  - Roads maintenance
  - Environmental projects and initiatives – Telford's shop window
  - Major housing programmes such as Lawley, Ketley and Lightmoor
- 4.5 Physical investment is being accompanied by improvements in service delivery particularly driven by the Invest in Telford Programme, with elements including:
- Pledges in the Business & Development Charter
  - The restructure of Business Support service to provide co-ordinated, client focussed support to business
  - Establishment of a Commercial Board to drive opportunities for income generation, efficiencies and keeping the Telford pound spent in Telford

### **Target Audiences**

- 4.6 To effectively deliver Destination Telford we must be clear about the Telford 'offer' and match that offer and how we market it to the target audiences. Those target audiences fall under the following areas:

- 4.7 Our primary audience are our residents. Our residents are our 'ambassadors' and we must ensure that they are be able to see and share the benefits of Destination Telford so that they can support us in effectively 'marketing Telford' to a wider audience.
- 4.8 Our existing businesses are aware of the advantages of investing in Telford and can help to communicate the unique selling points of the town to potential investors and developers. Destination success will see existing businesses benefit through new markets, improved supply chain links, new employees attracted to live and work in the town and improving the skill base.
- 4.9 The Council must promote 'Destination Telford' to a range of local audiences key to the delivery and promotion of our brand. These include colleagues across the Council, elected members, partners such as Ironbridge Gorge Museums Trust, Sovereign Land and Area (Telford Town Centre owners), the Telford International Centre, the Shropshire Star and local, regional and national agencies and media.
- 4.10 Key to the successful growth of Telford, are those audiences beyond the Borough. Their investment in the town will drive delivery of the growth and jobs that will be of direct benefit to our local communities. Destination Telford will have a range of audiences from house builders, commercial developers, new business investors, business and leisure tourists and new and potential residents to external funders and key government departments such as UKTI and BIS who can help us to put Telford on the investment map.
- 4.11 In order to effectively market Destination Telford to these audiences we need to understand current perceptions of Telford and what would motivate existing and potential audiences to engage with us. This will be established via focussed market research and analysis which will also identify our competitors offer.

### **Place Brand**

- 4.12 If Destination Telford is to be successful, we need to understand what Telford is as a place now and what we need it to be to engage our target audiences. We need to develop a cohesive place brand which identifies and draws together the unique selling points (USP's) and core values of our brand and ensures that these are communicated through everything we do. We have undertaken some work focussed on promoting our USP to the automotive supply chain but this needs to be expanded to develop a clear 'core' brand/offer that can be marketed and tailored to our audiences.
- 4.13 Destinations need to be distinctive, with a mix of physical attractions and less tangible assets that come for example from the local community and civic pride. Those distinctions need to identify Telford as a place to live and work but also as a great place to expand your business and invest in.
- 4.14 Developing the Place Brand will involve our local communities and businesses. The latter aspect can be led in partnership with the Telford Business Board and the Telford Tourism Partnership. It will also mean, building on the physical transformation and service improvements already underway with further product and service development activity.

### **Product Development**

- 4.15 There are three initial areas of product development already being prepared:
- 4.16 **Gateways and Signage:** The gateways that welcome visitors to Telford are key to defining the Telford brand. They should welcome visitors and raise their expectations. It is vital that we continue to define and reinforce the Telford brand through a coherent and attractive system of signage and other visual references throughout the Borough.

- 4.17 It is proposed to develop a 'way finding' strategy that will encompass gateways, signage and other visual references. This will start with an audit and assessment of existing provision across the Borough leading to a coherent approach for new signage and features. This will establish a 'family' of signage designs that can be applied across the different zones of the Town providing an effective information system whether by car, bike or on foot and more specialist provision e.g. for key gateways, railway station etc. The creation of a 'family' of signage will include a coherent palette and hierarchy of materials.
- 4.18 **Southwater/Town Centre Zone Designation:** The Town Centre is the primary showcase for the Telford brand and it is vital that the different elements or 'zones' that make up the Centre are linked in a legible and complementary way. Those elements include Southwater and the Shopping Centre and also the Town Park, Telford International Centre, Lawn Central and the railway and bus stations. Visitors should be able to easily orientate themselves and easily identify the key routes and linkages between these different zones. This work will be carried out in conjunction with Sovereign Land and Telford International Centre
- 4.19 **Festivals and Events:** In the same way as some of our major cities have reinvented themselves as centres of culture, Destination Telford will use festivals and events to help define the Telford brand and build civic pride. They will raise the profile of Telford, emphasising our reputation for innovation and moving the brand away from the often held perception that Telford is simply a 'new town'.
- 4.20 Partnership working with Telford International Centre has already provided a new access to the Town Park Arena. This will enable the transformation of this space into one of Telford's premier outdoor events venues. Led by the Arts & Culture Team, planning is already underway for a first weekend event in late summer. This will set the scene for a major Festival in 2014 which will encompass our celebrations for the completion of Phase 1 of Southwater.

### **Marketing & Communication**

- 4.21 With clarity about the messages we need to convey, a Marketing and Communications Strategy will set out how we communicate locally, regionally and nationally with our target audiences.
- 4.22 A suite of marketing materials supported by an online presence and other marketing tools will be developed for each target audience.
- 4.23 A campaign will be delivered through a public/private partnership and it will encompass high profile and high impact action to initially launch the Telford brand to our key audiences, followed by a longer term local, regional and national campaign that will gradually change the image and perception of the Town.
- 4.24 The strategy and campaigns will be established in conjunction with the Communications Team but will require external resources to maximise impact and outcomes and ensure a sustainable campaign. A key element of the activity will be the Invest in Telford launch in June 2013 with business and media focussed events in Telford and Birmingham.

### **Destination Telford – A Way of Working**

- 4.25 Destination Telford is a Council wide programme that will drive growth and investment. Many services will already be delivering Destination 'products' but it requires a coherent and connected way of working, promotion and deployment of resources across all services. Delivery isn't just about service areas such as tourism or inward investment but

is about a model of working that allows all services to add value championing Destination Telford to all our key audiences.

- 4.26 The Destination Telford programme links directly with all of the key Borough strategies and policies including:
- The Councils Local Plan – ‘Shaping Places’
  - Shaping Our Future:Telford & Wrekin’s Journey to 2020
  - Invest in Telford Programme
  - Growing our Visitor Economy
  - State of the Borough
- 4.27 **Aligning Resources:** A major part of the Destination Telford Programme will be about adding value to activity already undertaken by the Council. It will be about ensuring, by sharing intelligence across service areas and by encouraging colleagues to think about the Telford product before making decisions about projects, that existing budgets are ‘aligned’; for example signage and tourism marketing budgets and maintenance budgets and capital regeneration.
- 4.28 An initial investment of £150,000 has been identified to support the establishment of the Destination Telford Programme and proposals for the expenditure of this budget are set out in Section 5.
- 4.29 To sustain the Programme the initial investment will be used to lever in private and external funding including:
- Encouraging private sector stakeholders benefiting from the programme to contribute to collaborative national marketing campaigns
  - Reinvestment of income generated from festivals and events
  - Lever external funding including the Arts Council and Visit England and European Structural Funds (2014-20).
- 4.30 **Governance Structure:**  
An **Officers Steering Group**, chaired by Service Delivery Manager, Business and Development Planning to plan strategy and commission and direct activity administered by the Destination Programme Officer.  
**A Stakeholder Board** which will involve both public and private sector representatives chaired by the Lead Member, Communication and Tourism will provide a strategic overview and drive delivery.  
**Destination Telford ‘Champions’** including Council Officers, Elected Members and external stakeholders. These ambassadors will play a lead role in communicating the Destination Telford message to our key audiences.

### **Programme and Timescales**

- 4.31 **Appendix 1** sets out the key activities already identified which will underpin the development of the Destination Telford programme and estimated timescales for their delivery.

## **5. IMPACT ASSESSMENT – ADDITIONAL INFORMATION**

**Financial/Value for Money Impact** - A budget of £150,000 has been identified and it is proposed that this is allocated as set out in the table below:

<b>Destination Telford Programme Budget</b>	<b>Estimate</b>
Cultural development – festivals and events	£50,000
Market research and competitor analysis	£10,000
Feasibility studies – product development	£15,000
Place brand development	£10,000
Target audience marketing material (print and online)	£15,000
Marketing and communications campaign with contributions from private sector	£30,000
Campaign toolkit (PR, design and print)	£5,000
Destination Telford launch 2014	£10,000
Contingency	£5,000
<b>Total</b>	<b>£150,000</b>

## 6. PREVIOUS MINUTES

None

## 7. BACKGROUND PAPERS

Council's Medium Term Plan

Invest in Telford - A Programme of Change (Cabinet 28th February 2013)

Shaping Places Local Plan

Shaping Our Future: Telford & Wrekin's Journey to 2020

**Report prepared by Claire Critchell, Destination Programme Officer and Kathy Mulholland, Funding & Investment Team Leader**

## Appendix One – Programme

Activity	Timescale
Destination Telford Programme Cabinet Approval	25 April 2013
Launch of Destination Telford programme	May 2013
Develop 'Invest in Telford' suite of marketing materials Appoint event management/promotion agency Invest in Telford Launch Event	May –June 2013
Draw up Product Development Plan	May 2013
Establish Steering Group	May 2013
Target audience – internal desk top study Commission and complete external competitor/perception analysis	June 2013 July 2013
Commission and completion of gateway and signage audit/way-finding strategy development	May – July 2013
Development of the Destination Telford Place Brand - Internal review of existing consultation and analysis of feedback and early stage stakeholder consultation	May – September 2013
Telford Festival Events 2013	August/September 2013
Place Brand – develop brief and commission creative agency to translate consultation feedback into branding options for consultation	September 2013
Establish Stakeholder Board	July 2013
Develop Place Marketing & Communications Strategy	October 2013

**TELFORD & WREKIN COUNCIL**

**CABINET - 25<sup>th</sup> APRIL 2013**

**SCHOOL ORGANISATION – BEHAVIOUR REVIEW / JIGSAW SCHOOL**

**REPORT OF ASSISTANT DIRECTOR - EDUCATION AND SKILLS**

**LEAD CABINET MEMBER – CLLR PAUL WATLING**

**PART A) – SUMMARY REPORT**

**1. SUMMARY OF MAIN PROPOSALS**

The purpose of this report is to update Cabinet following a period of formal consultation at the Publication of Statutory Notice over proposals for JIGSAW School.

**2. RECOMMENDATIONS**

- 2.1 Cabinet approves the transfer of responsibility for delivering education on the Jigsaw site to the control of the Governors of Hadley Learning Community from 1<sup>st</sup> August 2013.**
- 2.2 The Jigsaw site be used to establish a specialist ASC / BESD provision extending the age range on the site from 11-16 to 10-16, to provide a limited number of places for Year 6 pupils.**

**3. SUMMARY IMPACT ASSESSMENT**

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to priorities emerging from budget consultation?	
	Yes	Our own JIGSAW provision will establish a strong relationship with employers and support growth through developing an appropriate skilled and motivated workforce. Children and their families will be supported to success through good quality education (Improved life chances for all), the needs of children and young people are best met in their families and communities (vulnerable children are protected), and by working with employees, service users (children, young people and their families) we will improve outcome for this group (a cooperative Council working with the community).
	Will the proposals impact on specific groups of people?	
	Yes	This policy will impact on children who are assessed as having a special educational need which is

		currently not being appropriately met in our maintained schools, leading to a number of high cost external placements. In particular a number of children and young people with Autistic Spectrum Condition (ASC) and behaviour, emotional and social development (BESD) needs
<b>TARGET COMPLETION/DELIVERY DATE</b>		The proposed projects will be delivered for commencement in September 2013. The Jigsaw site will provide an ASC and BESD specialist provision under the management of Hadley Learning Community and thus the Local Authority.
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes	It is anticipated that these proposals should result in reduced unit costs and increased efficiencies. As part of the Government's changes to school funding from 2013/14, the funding for special schools is calculated on a 'place plus' basis from April 2013, £10,000 per place plus a top-up per pupil. Once the anticipated costs of the new provision have been calculated, the top-up amount applicable from August 2013 will be finalised.
<b>LEGAL ISSUES</b>	Yes	A full Legal Comment is provided at Part B) Additional Information at Paragraph 9
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	Yes	Recommendations on the use of the houses on the Jigsaw site were presented to Cabinet on 31 January 2013.
<b>IMPACT ON SPECIFIC WARDS</b>	No	Children and young people attending JIGSAW school come from across the Borough. JIGSAW school is located in the Hadley & Leegomery Ward. A change in status will not have any significant impact on the ward.

## **PART B) – ADDITIONAL INFORMATION**

### **4. INFORMATION**

- 4.1 Jigsaw is part of the Hadley Learning Community Private Finance Initiative. The premises at Jigsaw comprise the school unit (for 30 pupils) with sports hall and grounds and car parking. Four purpose built 4 bedded children's homes form a crescent adjacent to the school.
- 4.2 We hold a contract with Castle Care to the value of £741,000 per annum for the school provision. This funds 30 places at the school for children in key stages 3 & 4 (11 – 16 yrs) with significant and complex behavioural, emotional and social difficulties (BESD) who are on school action plus and may have a statement of educational need (SEN).
- 4.3 Current special provision, including JIGSAW does not meet present needs, with secondary phase special school provision at capacity, leading to a number of high cost external placements. There is space within the current JIGSAW school for at least 18 additional students without additional building.

## **5. IMPACT ASSESSMENT – NEEDS & DEMAND**

- 5.1 A Behaviour Working Party has been assessing the current provision across the borough to meet the needs of those students who experience barriers to accessing mainstream education. A forum for the collection of evidence comprised all interested parties, or their representatives, chaired by Garry Philips, Principal at New College, Telford. This led to the establishment of five task and finish groups which took the evidence from the larger forum and collected further evidence through discussions with key partners.
- 5.2 A further task and finish group comprising managers from disabled children's services, education, SEN, commissioning and school improvement undertook an analysis of need focussing on Telford and Wrekin students with a Statement of Education Need (Statement) 20 hrs+ attending a range of education establishments including independent schools (out of Borough placements), Jigsaw school, mainstream and Mount Gilbert. This analysis concluded that the biggest individual cohort of children and young people placed were those who fell into the Autistic Spectrum Condition (ASC) and Behaviour, Emotional and Social Development (BESD) category of need.
- 5.3 The group concluded that this cohort could therefore form an ASC/BESD specialist provision operating from the JIGSAW school site. If this proposal is approved a period of transition will be required with changes taking places over a number of years.

## **6. PROPOSALS**

- 6.1 The Council develops a specialist ASC setting for children and young people who also experience behavioural, emotional, and social difficulties (BESD). The provision will work towards achieving the standards of the NAS Autism Accreditation Scheme. This provision will complement provision already in place or being developed in mainstream primary and secondary schools for children and young people at the lower end of ASC or BESD need.
- 6.2 It is proposed that the existing school be annexed to Hadley Learning Community secondary phase. This will allow the JIGSAW setting to benefit from the Principal's extensive management and educational expertise and provide links to the other schools in the borough. We have agreement to explore this from the Governing Body, we are seeking final approval from the Governing Body on 18<sup>th</sup> April 2013.
- 6.3 Department for Education (DfE) guidance indicates that ending the current contract with Castle Care and transferring the school to become an annex of a mainstream secondary school would require publication of a public notice for a period of six weeks in accordance with the timetable below. This public notice period closed on 12<sup>th</sup> April.

## **7. CONSULTATION**

- 7.1 In line with statutory requirements and the Council's "Cooperative Council" priority we have worked with employees and our community through a series of initial informal engagement and consultation sessions with partners, stakeholders and service users including:

- Neighbouring Local Authorities
- Local Members
- Parish councils
- Diocesan authorities
- Local schools and statutory agencies including health
- Employees of JIGSAW school and care homes
- Parents and carers (including corporate parents) of children and young people at the JIGSAW school
- As part of the longer term proposal parents from across Telford & Wrekin will be asked for their views on the need for a local specialist school for young people with autism. We will also consult with existing groups and organisations including Parent Partnership Services, Parents Opening Doors (PODs) etc.

7.2 Feedback during consultation has been positive. Summarised below are a number of comments received during consultation:

No local authority or other consultee have raised any objections to the proposal

From Jigsaw parents: who returned written questionnaires

- “ The school is very effective in dealing with the pupils it currently has both in relation to behaviour and academically. If it was to link with a mainstream school,as a parent of a pupil I would want some reassurance that this would not change”
- “ I am quite happy with the way the Jigsaw school is run at the moment.”

From Jigsaw pupils : who had a session with the engagement team

- Comments were mostly questions such as if the school is run in a different way
- How long would the school day be ? Will anything be added to the school ? Is it going to affect us ? Will the uniform change ?

From local schools : contacted by email

- “ when considering the reorganisation of Jigsaw School I think it is absolutely paramount that there are places for primary aged children “

Local special school head teachers have asked for clear criteria for each special school in the borough, a review of the implications of any reorganisation for existing schools, how the proposals link to BSF plans regarding autism hubs in two mainstream settings and a transparent funding formula.

7.3 The proposal for Jigsaw above would involve the TUPE transfer of staff at Jigsaw to the mainstream secondary school with effect from 1<sup>st</sup> August 2013. As the staff are Castlecare employees they have the responsibility for communication to staff and a consultation period prior to the transfer, The Council would represent the school as the receiving employer. Indicative dates for Castlecare are shown in light grey below.

7.4 The following indicative timetable would enable transition of Jigsaw provision to the mainstream school with effect from 1<sup>st</sup> August 2013:

No.	Activity <sup>1</sup>	Date By
1	<b>Cabinet approval to consult</b>	<b>6<sup>th</sup> December 2012</b>
2	<b>Statutory Consultation Begins</b>	<b>7<sup>th</sup> January 2013</b>
3	<b>Statutory consultation ends (full 6 weeks)</b>	<b>18<sup>th</sup> February 2013</b>
4	<b>Publish statutory notice (PN)</b>	<b>1<sup>st</sup> March 2013</b>
6	<b>PN Representation period complete</b>	<b>12<sup>th</sup> April 2013</b>
7	<b>Cabinet make final decision</b>	<b>25<sup>th</sup> April 2013</b>
8	TUPE consultation begins (Castle Care)	4 <sup>th</sup> March 2013
9	Meeting with staff/ TU's (Castle Care)	March 2013
10	Meeting with staff/ TU's (T&WC)	March 2013
11	TUPE consultation ends	19 <sup>th</sup> April 2013
12	Employee liability information provided	7 <sup>th</sup> June 2013
13	Staff transfer	1 <sup>st</sup> Aug 2013

7.5 Following the Cabinet decision some bodies are entitled to lodge an appeal with the Office of the School's adjudicator which could take a further 4 to 6 weeks

## **8. FINANCIAL COMMENT**

8.1 Delivery of the school provision on the Jigsaw site costs the Local Authority £741,000 p.a. which is paid to the contracted service provider. There are also other costs associated with the premises which are incorporated in the PFI contract with Interserve.

8.2 The average cost of each externally placed pupil for these purposes is in the region of £90,000 per annum.

8.3 By increasing the capacity at JIGSAW to accommodate an additional 6 children and young people and by re-designating the school ASD/BESD we would expect to reduce the unit cost per pupil and reduce the cost of external placements.

8.4 As part of the Government's changes to school funding from 2013/14, the funding for special schools and special units is calculated on a 'place plus' basis from April 2013, i.e. £10,000 per place plus a top-up per pupil.

8.5 In order to set an appropriate top-up per pupil, we will need to estimate the actual number of pupils attending the provision from August and the costs of the new provision. This work is currently in progress in consultation with Hadley Learning Community.

## **9. LEGAL COMMENT**

9.1 The Project Agreement dated 15<sup>th</sup> March 2005 between the Council and Pyramid Schools (Hadley) Limited ("Pyramid"), required that Pyramid would invest and

<sup>1</sup> School Organisation Required dates shown in bold

participate in the design, build, servicing and maintenance of school facilities pursuant to the Private Finance Initiative at the site known as the Hadley Learning Community and Jigsaw Project.

- 9.2 All current contractual documents for the Jigsaw Project between the Local Authority and CastleCare Group Limited ,acting by its subsidiaries Castle Homes Care Limited and CastleCare Education Limited, were completed on 26.6.09.
- 9.3 These documents comprise the Principle Agreement ,which has a term of 3 years from 1.8.09 to 31.7.12 .This included an option to extend for 2 years under Clause 3.2., provided the parties meet to discuss the option no later than 12 months prior to the expiry date. The contract has been extended for 12 months to 31<sup>st</sup> July 2013 in respect of the school and one of the care hones (4 beds, 3 block contracts and one spot contracted.
- 9.4 There were also 2 leases entered into for the same 3 year term, one for the school and one for houses 2 and 4. The lease for the school and home house number 2 were extended to 31<sup>st</sup> July 2013
- 9.5 Clause 20 of the Principle Agreement deals with termination, which enables written notice to be given by either party to the other in the event of corruption; change of control affecting the ability to provide the services; administration; or material default that cannot be remedied.
- 9.6 Otherwise, the Agreement will terminate forthwith if the Property Agreement [i.e. the related leases] ceases in its entirety, or if the Provider ceases to be registered with Ofsted.
- 9.7 Therefore, the Agreement is coterminous with the leases and will end when the leases end.
- 9.8 There is no provision for notice to be given under the Agreement to this end, therefore when the leases end on 31<sup>st</sup> July 2013, the Agreement will cease, as clearly set out in Clause 20.
- 9.9 The leases are excluded from the security of tenure provisions of the Landlord and Tenant Act 1954, which means they will automatically come to an end at the end of the term, again, without notice being required.
- 9.10 Although the main contractual documents do not require notice to be given, it would be important for the Council to advise the Providers of its intentions as soon as possible, especially due to the impact of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (as amended) (TUPE) which will be applicable to the current staff group at the school and the required statutory consultation process.
- 9.11 Schedule 2 of the Agreement covered the separate service level agreements to be entered into with Interserve Education, Pyramid, the Council or the Primary Care Trust. These will individually need to be considered as to any notice requirements that they contain if they are to be co terminous with the main Agreement.

9.12 The changes to school organisation are governed by the requirements of the Education and Inspections Act [2006] (the EIA ) and Guidance from the Department for Children Schools and Families ,now Department for Education. The Local Authority are required to follow a statutory consultation process to establish a specialist ASD School ,pursuant to the requirements of Part 2 and Schedule 2 of the EIA [2006].

## **10. IMPACT ASSESSMENT – ADDITIONAL INFORMATION**

10.1 Our own JIGSAW provision will establish a strong relationship with employers and support growth through developing an appropriate skilled and motivated workforce in line with our emerging priority “A growing local economy to create jobs”

10.2 Children and their families will be supported to success through good quality education in line with our emerging priority “Improved life chances for all”

10.3 The needs of children and young people are best met in their families and communities in line with our emerging priority “Vulnerable children are protected”. This will be achieved by reducing the need for children and young people to be placed out of Borough to meet their educational needs.

## **11. PREVIOUS MINUTES**

N/A

## **12. BACKGROUND PAPERS**

N/A

**Report prepared by Jim Collins, Assistant Director Education & Skills - Telephone:  
01952 380800**

**TELFORD & WREKIN COUNCIL****CABINET - 25<sup>th</sup> APRIL 2013****INFORMATION GOVERNANCE STRATEGY 2012/13 to 2015/16****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 Information Governance Strategy 2012/13 to 2015/16.

**2. RECOMMENDATIONS**

- 2.1 That the Cabinet approve the Information Governance Strategy attached at Appendix A.

**3. SUMMARY IMPACT ASSESSMENT**

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	All
	Will the proposals impact on specific groups of people?	
	Yes	Indirectly as different parts of the organisation and community are affected by the Council's Information Governance Strategy which helps the management of information and the Council achieve its objectives.
<b>TARGET COMPLETION/ DELIVERY DATE</b>	Agree Information Governance Strategy by end April 2013.	
<b>FINANCIAL/ VALUE FOR MONEY IMPACT</b>	No	The Information Governance team operate and deliver their plans, strategy and work programme from within existing budgets.  By managing information responsibly officers are protecting the Council's reputation and reducing financial risks.  MLB
<b>LEGAL ISSUES</b>	No	There is no legal requirement for an Information Governance Strategy but Government guidance sets out that it is good practice. The policy does not form part of the Policy Framework reserved to full Council and therefore it is for Cabinet to approve.  LF
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	Yes	The Council's information governance arrangements and associated risks and opportunities are considered as part of this strategy.  By managing information responsibly officers are protecting the Council's reputation and reducing both operational and financial risks
<b>IMPACT ON SPECIFIC WARDS</b>	Yes	The Information Governance Strategy could affect all Wards.

## **PART B) – ADDITIONAL INFORMATION**

### **4. INFORMATION GOVERNANCE STRATEGY**

- 4.1 Part of the Council's governance arrangements includes information governance. The HMG Information Assurance Maturity Model and Assessment Framework and Local Public Services Data Handling Guidelines states that it is good practice to have an Information Governance (IG) Strategy setting out the framework and actions to deliver it.
- 4.2 The reasons why the Council needs an IG strategy include:
- For the Council to have an N3 connection to access health systems we should have an IG strategy in place. This is particularly important with public health services now being part of the Council
  - Government guidance in respect to effective information management states that we should have an IG strategy which conforms to their stated good practices
  - Adopting an IG strategy will improve the management and protection of organisational and personal information
  - The IG strategy will be part of a framework that will protect the authority against action taken and/or fines imposed by the Information Commissioners Office
- 4.3 The draft IG strategy (attached as Appendix A) document follows Government guidance.
- 4.4 The IG Team will undertake a number of risk based exercises to ensure the requirements of the strategy are being implemented.
- 4.5 As part of the implementation of the strategy a number of key messages will be communicated across the Council including:
- That there is a clear responsibility for information governance across the Council
  - Information governance is not an 'add on' to officers roles but a vital component of everyone's job
  - By managing information responsibly officers are protecting the Council's reputation and reducing both operational and financial risks

### **5. PREVIOUS MINUTES**

- 5.1 None

### **6. BACKGROUND PAPERS**

- 6.1 The HMG Information Assurance Maturity Model and Assessment Framework and Local Public Services Data Handling Guidelines

**Report prepared by Jenny Marriott - Audit & Information Governance Service Delivery Manager, Telephone: 01952 383101**

# Information Governance (IG) Strategy

2012/13 – 2015/16

## 1. Introduction

- 1.1 This strategy describes the development and implementation of a robust Information Governance (IG) framework needed for the effective management and protection of organisational and personal information.
- 1.2 Information Governance describes the approach within which accountability, standards, policies and procedures are developed, implemented and maintained to ensure that all types of information used by the Council are held, processed, communicated securely and legally.
- 1.3 Information is a vital asset for the Council, supporting both day to day operations and the effective management of services and resources. Therefore it is essential that all Council information is managed effectively within a robust governance framework.
- 1.4 In developing this IG strategy the Council recognises and supports:
- The need for an appropriate balance between openness and confidentiality in the management and use of information
  - The principles of corporate governance and public accountability and equally places importance on the security arrangements to safeguard personal information
  - The need to share customer information with partner organisations and other organisations in a manner consistent with the interests of the customer
  - The principle that accurate, timely and relevant information is essential to deliver high quality Council services
- 1.5 This IG strategy forms part of the Council's Information Governance Assurance Framework and is based on the requirements of the HMG Information Assurance Maturity Model and Assessment Framework issued by the Cabinet Office and CESG and the Local Public Services Data Handling Guidelines.
- 1.6 This strategy will be approved by the Senior Management Team (SMT) and Cabinet. The strategy will also be reported to the Audit Committee which is a cross party group of councillors for information. Approval of IG policies that underpin this strategy will be delegated to the Senior Information Risk Owner (SIRO).

## 2. Strategic Objectives

- 2.1 The implementation of this strategy will underpin the Council's Co-operative Values.

Co-operative Value	Linked Information Governance Activity
<b>Openness &amp; Honesty</b>	<p>To proactively publish more Council information and make more datasets available</p> <p>To continually improve responses to information requested under information rights legislation</p>
<b>Ownership</b>	<p>Establish more clearly defined information asset owners in service areas</p> <p>To improve the current publication scheme and ensure it meets ICO requirements</p>
<b>Fairness &amp; Respect</b>	<p>Continue to treat all members of the public requesting information in a consistent and respectful manner</p> <p>Ensure 'every contact counts' by improving responses to information requests to ensure they are easy to understand and answer queries raised</p>
<b>Involvement</b>	<p>Ensure that the community receives information, both proactively and where requested, that enables them to participate in discussion and challenge the council where they feel necessary</p> <p>Make all parties who give/collect information aware of what will happen with the information and give choices in respect to this where possible.</p>

2.2 Government guidance states that the following areas, as a minimum, should be included in an information governance strategy:

- Leadership and governance
- Training, education and awareness
- Information risk management
- Life cycle of information assurance
- Assured information sharing
- Compliance

### 3. Leadership and Governance

**Strategic Aim –**

***'SMT proactively engages in leading, championing and monitoring information assurance across the Council to ensure cultural behaviours in embedding the information governance assurance framework'.***

- 3.1 Without effective senior level leadership and adequate governance arrangements in place, service areas may experience difficulty in factoring information assurance activities in both their medium/long term planning.
- 3.2 To achieve this strategic aim the following objectives must be met:

REF	Objective
1	Formally establish and embed a number of key information assurance \ governance roles and responsibilities including: <ul style="list-style-type: none"> <li>• Senior Management Team/Cabinet Members</li> <li>• Senior Information Risk Owner (SIRO)</li> <li>• Caldicott Guardian (<i>Officer appointed to develop and maintain responsible, appropriate and secure practices for sharing and handling of personal health and social care information</i>)</li> <li>• ICT Security Group</li> <li>• Information Asset Owners (IAO's)</li> <li>• Audit Committee</li> <li>• Information Governance Team</li> </ul> <p>See Appendix 1 for expected responsibilities for each of these roles</p>
2	SMT to be aware of all key information assurance risks affecting key corporate systems
3	SMT and the Audit Committee will receive regular reports of progress against information governance strategic aims and objectives
4	IG strategy is aligned with other major council strategies
5	A benefits appraisal of the IG work programme is undertaken to evaluate investment in IG areas

#### 4. Training, Education and Awareness

##### **Strategic Aim –**

***'Accurate details of training received by all staff are collated and reported to the IG Team Leader on behalf of the SIRO. Surveys show that staff attitudes and behaviours towards IG are aligned to the needs of the Council'.***

- 4.1 It is important for all Council officers, particularly those with key responsibilities as detailed in 3.2 above, to be empowered to fulfil the requirements of this strategy and associated information governance policies.
- 4.2 To achieve this strategic aim the following objectives must be met:

REF	Objective
1	An IG training plan is in place that meets the needs of the Council and in particular services that process significant volumes of personal and sensitive information.
2	Accurate records are maintained of staff that have completed IG training. Records are collated and reported to the SIRO
3	An assessment is made of the coverage and effectiveness of IG training and awareness programme

4	Specialist training programmes (including information risk management) are in place for staff holding key IG appointments, i.e. those detailed in 3.2 above
---	---

## 5. Information Risk Management

### **Strategic Aim –**

***'Information risk is managed throughout the Council in a structured way so that senior management understand the business impact of IG related risks and manage them effectively in consultation with relevant third party organisations'.***

- 5.1 All officers are responsible for managing information risk.
- 5.2 The SIRO has a corporate responsibility for providing a focal point for information risk management. The SIRO does not fulfil this responsibility personally but delegates responsibility to the IG Team, IAO's and ICT Security Group.
- 5.3 To achieve this strategic aim the following objectives must be met:

REF	Objective
1	The SIRO/SMT are aware of key information assurance risks affecting all systems
2	The SIRO ensures proportionate measures are in place to mitigate information assurance risks
3	External organisations who share information with the Council are satisfied with the level of risk exposure relevant to services they share with
4	Key risk vulnerabilities common to more than one system are assessed and communicated corporately
5	Privacy impact assessments (PIA) are undertaken for all new information systems that process personal information. A risk based programme should also be devised to ensure that retrospective PIA's are undertaken on already established major systems that process personal information.
6	The SIRO/SMT determine the risk appetite for information assurance through delegated authority to IAO's

7	Processes are in place to conduct operational and technical risk assessments of information systems and associated policies/processes
---	---

## 6 Life Cycle of Information Assurance

### Strategic Aim -

**'A full range of information governance measures should be implemented that are cost effective and reduce the vulnerability to information security issues throughout the life of the use of information and its eventual destruction'.**

- 6.1 All relevant employees that handle information are expected to understand information flow and employ through life information governance controls which covers information collection, retention, disposal and/or communication of information to third parties.
- 6.2 To achieve this strategic aim the following objectives must be met:

REF	Objective
1	Details exist of the status of information governance control measures which impact on all key information system and information assets which are made available to the SIRO and SMT
2	Profiles of service areas/information systems exist which map information assurance incidents and key vulnerabilities
3	ICT information is used to predict future service demand and therefore effectively map adequate information governance measures
4	Appropriate back up, business continuity and disaster recovery arrangements are in place and have been tested for all information systems
5	A digital continuity risk plan is in place that encompasses an annual review of all information assets
6	Contracts in place with third party suppliers should detail conditions in respect to digital continuity
7	A scaleable and future proofed authentication methodology is in place for all information systems
8	A plan is in place for the prevention, detection, and resolution of information assurance vulnerabilities including suitable penetration testing
9	A patching policy is in place that includes third party suppliers and details the distinction between routine, critical and emergency patching. It also includes the requirements for information on malware incidents to be collated and reported
10	A corporate information retention schedule is embedded and complied with by all Council services

## 7 Assured Information Sharing

### Strategic Aim -

**'Information is appropriately shared within the Council and with external bodies / individuals in an assured and cost effective way that maximises the benefits delivered by sharing information, whilst reducing the business impact should a compromise occur'.**

7.1 Information sharing is essential part of Council business. It allows more efficient, joined up services to be delivered to the community by the Council and/or strategic partners to benefit customers receiving these services. However sharing information can lead to vulnerabilities particularly if it not being undertaken in a controlled and managed way

7.2 To achieve this strategic aim the following objectives must be met:

REF	Objective
1	Mechanisms are in place to protect information in transit
2	A protective marking scheme exists for all information assets
3	Profiles of service areas/information systems exist which map information governance incidents and key vulnerabilities
4	Agreed policies are in place in respect to information sharing
5	Information sharing agreements should be in place with third party organisations where regular sharing occurs

## 8 Compliance

### **Strategic Aim:**

***'Effective compliance mechanisms provide positive assurance that Council policies are being implemented in an effective way to achieve the desired outcomes'.***

8.1 Without effective audit and compliance mechanisms those IG control measures which may cause inconvenience are likely to be ignored resulting in an increase in the risk to the Council's information.

8.2 To achieve this strategic aim the following objectives must be met:

REF	Objective
1	The SIRO is satisfied that the Council is complying with relevant IG legislation
2	A compliance programme is in place that has been agreed by the SIRO and is regularly reviewed
3	Weaknesses identified from compliance reviews are rectified with lessons learnt being reported to the SIRO, SMT, across the Council and to the Audit Committee.
4	A process is in place that brings together all IG related control processes so that a single view can be reported to the SIRO/SMT

Formally establish and embed a number of key roles and responsibilities including:

- **Senior Management Team/Cabinet Members** – provides the correct ‘tone at the top’ for the council in relation to information governance
- **Senior Information Risk Owner (SIRO)** – A member of SMT who is accountable for
  - Fostering a culture for protecting and using data
  - Providing a focal point for managing information risks and incidents
  - Is concerned with the management of all information assets.
- **Caldicott Guardian** – Are appointed to develop and maintain responsible, appropriate and secure practices for sharing and handling of personal health and social care information.
- **ICT Security Group** – Group includes a number of key officers in the council and is chaired by the Audit & Information Governance Service Delivery Manager. The groups remit is to discuss and monitor information security/governance issues and compliance across the council and report significant issues to SMT.
- **Information Asset Owners (IAO’s)** – All service areas have information assets, some have more than others. IAO’s are part of the senior management in service areas, e.g. for leisure information the IAO’s would be the Leisure Facilities & Services Service Delivery Manager and Assistant Director: Environmental & Leisure Services. The IAO is responsible for ensuring information assets in his/her area are adequately protected/risk assessed, managed under statutory obligations and that their value to the council is fully exploited
- **Audit Committee** – The Audit Committee considers the effectiveness of the Council’s governance processes and their compliance with legislation and best practice including the information security framework
- **Information Governance (IG) Team** – The IG team provides a number of key functions including:
  - Advice and support to the council in respect to all information governance matters
  - Co-ordinating all information requests received under information rights legislation
  - Checking for corporate compliance with agreed information governance policies and procedures

**TELFORD & WREKIN COUNCIL**

**CABINET - 25 APRIL 2013**

**REGENERATION OF BROOKSIDE CENTRE**

**REPORT OF DIRECTOR OF DEVELOPMENT, BUSINESS & CUSTOMER SERVICES**

**LEAD CABINET MEMBER – CLLR SHAUN DAVIES**

**PART A) – SUMMARY REPORT**

**1. SUMMARY OF MAIN PROPOSALS**

1.2 In January 2012, Cabinet agreed to carry out a programme of public consultation with the Brookside Community and, working with residents, public sector partners and businesses as part of the Co-Operative Pilot, to fully develop a masterplan for the regeneration of Brookside Local Centre. Cabinet approved the necessary capital and revenue estimates subject to their being in accordance with the Council's Budget Strategy following Budget Consultation. This report summarises the position on the masterplan and budget position.

**2. RECOMMENDATIONS**

- 2.1 That Cabinet endorses the design masterplan proposals that have been developed in partnership with the residents of Brookside and other public and third sector partners and that have been endorsed through the planning process.
- 2.2 That Cabinet endorses the actions taken to negotiate and finalise terms for the acquisition and disposal of land, buildings and third party interests required to deliver the scheme.
- 2.3 That Cabinet delegates authority to the Director of Development, Business & Customer Services to take all actions necessary to facilitate the delivery of the Local Centre masterplan, including the letting of tenders and commissioning of further design works.
- 2.4 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.

**3. SUMMARY IMPACT ASSESSMENT**

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	<i>Housing, Regeneration &amp; Prosperity</i>
	Will the proposals impact on specific groups of people?	
	Yes	<i>Residents of Brookside</i>

<b>TARGET COMPLETION/DELIVERY DATE</b>	<i>On-going with phased delivery due for completion late 2014.</i>	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes	The approved capital program includes an allocation of £6.155m for the Brookside regeneration scheme. The design masterplan proposals are within this approved allocation. Expenditure will be monitored and reported as appropriate.
<b>LEGAL ISSUES</b>	Yes	The Resolution of the Cabinet (CB-88 of 26 January 2012 refers) required that a further report be brought back to Cabinet to confirm the design proposals and to provide a budget update following public consultation. Endorsement of the design proposals and approval of the above recommendations will allow the Authority to enter into the necessary agreements and contracts to implement the regeneration master plan for the Brookside Local Centre.
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	Yes	<i>See 'risk and opportunities' below.</i>
<b>IMPACT ON SPECIFIC WARDS</b>	Yes	<i>The proposals are within the Brookside Ward.</i>

## **PART B) – ADDITIONAL INFORMATION**

### **4. INFORMATION**

4.1 Brookside is the Council's co-operative pilot ward and the Council wished to work closely with residents to deliver major improvements across the estate. In keeping with this commitment it was agreed in 2012 that a scheme for the redevelopment of the Local Centre would be drawn up with the active participation of residents and stakeholders.

4.2 Consultation would lead to a planning application for a masterplan for the regeneration of the Local Centre and subsequent further applications for the different phases of the regeneration scheme.

### **Community Engagement**

4.3 A proposal for community engagement was developed with the support of the Brookside Co-operative Pilot Steering Group which is made up of key stakeholders including representatives from Brookside Improvement Group (B.I.G), the Parish Council, Council for Voluntary Services, WHT and public sector partners.

4.4 The key elements of the community engagement strategy which has been on-going since February 2012 have been:

**Open sessions:** residents from across the Estate have been invited (by letter, flyer, website promotion and local press coverage) to attend open sessions at Brookside Community Centre where they have engaged in

identifying resident priorities for the regeneration of the Centre and in giving feedback on proposals as they have been developed.

**Design Workshops:** resident volunteers have participated in design workshops, led by the Council's design team, and assisted the team to draw up a masterplan for regeneration which addressed resident priorities.

**Exhibitions:** a number of exhibitions have been held at the Community Centre over several days, giving residents an opportunity to comment on both draft proposals and planning proposals.

**One to one consultation:** one to one consultation has been held with the proprietors of the existing Brookside shops (the supermarket, post office, chip shop) and with the Wrekin Housing Trust who operate an area office from the Local Centre based in one of the shop units. One to one consultation has also been held with the owners and tenants of the flats that lie within the Project boundary.

- 4.5 Attendance at all of the engagement sessions has been very positive, reflecting the importance to residents of the improvement of the Local Centre.

### Local Centre Masterplan

- 4.6 The key elements of the masterplan (**appendix 1 attached**), developed with the community to address their priorities for action are as follows:

**New shopping facilities with flats above:** Brookside Local Centre was been constructed in the form of a dark covered square of inward facing shops and community facilities. It is viewed by residents as unattractive and unsafe and it is a focus for many of the social and community problems in the area. The masterplan allows for the construction of new shops on an area of open space immediately adjacent to the existing Centre and the subsequent demolition of the old shops. The ownership of these new shops will be retained by Telford & Wrekin Council and they will be let to the existing shop operators. Two flats are to be constructed above the new shops which will improve the security of the retail units and provide overlooking of adjacent open space. These flats will be sold at market value.

**Refurbishment and extension to the Community Centre:** the Community Centre is a priority for residents who value the facility and want it to become the hub of the community. Whilst the structure of the existing facility is sound, it requires complete refurbishment, with action taken to address security issues around the roofline, and it will be extended in order to provide an attractive entrance and space for a community cafe and new Wrekin Housing Trust shop, as well as new outside space for the Brookside Nursery. The Council is in the process of acquiring the Pastoral Centre and this will be refurbished and adapted to provide accommodation for a new youth centre.

**Public realm:** the masterplan allows for the creation of a new public square to create a focus and enhanced setting for the new shops and the new entrance to the community centre. The public square will incorporate parking for the shops/community centre as well as space for community use. Further improvement to the public realm will include extensions to existing car parks by the community centre and school, general landscaping improvements and new street lighting provision.

**Acquisition and clearance of flats:** consultation showed that the number of flats in the immediate vicinity of the Local Centre, create a feeling of enclosure and an imbalance in the social mix of the area. Residents supported the acquisition and demolition of the 37 flats within the project boundary.

**Youth Centre clearance and re-provision:** the existing youth centre provision is isolated from the Local Centre and is a very poor building. Consultation with young people from the Centre showed that they feel that the location is unsafe and that the existing building does not provide them with the facilities they need. The masterplan allows for the demolition of this building and the incorporation of a new youth centre within the community centre (see above).

**Housing development:** the masterplan allows for the construction of new housing in the form of a low density development of bungalows. This is in response to a strong desire expressed by residents to see more housing for older people, closer to the Local Centre, allowing residents to take advantage of the new facilities to be developed.

#### **Planning Approval and Works Phasing/Timetable:**

- 4.8 The masterplan for the regeneration of Brookside Local Centre was submitted and granted planning approval on 10<sup>th</sup> December. Delivery of the masterplan will take place in phases, dictated by the acquisition and clearance required to facilitate the scheme. Broadly the phases/timescale for delivery is as follows:

Acquisition & decanting of 37 flats for redevelopment	February 2012 – on-going. Only one tenant remains to be re-housed with positive re-housing options and property swaps having been secured for all other property owners/tenants with no requirement for compulsory purchase.
Acquisition of the Brookside Pastoral Centre	A replacement property, suitable for use as a church, has been identified from the Council's property portfolio. Terms of exchange have been agreed and the matter is now with solicitors for completion.
Design & Construction of new retail units	The design of new retail units was carried out in consultation with existing shop operators and the supermarket has been extended to accommodate an enhanced post office facility ( <b>appendix 2 attached</b> ). A planning application was approved on 21 <sup>st</sup> December 2012 and following a formal tender process contractors Paveaways were appointed with work starting on site in April 2013. Completion is expected in November 2013.
Demolition of flats and youth centre	Diversion of services from the demolition site will take place during Summer 2013 with demolition scheduled for Autumn 2013.
Design of community centre and public realm	A series of resident workshops commenced on the 24 <sup>th</sup> April and through these architects will draw up plans for the refurbishment/extension of the community centre and for the improvement of the public realm. It is anticipated that a planning application will be submitted in late Summer to allow for a start on site early in 2014.

Demolition of old shops	The shops will be relocated into the new retail units in December 2013/January 2014, immediately followed by the demolition and clearance of the old shop units.
Completion of works	Late 2014

**5. IMPACT ASSESSMENT – ADDITIONAL INFORMATION**

**Previous Minutes**

CB88 26<sup>th</sup> January 2012

**Risks and Opportunities**

There will continue to be risks to the timetable from the acquisition of property and particularly the acquisition of the Pastoral Centre.

**6. BACKGROUND PAPERS**

None

Report prepared by Kathy Mulholland, Funding & Investment Team Leader, Tel: (01952) 367572



DO NOT SCALE FROM THIS DRAWING - IF IN DOUBT, CONSULT ARCHITECT.

PLUMBING

At discretion in wall/ceiling.

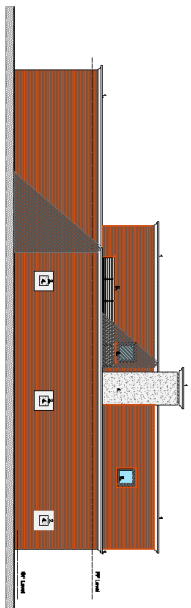
Dimensions shown to structural frame, NOT finished surfaces. The ceiling, floor and wall is to be used in conjunction with all other conditions, conditions of precedent and approvals prepared by Council/State.

The drawing and these notes shall not be used in any other project, in any other location, or for any other purpose without the written consent of the architect. All materials to be used shall be of the highest quality and shall be subject to the approval of the architect.

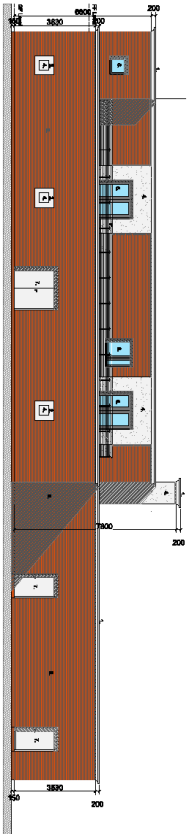
- Key:**
1. Reconstituted Stone coping
  2. Reconstituted stone surround
  3. Red Metal Shocker
  4. Red Metal Shocker
  5. Stainless steel feature balustrade
  6. Powder coated aluminium windows
  7. Powder coated steel security doors
- All materials to the complete satisfaction of the Planning Department.



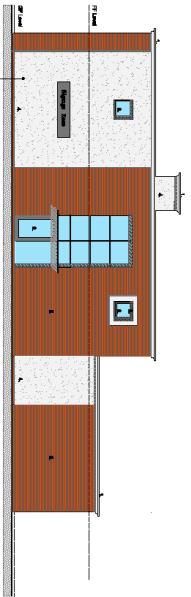
Proposed Elevation 1  
(Market Square)



Proposed Elevation 2  
(Side Elevation)



Proposed Elevation 3  
(Service Yard)



Proposed Elevation 4  
(Burford Road)

1.	Reconstituted Stone coping
2.	Reconstituted stone surround
3.	Red Metal Shocker
4.	Red Metal Shocker
5.	Stainless steel feature balustrade
6.	Powder coated aluminium windows
7.	Powder coated steel security doors



**Tilted & Twisted CONSULTANTS**  
 David Stubbins - Licensed Designer, Practising Architect & Building Practitioner  
 Richard A. Webb - Licensed Designer, Practising Architect & Building Practitioner  
 Proposed Redevelopment:  
 Proposed Retail Units  
 Retail Units - Elevations  
 Project No: 11ASB17-2014  
 Date: 11/03/2014



## **CABINET**

**Decision Notices and Minutes of a meeting of the Cabinet held on Thursday, 25th April, 2013 at 5.00 p.m. at the AFC Telford Learning Centre, Haybridge Road, Wellington, Telford**

**PUBLISHED ON WEDNESDAY, 1<sup>st</sup> MAY, 2013**

**(DEADLINE FOR CALL-IN: TUESDAY, 7th MAY, 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-124      MINUTES**

**RESOLVED** – that the minutes of the meeting of the Cabinet held on 28th March 2013 be confirmed and signed by the Chairman.

### **CB-125      APOLOGIES FOR ABSENCE**

None

### **CB-126      DECLARATIONS OF INTEREST**

None

### **CB-127      'DESTINATION TELFORD' – DELIVERING GROWTH AND SHAPING PLACES**

**Key Decision** identified as **Destination Telford: Delivering Growth through Place Marketing and Product** in the Notice of Key Decisions published on 27 March 2013.

Councillor C.F. Smith, Cabinet Member: Housing, Regeneration & Economic Development, presented the report of the Director of Development, Business & Customer Services, which described proposals for a programme of work to promote the Borough and to attract investment and jobs.

The development of the 'Destination Telford' brand was crucial to promoting the image of Telford in the minds of its key audiences as a place to invest, work, meet, visit and live. This would be done through involvement of local communities and businesses, and building on the physical transformation and service improvements already underway. These included the Southwater development in the Town Centre, the regeneration of the New Town estates

and Borough Towns, and the enhanced support to businesses being provided by the Council as part of its Business & Development Charter. As well as promoting Telford to investors, the Programme would deliver significant benefits to local residents through economic growth and job creation.

There were three initial areas of further product development already being prepared – gateways and signage; designation of a Town Centre/Southwater zone; and using Festivals and Events to define the Telford brand and build civic pride. The report also detailed a proposed marketing and communications strategy, and the model of working for delivering the 'Destination Telford' programme. A major part of this would be about adding value to activity already undertaken by the Council, and to ensure a co-ordinated and consistent way of working. An initial investment of £150k had been identified, and a proposed allocation of this budget was shown in the report. This investment would also be used to lever in private and external funding.

Members welcomed the initiative, which reflected the Council's vision and priorities to stimulate economic growth and attract businesses and jobs to the Borough. It was important to sell the town and to emphasise its place as the main economic and population centre in Shropshire.

**RESOLVED –**

- (a) **that the proposals to develop and deliver the 'Destination Telford' programme, as set out in the report, be approved;**
- (b) **that authority be delegated to the Director: Development, Business & Customer Services, in consultation with the Lead Cabinet Member, to undertake all necessary actions to deliver the Programme.**

**CB-128      SCHOOL ORGANISATION – BEHAVIOUR REVIEW/JIGSAW SCHOOL**

**Key Decision** identified as **School Organisation – Jigsaw School** in the Notice of Key Decisions published on 27 March 2013.

Councillor P.R. Watling Cabinet Member: Children, Young People and Families, presented the report of the Assistant Director: Education & Skills which updated Cabinet after a period of formal consultation following publication of a Statutory Notice over proposals for Jigsaw School.

Further to the decisions taken by Cabinet on 6 December 2012 regarding proposals for the future provision of services for students experiencing barriers to accessing mainstream education, the proposal to transfer responsibility for delivering education on the Jigsaw site to the control of the Governors of Hadley Learning Community (HLC) had been subject to six weeks of formal consultation. There had been a series of engagement and consultation sessions with partners, service users and stakeholders – as listed in the report. Feedback had been positive, with no formal objections being

submitted. Examples of comments from parents, pupils and local schools were included in the report.

If approved, the transition of provision at Jigsaw to the mainstream school (including the TUPE transfer of staff) would take effect from 1 August 2013. The Cabinet Member welcomed the positive way in which the Governing Body at HLC had embraced and supported the transfer of provision. The new arrangements would also mean that a current gap in specialist ASC/BESD provision for Y6 pupils would be addressed.

Members welcomed the change in responsibility for the delivery of education on the Jigsaw site, and the benefits that being linked to a mainstream school would bring. It was noted that no objections or adverse representations had been received to the Statutory Notice.

**RESOLVED -**

- (a) **that the transfer of responsibility for delivering education on the Jigsaw site to the control of the Governors of Hadley Learning Community from 1 August 2013 be approved;**
- (b) **that the Jigsaw site be used to establish a specialist ASC/BESD provision, extending the age range on the site from 11-16 to 10-16, to provide a limited number of places for Y6 pupils.**

**CB-129      INFORMATION GOVERNANCE STRATEGY 2012/13 TO 2015/16**

**Non-Key Decision**

Councillor R.A. Overton, Deputy Leader, presented the report of the Assistant Director: Finance, Audit & Information Governance, appended to which was the draft Information Governance Strategy for 2012/13 to 2015/16.

For the effective management and protection of organisational and personal information, it was good practice to have an Information Governance Strategy. The draft Strategy followed Government guidance, and would form part of the Council's Assurance framework. The Strategy was also needed as a condition for being able to access health systems following transfer of public health functions to the Council. It would also form part of a framework to help to protect the Council against action taken and/or fines imposed by the Information Commissioner's Office.

**RESOLVED – that the Information Governance Strategy 2012/13 to 2015/16, as shown at Appendix A of the report, be approved.**

**CB-130      URGENCY RESOLUTION – SECTION 100B(4) LOCAL GOVERNMENT ACT 1972**

The Chair made the following statement:

“I am of the opinion that the following item of business should be dealt with as a matter of urgency at this meeting in order to avoid any unnecessary delay”.

**CB-131      REGENERATION OF BROOKSIDE CENTRE**

**Key Decision** identified as **Regeneration of Brookside Local Centre** in the Notice of Key Decisions published on 23 April 2013. In accordance with Regulation 11 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012, the Chair of the Housing, Economy & Infrastructure Scrutiny Committee had agreed that the making of the decision was urgent and could not reasonably be deferred.

Councillor S. Davies, Cabinet Member: Neighbourhood Services & Co-operative Council, presented the report of the Director: Development, Business & Customer Services, which updated Members on the design masterplan proposals for the regeneration of Brookside Local Centre.

In January 2012, Cabinet agreed to carry out a programme of public consultation with local residents, partners and businesses to fully develop a masterplan for the regeneration of Brookside Local Centre. The report detailed the engagement that had taken place with the community in Brookside. Attendance at all the sessions had been very positive, with no negative comments. Appended to the report were plans/drawings showing the key elements of the resulting masterplan, including:

- New shopping facilities on an area of open space immediately adjacent to the existing Centre, with flats above to improve the security of the retail units;
- Refurbishment and extension to the Community Centre – this would provide an attractive entrance and space for a community café and new Wrekin Housing Trust shop, as well as outside space for Brookside Nursery;
- Public Realm – creation of a new public square, incorporating parking for the shops/community centre as well as space for community use.
- Acquisition and clearance of 37 flats within the project boundary
- Demolition of the existing Youth Centre and incorporation of a new Youth Centre within the Community Centre
- Housing development in the form of low density bungalows.

The report detailed the timetable for the implementation of the works, and confirmed that the necessary capital and revenue estimates for the scheme had been approved as part of the Council’s Budget Strategy.

Councillor A.R.H. England, Ward Member for Brookside, highlighted the co-operative working that had taken place with the local community, and which had enabled residents to put forward their ideas and priorities for action. This

had resulted in a number of changes to the plans, and allowed local people to be closely involved in the detailed design of the new facilities.

**RESOLVED –**

- (a) that the design masterplan proposals that have been developed in partnership with the residents of Brookside and other public and third sector partners, and that have been approved through the planning process, be endorsed;
- (b) that the actions taken to negotiate and finalise terms for the acquisition and disposal of land, buildings and third party interests required to deliver the scheme be endorsed;
- (c) that authority be delegated to the Director of Development, Business & Customer Services to take all actions necessary to facilitate the delivery of the Local Centre masterplan, including the letting of tenders and commissioning of further design works;
- (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-132      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 Part 1 of Schedule 12A of the Local Government Act 1972.

**CB-133      HOUSING INVESTMENT PROGRAMME**

**Key Decision** identified as **Housing Investment Programme** in the Notice of Key Decisions published on 30 January 2013.

Councillor S. Davies, Cabinet Member: Neighbourhood Services & Co-operative Council, and Councillor W.A.M. McClements, Cabinet Member: Resources & Service Delivery, presented the report of the Director: Development, Business & Customer Services, which sought approval to commence a full feasibility and viability assessment to deliver a housing programme. An amendment to the recommendation at paragraph 2.2 of the report - by deleting the figure shown and replacing with the words “as detailed in the report” - was reported.

The proposed housing programme would involve the construction of houses and apartments on land owned by the Council. Details of the sites proposed were outlined in the report, but nothing would be finalised until a full viability assessment had been completed as part of Stage 1 of the project. The report set out the likely financial and leasehold arrangements for the delivery of the

programme, which would be financed by a private investment fund.

The Programme would help deliver a number of Council priorities - particularly in relation to generating income and capital growth for the Council, delivering a significant number of affordable homes for rent to help address the housing needs of the Borough, and providing a significant number of jobs during the construction period. The Programme was in accordance with the Council's Budget and Growth Strategy and, if delivered, could provide an ongoing increase in Council Tax income whilst at the same time generating an underlying income stream from the rental income. The properties would also represent a long-term asset for the Borough.

An indicative timetable for the Programme was shown in the report, along with likely costs at Stage 1 for the initial feasibility, planning, procurement and project management costs.

Councillor A.J. Eade, Conservative Group Leader, expressed the view that there were a number of risks associated with the proposed Programme in terms of its viability and its attractiveness to private investors, and expressed concern that the rental income generation forecast was not realistic. In response, the Cabinet Members stated that the assumed rental income was realistic, and that the rented sector of the housing market was likely to become more important in future years. There was a lot of work to do to bring this Programme to fruition, but the early indications were positive.

#### **RESOLVED –**

- (a) that authority be delegated to the Director: Development, Business & Customer Services, in consultation with the Cabinet Member for Resources & Service Delivery and Cabinet Member for Neighbourhood Services and Cooperative Council, to allocate resources as detailed in Section 6 of the report to complete a full viability assessment for the Stage 1 process;**
- (b) that it be noted that all funding relating to the viability assessment (Stage 1) will become abortive if Cabinet decides not to proceed to Stage 2 of the Housing programme and that the risks shown in Section 7 of the report are noted as part of the decision to proceed with Stage 1 investment, including the potential revenue cost as detailed in the report should the project not proceed beyond Stage 1;**
- (c) that authority be delegated to the Director: Development, Business & Customer Services, in consultation with the Cabinet Member for Resources & Service Delivery and Cabinet Member for Neighbourhood Services and Cooperative Council, to explore structures available to achieve the objectives contained within this report and includes such sites as are appropriate to ensure viability of the proposal;**

- (d) that authority be delegated to the Director: Development, Business & Customer Services, in consultation with the Cabinet Member for Resources & Service Delivery and Cabinet Member for Neighbourhood Services and Cooperative Council, to consider alternative and additional sites to be included as part of Stage 1 to increase the viability of the proposal;
- (e) that a waiver to the requirement to obtain quotes for the appointment of external legal advisers, as detailed in paragraph 5.3 of the report, be approved, should this be required;
- (f) that authority be delegated to the Assistant Director: Law, Democracy & Public Protection to execute all legal documentation necessary to give effect to the resolutions above to take this programme forward.

**CB-134      DISPOSAL OF OPERATIONAL PROPERTIES – ASSET DISPOSALS**

**Key Decision** identified as **Disposal of Operational Properties** in the Notice of Key Decisions published on 27 March 2013.

Councillor C.F. Smith, Cabinet Member: Housing, Regeneration & Economic Development, presented the report of the Director of Development, Business & Customer Services, which sought approval for the disposal of surplus assets.

The Council's property holdings and assets were reviewed on a regular basis, and seven properties had been identified as surplus to requirements. Details of the sites, and the reasons for their proposed disposal, were provided in the report.

**RESOLVED –**

- (a) that authority be delegated to the Director: Development, Business & Customer Services, in consultation with the Cabinet Member for Resources & Service Delivery, to negotiate and dispose of freehold interests in the operational properties/land as detailed in the report;
- (b) that authority be delegated to the Director: Development, Business & Customer Services to submit necessary planning applications as detailed within the report;
- (c) 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 5.30 pm.

**Signed for the purposes of the Decision Notices**

**Jonathan Eatough**  
**Assistant Director: Law, Democracy & Public Protection**  
**Date: 1 May 2013**

**Signed:** .....

**Date:** .....