

## **BOROUGH OF TELFORD & WREKIN**

### **Minutes of a meeting of the Borough of Telford & Wrekin held on Thursday, 7 March, 2013 at 6.30 p.m. at Telford College of Arts & Technology, Wellington, Telford.**

#### **PRESENT:**

Councillors K.R. Guy (Mayor), S. Bentley, K.T. Blundell, S.P. Burrell, E.J. Carter, E.A. Clare, D.G. Davies, S. Davies, N.A. Dugmore, C.B.A. Elliott, A.R.H. England, N.A.M. England, R.C. Evans, I.T.W. Fletcher, V.A. Fletcher, G.M. Green, T.J. Hope, M.B. Hosken, M.G. Ion, A.S. Jhawar, R.T. Kiernan, A. Lawrence, J. Loveridge, A.A. Mackenzie, C.N. Mason, A.D. McClements, W.A.M. McClements, J.C. Minor, C.P.R. Mollett, L.A. Murray, R.A. Overton, F.R. Picken, J. Pinter, G.C.W. Reynolds, S.A.W. Reynolds, H. Rhodes, K.S. Sahota (Leader), R.G. Scammell, J.M. Seymour, R.J. Sloan, C.F. Smith, M.J. Smith, B.J. Thompson, K.L. Tomlinson, W.L. Tomlinson, C.R. Turley and D.R.W. White.

#### **70. MINUTES OF THE COUNCIL**

**RESOLVED** – that the minutes of the Council Meeting held on 24 January 2013, be confirmed and signed by the Mayor.

#### **71. APOLOGIES FOR ABSENCE**

Councillors R.K. Austin, F.M. Bould, A.J. Eade, E.J. Greenaway, A.A. Meredith, A.J. Stanton and P.R. Watling

#### **72. DECLARATIONS OF INTEREST**

Councillor F.R. Picken declared a general personal interest in agenda item 8 – Service & Financial Planning 2013/14 – 2015/16 – in relation to any matter concerning Wrekin Housing Trust

Councillor S. Bentley declared an interest in agenda item 13b) – Notice of Motion – and stated that he would withdraw from the meeting during consideration of that item.

#### **73. LEADER'S REPORT & ANNOUNCEMENTS**

The Leader welcomed Councillor Jane Pinter to her first meeting following her election to the Council in the recent by-election in the Dawley Magna ward.

The principal business to be conducted at this Council meeting was the Budget for 2013/14, which would be focussed on the Council's priorities for creating more jobs in the Borough and supporting young people. As a business winning Council, the recently opened First Point for Business would provide co-ordinated support to both new and existing businesses, and reference was made to a recent major plastic industries event at the International Centre, which had attracted 6,500 visitors to the Borough. A recent survey in the West Midlands had shown Telford & Wrekin to be the second best place for business, and there had been a record level

of new companies starting up in the Borough in the last 12 months – representing a 16% rise over the previous year. In terms of supporting young people to find work, the Council had now reached its target of employing 100 apprentices within the organisation.

The Leader also referred to the work that had taken place in Priorslee to secure the former Celestica site for a new Secondary school, following concerns that had been raised by local residents about the site that was originally proposed. A significant new Co-operative Council initiative to be launched in April was the issuing of a Telford Loyalty Card to every household in the Borough. The Card was designed to encourage more people to 'shop local', and would offer card-holders discounts on Council leisure activities and through participating businesses. The Leader also paid tribute to the winter highways maintenance teams who had been hard at work during the recent cold weather.

#### **74. MAYOR'S ANNOUNCEMENTS**

The Mayor also welcomed Councillor Pinter to her first meeting, and invited her to say a few words. Councillor Pinter paid tribute to the late Councillor Brian Duce whom she had succeeded as Ward Member for Dawley Magna, and thanked the voters in that ward for putting their trust in her.

The Mayor thanked Telford College of Arts & Technology for hosting this particular Council meeting, and for their co-operation in setting-up the meeting room.

The Mayor referred to his list of engagements over the last month, which included the Ground Breaking ceremony for the new Women and Children Unit at the Princess Royal Hospital. He also paid tribute to 9 year old Jayden-Lee McIvor who had been tragically killed in a road accident in Hadley, and that everyone's thoughts were with his family.

#### **75. PUBLIC QUESTIONS**

None received.

#### **76. CABINET DECISIONS MADE SINCE THE LAST MEETING OF THE COUNCIL**

Members received the report on the Cabinet decisions made since the last meeting of the Council on 24 January, 2013.

(Councillor T.J. Hope left the meeting at 6.42pm)

#### **77. SERVICE & FINANCIAL PLANNING 2013/14 - 2015-16**

Prior to discussion of this item the Chief Executive reminded Members that section 106 of the Local Government Finance Act 1992 placed limitations on voting on the setting of Council Tax for the forthcoming year by any Member who was at least 2 months in arrears in the payment of outstanding Council Tax. Any Member in this situation would also be required to disclose the fact that this section of the Act applied to them. No disclosures were made by Members.

Councillor W.A.M. McClements, Cabinet Member for Resources & Service Delivery, presented a series of reports of the Managing Director, the Assistant Director: Finance, Audit & Information Governance (Chief Financial Officer) and the Assistant Directors for Development, Business & Housing and for Environment & Leisure Services. The reports, detailing the Revenue Budget, Capital Programme, the Treasury Management Strategy, Prudential Indicators and the Formal Council Tax resolutions, formed the Council's overall Medium Term Service & Financial Planning framework, and identified the service priorities and budget for 2013/14 as well as savings proposals to be delivered over the next three years, and a medium term capital programme. The proposals had been considered by Cabinet on 28<sup>th</sup> February 2013 and recommended to Council for approval. He thanked Officers for preparing the budget against a backdrop of such financial constraint, and thanked all those people who had taken part in the budget consultation exercise.

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

The report also outlined the actions already being taken to meet the financial challenges, including reducing the number of senior managers, cost savings of 35% in "back-office" functions, a strong focus on procurement to deliver savings, a rationalisation of operational buildings across the Borough, and the provision of services through shared or partnership arrangements with other local authorities and agencies. Following publication of the Cabinet's budget proposals in January 2013, there had been extensive consultation via a wide range of media and settings to involve local people and allow them to express their views. In total, 1,539 people were involved with the consultation programme, and the full findings/responses were appended to the report. Among the key results, were broad support for the Council's plans to encourage jobs, growth and protection of services, as well as support for the Council's campaign for a Fair Deal for government funding. A key part of the budget was to bring growth and jobs into the Borough to mitigate against the failure of national Government to generate economic growth. It was estimated that around £250m per year was being taken out of the local economy due to the lack of growth and the impact of cuts on benefits and incomes. In order to boost the local economy, investment would be made in a number of projects that would ensure the future prosperity of the area and its residents. This included continued investment in the Southwater redevelopment scheme in the Town Centre; the building of new schools as part of the BSF programme; the land stability work to protect the Ironbridge Gorge – the area's biggest tourist attraction; making it easier for businesses to come to the Borough and grow; a new £1m Commercial & Business Fund for investing in new commercial initiatives as a means of generating profits to support the provision of existing services under threat from reductions in Government funding; and continued regeneration of areas such as Brookside, Hadley and Oakengates.

As much as possible was being done to protect key front-line services through working co-operatively with residents, town and parish councils, and other partners.

Since the draft budget proposals were approved for consultation, the Government had issued the final settlement for 2013/14, and the forecast budget gap for 2013/14 was restated to £7.106m to reflect this and other changes. The overspend on children's safeguarding had risen to £3.1m, and it was considered prudent to create a one-off additional budget contingency of £1.3m for safeguarding, following robust modelling of the projected costs based on the latest placement information and the likely impact that the Safeguarding and Early Help Cost Improvement Plan would have on identifying savings. The funding would only be released following a review and approval process by Cabinet. It was also anticipated that further redundancy costs would be incurred during 2013/14 as a result of the on-going need for savings, and it was therefore being recommended that £1.219m be transferred to the severance fund.

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

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

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

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

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

management activities during 2012/13. The weighted average return on internal investments at the end of December 2012 was 3.9% compared to a benchmark return for the period of 0.51%.

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

The report on Council Tax set out the formal resolutions to determine the levels of Council Tax for Telford & Wrekin Council for 2013/14. The levels of tax took account of the precept requirements of the West Mercia Police & Crime Commissioner, Shropshire & Wrekin Fire Authority and the various Town and Parish Councils.

Councillor McClements commended the Budget to the Council, and moved all the recommendations in appendices D1 to D5. This was seconded by the Leader.

Councillor A. Lawrence, on behalf of the Conservative Group, told Members that although there were some good points, such as the measures to attract and support both new and existing businesses and for the stabilisation work in the Ironbridge Gorge, his Group would be opposing the proposed Budget. There was concern at the reduction in the number of school places, and at the proposal to increase Council Tax. The failure to accept the Government's grant to enable Council Tax to be frozen would hit local people's pockets this year, and risked further reductions in grant from Government in future years. There was concern at the impact the Safeguarding budget was having on overall Council finances, and that expenditure in this area was not under proper control. It was also considered that, while spending on highways had increased, it was not at a sufficient rate to meet the promises that had been made by the ruling Administration.

Councillor W.L. Tomlinson, leader of the Liberal Democrat/Independent Group, reflected on the detrimental effect that cuts in revenue grant funding and the loss of further grant through the damping mechanism/undercounting of the population would have on the Council and its services. On balance, his Group supported the proposed Council Tax increase, which would help to protect services for the most vulnerable. In term of expenditure on Children's services, it was accepted that this was demand-led, but he suggested that Scrutiny arrangements could be amended by establishing a Scrutiny Committee to specifically focus on Children's Safeguarding and to monitor the costs. But overall, he generally welcomed the main budget proposals.

A number of other Members spoke both for and against the proposed budget.

Councillor McClements, in response, highlighted where national economic and welfare policies impacted on the Borough and its residents. The example of Shropshire Council freezing Council Tax had been raised, but it needed to be remembered that they had a higher overall Council Tax, higher property values and less reduction in Government grant than Telford & Wrekin. He also responded to specific points regarding provision of a waste bulking station, and commented that the figures provided by Opposition members in support of this provision were not credible.

**RESOLVED -**

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

- (a) that the base budget summarised by Service Delivery Unit in Appendix 9a be approved;**
- (b) that the feedback from consultation summarised in Appendix 5 and from scrutiny in Appendix 6 of the report be noted;**
- (c) that an increase of 1.9% in council tax levels in 2013/14 (32 pence per week for the average property in the Borough) and a strategy of increasing council tax by 1.9% in the following two years in order to maintain financial stability and to help protect the delivery of front-line services be approved;**
- (d) that the creation of a £1.3m contingency fund to offset pressures in the safeguarding budget, and potentially the adult services budget following the transfer of young people to semi-independent living be approved. This contingency to be held centrally and only allocated after consideration by Cabinet;**
- (e) that the 2013/14 net savings package of £8.611m detailed in Appendix 3, and the savings proposals set out in the appendix for future years, be approved;**
- (f) that the transfer of £1.219m to the severance fund as detailed in the report be approved;**
- (g) that the earmarking of £2.5m underspends in 2012/13 as a one-off budget contingency for 2013/14 be approved. This amount may be increased further should the Council underspend at the end of 2012/13 as currently projected;**
- (h) that the Education budget position set out in section 18 of the report be noted;**
- (i) that the statement of the Chief Finance Officer in section 11 (supported by Appendix 14 outlining the robustness of the Budget Estimates and the Adequacy of Reserves) be approved;**
- (j) that the policy framework for Reserves and Balances outlined in Appendix 10 of the report be approved;**
- (k) that the revenue implications of the medium term capital programme for the period 2012/13 - 2015/16 set out in the Capital Programme report be noted;**
- (l) that the Council's Pay Policy Statement, as shown at appendix 11 of the report, be approved;**

- (m) that, subject to the savings proposals being accepted, the updated Care & Support Community Care Policy & Procedure Document shown at Appendix 12b (amended to reflect the savings) be approved;**
- (n) that the Impact Assessments contained in Appendices 4a to 4d be noted;**
- (o) that the Safeguarding and Early Help Cost Improvement Plan contained in Appendix 2 be approved;**
- (p) that the Care & Support savings proposals and Public Health budget proposals contained in Appendices 12a, 13a and 13b be approved;**
- (q) that Telford & Wrekin's global Local Council Tax Support (LCTS) scheme reduction be confirmed at 21% in line with the provisional agreement at full Council in November 2012;**
- (r) that a one-off sum of £0.065m be earmarked to award discretionary discounts in cases of extreme financial hardship arising from the introduction of the LCTS scheme;**
- (s) that the deferment of auto-enrolment in the local government pension scheme for existing employees until 30th September 2016 be approved;**
- (t) that authority be delegated to the Managing Director, after consultation with the Leader and the Cabinet Member for Resources & Service Delivery, to approve any expenditure to be funded from the £1m Capital "Commercial and Business Fund" and the £0.15m "Destination Telford" revenue budget;**
- (u) that, in recognition of our valued relationship with Town and Parish Councils and in line with our cooperative working principles, the full amount of LCTS grant attributable to Town and Parish Councils is passed on to them, reflecting the incidence of LCTS scheme claimants. In future years, the quantum of the grant to be devolved will be changed in line with the year on year percentage change in the Council's Revenue Support Grant and the allocation between Town & Parish Councils will be updated annually to reflect changes in the incidence of LCTS scheme claimants;**

**(ii) Capital Programme**

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

**(iii) 2012/13 Treasury Strategy and Treasury Update**

- (a) that the treasury management activities for the first half year be noted;**
- (b) that the updated Treasury Management Policy Statement, as shown at Appendix A of the report, be approved;**
- (c) that the Treasury Strategy, including the Annual Investment Strategy for 2013/14, together with the associated Treasury prudential indicators and the Minimum Revenue Provision Statement, be approved.**

**(iv) Prudential Indicators**

- (a) that the prudential indicators for 2013/14 to 2015/16, as set out in the report, be approved.**

**(v) Council Tax – Formal Resolution for 2013/14**

**(I) That it be noted that at its meeting on 24 January 2013 the Council calculated the following amounts for the year 2013/14 in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2012 made under Section 33 of the Local Government Finance Act 1992 as amended (The Act):-**

- (a) 43,216.7 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2012 (The Regulations), as its Council Tax base for the year (The Council Tax Base).**

**(b) Part of the Council's Area  
Tax Base**

**The Parish of:-**

<b>CHETWYND</b>	<b>228.9</b>
<b>CHETWYND ASTON &amp; WOODCOTE</b>	<b>165.3</b>
<b>CHURCH ASTON</b>	<b>467.3</b>
<b>DAWLEY HAMLETS</b>	<b>1,953.2</b>
<b>EDGMOND</b>	<b>505.5</b>
<b>ERCALL MAGNA</b>	<b>530.5</b>
<b>THE GORGE</b>	<b>1,203.1</b>
<b>GREAT DAWLEY</b>	<b>2,210.7</b>
<b>HADLEY &amp; LEEGOMERY</b>	<b>3,499.5</b>
<b>HOLLINSWOOD &amp; RANDLAY</b>	<b>1,246.2</b>
<b>KETLEY</b>	<b>989.0</b>
<b>KYNNERSLEY</b>	<b>70.2</b>
<b>LAWLEY &amp; OVERDALE</b>	<b>1,908.7</b>
<b>LILLESHELL &amp; DONNINGTON</b>	<b>3,906.9</b>

<b>LITTLE WENLOCK</b>	<b>223.8</b>
<b>MADELEY</b>	<b>3,517.2</b>
<b>NEWPORT</b>	<b>3,295.7</b>
<b>OAKENGATES</b>	<b>2,034.3</b>
<b>PRESTON</b>	<b>96.4</b>
<b>RODINGTON</b>	<b>323.8</b>
<b>ST. GEORGES &amp; PRIORSLEE</b>	<b>3,479.9</b>
<b>STIRCHLEY &amp; BROOKSIDE</b>	<b>2,059.8</b>
<b>TIBBERTON &amp; CHERRINGTON</b>	<b>261.3</b>
<b>WATERS UPTON</b>	<b>370.8</b>
<b>WELLINGTON</b>	<b>5,937.9</b>
<b>WROCKWARDINE</b>	<b>1,358.4</b>
<b>WROCKWARDINE WOOD &amp; TRENCH</b>	<b>1,336.0</b>
	<b>43,180.3</b>

being the amounts calculated by the Council in accordance with Regulation 6 of The Regulations, as the amounts of its Council Tax Base for the year for dwellings in those parts of its area to which one or more special items relate.

(II) That the following amounts be now calculated by the Council for the year 2013/14 in accordance with Sections 31 to 36 of The Act:-

- (a) **£440,919,271** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act, taking into account all precepts issued to it by Parish Councils.
- (b) **£388,633,654** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
- (c) **£52,285,617** being the amount by which the aggregate at (a) above exceeds the aggregate at (b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its Council Tax requirement for the year.
- (d) **£1,209.85** being the amount at (c) above divided by the Council Tax base, calculated by the Council in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including parish precepts and special items).
- (e) **£3,322,581** being the aggregate amount of all special items referred to in Section 34(1) of the Act.

- (f) £1,132.96 being the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates (calculated by deducting from the amount at (d) above, the quotient of the amount at (e) above divided by the Council Tax Base). The only area that this relates to is the Parish of Eyton.

g) <u>Part of the Council's Area</u>	£
The Parish of:	
Chetwynd	1,147.42
Chetwynd Aston & Woodcote	1,151.10
Church Aston	1,169.84
Dawley Hamlets (SF2*)	1,183.75
Edgmond	1,159.28
Ercall Magna	1,188.18
The Gorge (SF2*)	1,213.98
Great Dawley (SF2*)	1,271.08
Hadley & Leegomery	1,199.05
Hollinswood & Randlay	1,271.84
Ketley	1,226.50
Kynnersley	1,151.51
Lawley & Overdale (SF1*)	1,193.90
Lilleshall, Donnington & Muxton	1,178.90
Little Wenlock	1,188.54
Madeley (SF2*)	1,231.71
Newport	1,239.23
Oakengates (SF2*)	1,241.88
Preston	1,139.18
Rodington	1,159.80
St. Georges & Priorslee (SF1*)	1,173.39
Stirchley & Brookside(SF2*)	1,263.11
Tibberton & Cherrington	1,147.54
Waters Upton	1,166.94
Wellington (SF2*)	1,208.93
Wrockwardine	1,171.92
Wrockwardine Wood & Trench (SF1*)	1,200.19

*\*SF1 indicates a parish in the special fund area which has taken over responsibility for footway lighting. An additional charge is made for cemeteries.*

*\*SF2 indicates a parish in the special fund area which has not taken over responsibility for footway lighting. An additional charge is made for both cemeteries and footway lighting.*

being the amounts given by adding to the amount at (f) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at (l)(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its council tax for the year for dwellings in those parts of its area to which one or more special items relate.

- (h) The amounts in Appendix 1 being the amounts given by multiplying the amounts at (f) and (g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

(III) The West Mercia Police & Crime Commissioner precept for 2013/14 was set at its meeting on 15 February 2013. The following amounts were stated in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:-

<u>Valuation Band</u>	<u>Amount</u> £
A	119.15
B	139.00
C	158.86
D	178.72
E	218.44
F	258.15
G	297.87
H	357.44

(IV) The Shropshire & Wrekin Fire and Rescue Authority's precept for 2013/14 was set at its meeting on 13 February 2013. The following amounts were stated in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:-

<u>Valuation</u> <u>Band</u>	<u>Amount</u> <u>£</u>
A	59.11
B	68.96
C	78.81
D	88.66
E	108.36
F	128.06
G	147.77
H	177.32

(V) That, having calculated the aggregate in each case of the amounts at (II)(h) and (III) and (IV) above, the Council, in accordance with Section 30(2) of the Local Government Finance Act, 1992, hereby sets the amounts in Appendix 2 (appended to these minutes) as the amounts of council tax for the year 2013/14 for each of the categories of dwellings shown.

#### **78. RECOMMENDATIONS FROM BOARDS and COMMITTEES**

##### **(a) 19 February Council Constitution Committee – Constitution Revisions**

Councillor M.J. Smith, Chairman of the Council Constitution Committee, presented the recommendations set out at minute CCC-4 of the meeting held on 19 February 2013 in relation to revisions to the Constitution. The recommendations were listed 1) to 5) on the agenda sheet. Attached to the agenda was the report of the Assistant Director: Law, Democracy & Public Protection that had been considered by the Constitution Committee.

Councillor C.F. Smith moved an amendment to recommendation 5) as listed on the agenda sheet, by adding the words “be referred back to the Constitution Committee for re-consideration and clarification” after the word “report”. The amendment was seconded by Councillor I.T.W. Fletcher. In explanation, Councillor Smith advised that there needed to be clarity on the respective roles of Speaker and Mayor, and the proposal would benefit from further discussion by the Committee. Upon being put to the vote, the amendment was carried. It was then

#### **RESOLVED –**

- (a) that the changes to Part 4 – Rules of Procedure, Section 6 - Financial Regulations, as shown in Appendix 1 of the report, be approved;**
- (b) that the changes to the Audit Committee terms of reference, as shown in Appendix 2 of the report, be approved;**
- (c) that the changes to the Constitution reflecting the changes to the ethical framework for Councillors, as shown in Appendix 3 of the report, be approved;**

- (d) that the changes to the Constitution reflecting the new regulations regarding Notices of Key Decisions, as shown in Appendix 4 of the report, be approved;
- (e) that the re-establishment of the Speaker's role and associated amendments to the Constitution, as set out in paragraph 3.5 and Appendix 5 of the report, be referred back to the Constitution Committee for re-consideration and clarification.

(b) 19 February Council Constitution Committee – Health & Wellbeing Board & Health Scrutiny

Councillor M.J. Smith, Chairman of the Council Constitution Committee, presented the recommendations set out at minute CCC-5 of the meeting held on 19 February 2013 in relation to new provisions for a Health & Wellbeing Board and Health Scrutiny. The recommendations were listed 1) to 4) on the agenda sheet. Attached to the agenda was the report of the Assistant Director: Social Care Specialist that had been considered by the Constitution Committee.

**RESOLVED –**

- (a) that the Health & Wellbeing Board be established as a Committee of the Council, and that the membership and terms of reference as set out in the report be approved;
- (b) that authority be delegated to the Assistant Director: Law, Democracy & Public Protection, in consultation with the Chair of the Health & Wellbeing Board and Chair of the Council Constitution Committee, to make any necessary amendments and recommendations following any further regulations or guidance;
- (c) that the health scrutiny power vested in Council under the Health & Social Care Act 2012 be delegated to the relevant Scrutiny Committee, and the consequent changes to the Constitution, as set out in the report and appendices, be approved;
- (d) that the changes to Scrutiny arrangements resulting from the provisions of the Localism Act 2011, as set out in the report and appendices, be approved.

(c) 13 February Personnel Board – Publication of the Council's Pay Policy Statement

The Mayor advised that the recommendation from Personnel Board for Council to approve the Council's Pay Policy Statement for 2013/14 for publication on the Council's website had been dealt with earlier in the meeting at Minute 77 (i)(l) as part of the Service & Financial Planning item.

## **79. UPDATE ON BOROUGH BOUNDARY REVIEW**

Councillor R.J. Sloan, Chairman of the Boundary Review Committee, presented an update on progress of the review of ward boundaries by the Local Government Boundary Commission (LGBC).

Some changes were inevitable, and the LGBC would be seeking to ensure that each Member represented approximately the same number of people. They were starting from a clean sheet, and the Boundary Review Committee was working on a cross-party basis to find a credible outcome. However, the Council's proposals needed to be submitted by 17 April 2013, which was before the next full Council meeting. He therefore moved that authority be delegated to the Boundary Review Committee to submit the proposals to the LGBC by the deadline. The motion was seconded by Councillor R.A. Overton.

In response to a question about the timetable of the Boundary Review, Cllr Sloan advised that the process needed to be completed by the end of the year. A timetable would be circulated to all Members for information.

**RESOLVED – that authority be delegated to the Boundary Review Committee to submit the Council's ward boundary proposals to the LGBC by 17 April 2013.**

(Councillor M.B. Hosken left the meeting)

## **80. MINUTES OF BOARDS AND COMMITTEES**

Council noted the resolved minutes of Boards and Committees:

Audit Committee	29 January 2013
Licensing Committee	16 and 23 January 2013
Plans Board	16 January and 6 February 2013

## **81. QUESTIONS**

The following Questions were asked in accordance with Council Procedure Rule 10:

- a) Councillor V.A. Fletcher asked the following question of Councillor K.S. Sahota, Leader of the Council:

“Would this Council join with me in congratulating Harper Adams University and the Vice-Chancellor, Mr David Llewellyn in particular, in achieving University status – the first university in Shropshire which is within the Borough of Telford & Wrekin, and amongst its many attributes and accolades, is a Fairtrade University?”

Councillor Sahota, on behalf of the Council, offered his congratulations to Harper Adams on achieving University status, which reflected its importance as an educational institution. The Council was very pleased to support Fairtrade products and initiatives, and, in response to a supplementary question from Councillor

Fletcher, he congratulated Harper Adams University for recently launching the Telford & Wrekin Fair Trade Alliance.

- b) Councillor I.T.W. Fletcher asked the following question of Councillor S. Davies, Cabinet Member: Neighbourhood Services & Co-operative Council:

“Will Councillor Shaun Davies please advise residents of Priorslee regarding the current status of Priorslee Community Centre following the decision of the Cabinet to remove the centre from the community portfolio?”

Councillor Davies reminded Members that the decision to remove the centre from the community folio was taken following a Scrutiny review that concluded that the Priorslee facility was operating as a nursery rather than a community centre. The property was still owned by the Council as part of its Asset portfolio. In response to a supplementary question from Councillor Fletcher regarding access to the centre when not in use by the pre-school, he added that the lease was being reviewed and local residents would be consulted.

- c) Councillor I.T.W. Fletcher asked the following question of Councillor H. Rhodes, Cabinet Member: Transport & Community Protection:

“Following her response to my question at the last Council meeting, will the Councillor use her good offices to institute measures to ensure the safety of persons near to and accessing the Aldi/Wickes development on the Old Holyhead Road?”

Councillor Rhodes reiterated that there had been no reported accidents in this area, and that a highways/transport assessment had concluded that the current road arrangement would cope with the traffic flows using this junction. The cost of providing traffic lights would be significant to the Council within the current financial constraints, although it was possible that contributions from some future development might provide the necessary funding. There was improved access for pedestrians in the vicinity. The situation would continue to be monitored.

- d) Councillor I.T.W. Fletcher asked the following question of Councillor P.R. Watling, Cabinet Member: Children, Young People & Families:

“Would the councillor explain why no consultation was had with residents of Priorslee regarding the access to the proposed school site via Teece Drive before he and his Cabinet colleagues went ahead with the decision to purchase the site?”

Councillor R.A. Overton, Deputy Leader, replied on behalf of Councillor Watling who was not able to attend the meeting. He referred to the extensive consultation that had taken place with Priorslee residents regarding the location of the proposed new School in Priorslee, and that the majority of local people were in favour of the School being on the former Celestica site. In response to a supplementary question from Councillor Fletcher as to why access from Castle Farm Way had not been considered, the Deputy Leader stated that there would be further consultation during the planning process. But further information could be forwarded to the

Councillor as to decisions that had been taken on proposed access routes to the site.

## **82. NOTICES OF MOTION**

a) Councillor M.G.Ion moved, in accordance with Council procedure rule 11, the following motion:

“This Council urges the government to take immediate action to counteract the proliferation of legal loan sharking by ensuring that a bill introducing a cap on the amount of interest that can be charged on short-term and payday loans is scheduled for debate during this parliament. The Council also urges the government to further strengthen consumer protections by ensuring a breach of these rules would make any loan agreement unenforceable by the lender”.

The motion was seconded by Councillor R.A. Overton.

Following a debate during which a number of Members spoke in favour of the motion, it was unanimously

### **RESOLVED – that the motion be approved.**

Councillor S. Bentley, having declared an interest in the following item, withdrew from the meeting room.

b) Councillor D.R.W. White moved, in accordance with Council procedure rule 11, the following motion:

“That this Council resolves to seek an urgent amendment of the Welfare Reform Act 2012 in order to repeal changes to Housing Benefit, commonly known as ‘Bedroom Tax’, and instructs the Leader of the Council to write to the Secretary of State asking him to rethink his plans which would adversely affect 660,000 tenants nationally including 2613 of the poorest and most vulnerable in Telford and Wrekin

Council agrees that the Bedroom Tax will place an intolerable financial burden on households in the Borough, many of whom include working or disabled occupants and/or children living in poverty.

Council rejects The Government’s rationale that tenants who are under-occupying will be able to downsize to alternate properties as there is not sufficient housing in the Borough to facilitate this.

Council believes the provisions of the ‘Bedroom Tax’ are inconsistent and fail to consider the additional needs of many households with regards to disabilities; adaptation’s made to homes, foster carers, parents of serving military or parents who share custody of their children”.

The motion was seconded by Councillor S. Davies.

Following a debate during which a number of views were expressed about the impact of imminent benefit changes on local residents, it was moved and seconded

that a recorded vote be taken. Upon the requisite number of Members signifying their support, a recorded vote on the motion as published was taken:

<u>For</u>	<u>Against</u>	<u>Abstention</u>
Cllr K Blundell	Cllr R T Kiernan	Cllr S P Burrell
Cllr E A Clare		Cllr E J Carter
Cllr D G Davies		Cllr N A Dugmore
Cllr S Davies		Cllr I T W Fletcher
Cllr C B A Elliott		Cllr V A Fletcher
Cllr A R H England		Cllr A Lawrence
Cllr N A M England		Cllr C P R Mollett
Cllr R C Evans		Cllr R G Scammell
Cllr G M Green		Cllr J M Seymour
Cllr K R Guy		
Cllr M G Ion		
Cllr A S Jhawar		
Cllr J Loveridge		
Cllr A A Mackenzie		
Cllr C N Mason		
Cllr A D McClements		
Cllr W A M McClements		
Cllr J C Minor		
Cllr L A Murray		
Cllr R A Overton		
Cllr F R Picken		
Cllr J Pinter		
Cllr G C W Reynolds		
Cllr S A W Reynolds		
Cllr H Rhodes		
Cllr K S Sahota		
Cllr R J Sloan		
Cllr C F Smith		
Cllr M J Smith		
Cllr B J Thompson		
Cllr K L Tomlinson		
Cllr W L Tomlinson		
Cllr C R Turley		
Cllr D R W White		

The Mayor declared the motion carried, and it was

**RESOLVED – that the motion be approved.**

The meeting ended at 9.09 pm

**Mayor:** .....

**Date:** .....

## **MAYORAL ENGAGEMENTS** **26<sup>th</sup> February 2013 – 22<sup>nd</sup> April 2013**

<b>February</b>	<b>27<sup>th</sup></b>	<b>M</b>	Ground Breeding Event at the Lecture Theatre, Education Centre, The Princess Royal Hospital, Wellington
<b>March</b>	<b>3<sup>rd</sup></b>	<b>DM</b>	Shropshire Council Civic Service at St Oswald's Church, Oswestry
	<b>7<sup>th</sup></b>	<b>DM</b>	Official Opening of Mark's Pit Stop's New Premises at Chec, 31 High Street, Madeley
	<b>8<sup>th</sup></b>	<b>DM</b>	Production of Shadowlands at The Belfrey Theatre, Wellington
		<b>M</b>	Ecohouse build "turf cutting" at 349 Holyhead Road, Wellington
	<b>9<sup>th</sup></b>	<b>DM</b>	Young Enterprise Trade Fair at Dean Square, Telford Shopping Centre
		<b>M</b>	Fair Share Event at Turreff Hall, Turreff Avenue, Donnington
	<b>13<sup>th</sup></b>	<b>M</b>	Swearing in Ceremony for HM Deputy Coroner at Room 3.7 Addenbrooke House, Telford
		<b>M</b>	Telford and Wrekin Council Citizenship Ceremonies 2013 at The Register Officer, Wellington
		<b>M</b>	Telford and Wrekin Music – Schools Music Showcase at The Place, Oakengates
	<b>14<sup>th</sup></b>	<b>DM</b>	West Midlands Ambulance Service – Long Service and Excellence Awards at Impney Regent Centre, Chateay Impney Hotel, Droitwich Spa
	<b>16<sup>th</sup></b>	<b>M</b>	Wellington Town Council – Mayor's Annual Civic Dinner and Dance at Telford College of Arts and Technology, Wellington
	<b>17<sup>th</sup></b>	<b>M</b>	Thanksgiving for The Queen's Peace and Our Heritage at St Oswald's Parish Church, Oswestry

# B

- DM** Shrewsbury Town Council Civic Service at the United Reformed Church, Coleham Head, Shrewsbury
- 22<sup>nd</sup>** **M** Cheque Presentation and Photo Shoot at the Sutherland Business and Enterprise College
- 24<sup>th</sup>** **DM** Carmichael School of Dance at The Place, Oakengates
- April** **2<sup>nd</sup>** **M** Autism Awareness Day at Telford Ice Rink Telford
- 4<sup>th</sup>** **DM** Deputy Mayor and Mayoress: Postgraduate awards ceremony, Grand Theatre Wolverhampton
- 9<sup>th</sup>** **M** Judging Art Competition at Addenbrooke House, Telford
- M** Caring for our Future Appeal – Charity Static Bike Ride in Telford Shopping Centre, Telford
- 10<sup>th</sup>** **M** Caring for our Future Appeal – Charity Static Bike Ride in Telford Shopping Centre, Telford
- 12<sup>th</sup>** **M** FA Community Programme Grant Award Presentation at AFC Telford United, Wellington
- 14<sup>th</sup>** **DM** Telford Boccia Special Olympics Tournament at Oakengates Leisure Centre, Telford
- M** Annual Church Parade RBL Jackfield Branch at Jackfield, Telford
- 17<sup>th</sup>** **M** Time Capsule Event at The Grazing Cow Public House, Lawley, Telford
- DM** RMLY Open Day Lunch and Drinks at the Officers Mess, Bridgeman House, Dawley Bank, Telford
- M** Telford and Wrekin Council Citizenship Ceremonies 2013 at The Register Officer,

# B

Wellington

- M** Telford College of Arts and Technology Art Competition at TCAT, Wellington
- 18<sup>th</sup>** **DM** Official Opening of New Purpose Built Contact Centre at Kelly Services Ltd, Hollinswood Court, Telford
- 20<sup>th</sup>** **M** Official Opening of Telford Ice Rink at The Ice Rink, Telford
- DM** Annual Concert for St Georges Day at Hadley Methodist Church, Hadley
- M** Newport Civic Ball at Queen Mother Hall, Harper Adams University, Newport
- 21<sup>st</sup>** **DM** Oswestry Town Council Civic Service at Oswestry Methodist Church, Oswestry
- DM** St George's Service & Renewal of Promises at All Saints Church, Wellington

## TELFORD & WREKIN COUNCIL

COUNCIL – 2 MAY 2013

REPORT OF CABINET – FOR INFORMATION ONLY

MATTERS DETERMINED BY THE CABINET

### 1.0 INTRODUCTION

This report sets out those matters determined by the Cabinet at its meetings on 28<sup>th</sup> February 2013 and 28<sup>th</sup> March 2013.

### 2.0 CABINET BUSINESS

Matters that have been determined by Cabinet are listed below:

#### 2.1 28<sup>th</sup> February 2013

- 2.1.1 Financial Monitoring 2012/13
- 2.1.2 Service & Financial Planning 2013/14 – 2015/16
- 2.1.3 Driving Delivery of the Council's Priorities – 9 Month Position
- 2.1.4 Co-Operative Council Update
- 2.1.5 Invest in Telford – A Programme for Change
- 2.1.6 Timetable for Shaping Places Local Plan – Local Development Scheme
- 2.1.7 Discretionary Housing Payment and Council Tax Support Hardship Assistance Policy
- 2.1.8 Marches Local Transport Body
- 2.1.9 Acquisition of Employment Land and Property at Hadley Park East, Telford
- 2.1.10 Retention and Refurbishment of the Business Development Centre, Telford

#### 2.2 28<sup>th</sup> March 2013

- 2.2.1 Medium Term Council Plan and Community Strategy
- 2.2.2 Provision of Supporting People Services
- 2.2.3 Community Club Asset Transfer Policy
- 2.2.4 Local Crisis and Local Resettlement Assistance Policy
- 2.2.5 Update on Local Progress in Implementing Changes Arising from the Health & Social Care Act 2012
- 2.2.6 Corporate Health and Safety Policy
- 2.2.7 Strategic Risk Register March 2013
- 2.2.8 Hadley Re-Development Phase 2

## 3.0 DELEGATION OF POWERS GRANTED BY THE CABINET

REPORT HEADING	DELEGATION GRANTED TO	DETAIL OF DELEGATION GRANTED
Service & Financial Planning 2013/14 – 2015/16	<p>Managing Director</p> <p>Assistant Director: Development, Business &amp; Housing</p> <p>Assistant Director: Environmental &amp; Leisure Services</p>	<p>After consultation with the Leader and Cabinet Member for Resources &amp; Service Delivery to approve any expenditure to be funded from the £1m Capital “Commercial and Business Fund” and the £0.15m “Destination Telford” revenue budget</p> <p>To deliver the planned programme of works within the Asset Management Plan</p> <p>To deliver the Highways and Transport capital investment programme in line with the approved budgets with any variations or changes to schemes in these programmes, that remain within overall budgets, after consultation with the appropriate Cabinet members</p>
Invest in Telford – A Programme for Change	<p>Assistant Director: Development, Business &amp; Housing</p> <p>Assistant Director: Law, Democracy &amp; Public Protection</p>	<p>In consultation with the Cabinet Member for Housing, Regeneration &amp; Economic Development to further expand the Business &amp; Development Charter and introduce a Development Management Guidance Note for Planning Obligations as outlined in the report</p> <p>To seal or sign any documents necessary to give effect to the above resolutions</p>

# C

<p>Timetable for Shaping Places Local Plan – Development Scheme</p>	<p>Assistant Director: Development, Business &amp; Housing</p>	<p>In consultation with the Cabinet Member for Housing, Regeneration &amp; Economic Development to amend the Annex to the Local Development Scheme in order to reflect minor changes to the programme</p>
<p>Discretionary Housing Payment and Council Tax Support Hardship Assistance Policy</p>	<p>Benefit Tenancy Safeguard Officer and Benefit Welfare &amp; Assistance Group Manager</p>	<p>For decision making and appeals as outlined in the Policies</p>
<p>Marches Local Transport Body</p>	<p>Assistant Director: Neighbourhood &amp; Leisure Services</p> <p>Assistant Director: Law, Democracy &amp; Public Protection</p>	<p>In consultation with the Cabinet Members for Transport &amp; Community Protection and Housing, Regeneration &amp; Economic Development to finalise the assurance framework for the Marches LTB</p> <p>To agree and execute all necessary documentation to give effect to the resolutions</p>
<p>Acquisition of Employment Land and Property at Hadley Park East, Telford</p>	<p>Assistant Director: Development, Business &amp; Housing</p> <p>Assistant Director: Law, Democracy &amp; Public Protection</p>	<p>In consultation with the Cabinet Member for Housing, Regeneration &amp; Economic Development to enter into any contracts required for the delivery of the commercial development</p> <p>To seal or sign any documents required to give effect to the resolutions</p>
<p>Retention and Refurbishment of the Business Development Centre, Telford</p>	<p>Assistant Director: Development, Business &amp; Housing</p> <p>Assistant Director: Law, Democracy &amp; Public Protection</p>	<p>In consultation with the Cabinet Member for Resources &amp; Service Delivery to negotiate and agree terms for the sale of Unit B4 with the capital receipts to be re-invested in the refurbishment of the remaining units</p> <p>To seal and sign any documents required to give effect to the resolutions</p>

# C

<p>Provision of Supporting People Services</p>	<p>Authorised signatories</p> <p>Assistant Director: Care &amp; Support</p>	<p>In consultation with the Cabinet Member for Adult &amp; Social Care and Assistant Director: Care and Support to enter into appropriate contractual arrangements subject to the terms and conditions recommended by the Assistant Director: Law, Democracy &amp; Public Protection</p> <p>In consultation with the Cabinet Member for Adult &amp; 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</p>
<p>Community Club Asset Transfer Policy</p>	<p>Assistant Directors: Neighbourhood &amp; Leisure Services and Development, Business &amp; Housing</p>	<p>In consultation with respective Cabinet Members to determine applications made under the Community Club Asset Transfer Policy and to enter into all associated agreements</p>
<p>Local Crisis and Local Resettlement Assistance Policy</p>	<p>Benefit Service Delivery Manager with further delegations for specific functions at the Benefit Service Delivery Manager's discretion</p>	<p>To administer the Local Crisis and Local Resettlement Assistance schemes and make determinations</p>
<p>Hadley Re-Development Phase 2</p>	<p>Assistant Director: Development, Business &amp; Housing</p> <p>Assistant Director: Law, Democracy &amp; Public Protection</p>	<p>In consultation with the Deputy Leader to appoint the contractor used for Phase 1 of Hadley Re-development to deliver Phase 2 based on their previously tendered rates from Phase 1</p> <p>To seal or sign any documents required to give effect to the resolutions</p>
<p><b>LEGAL COMMENT</b>  <b>FINANCIAL COMMENT</b>  <b>LINKS WITH CORPORATE PRIORITIES</b>  <b>RISKS AND OPPORTUNITIES</b>  <b>ENVIRONMENTAL IMPACT</b>  <b>EQUALITY &amp; DIVERSITY</b>  <b>WARD IMPLICATIONS</b></p>	<p>As described in each report considered by Cabinet. Copies of all reports have been previously circulated to all Members of the Council</p>	

**TELFORD & WREKIN COUNCIL**

**COUNCIL 2 MAY 2013**

**MEDIUM TERM COUNCIL PLAN AND COMMUNITY STRATEGY**

**REPORT OF LEADER OF THE COUNCIL**

**PART A) – SUMMARY REPORT**

**1. PURPOSE**

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

**2. RECOMMENDATIONS**

2.1. That the two documents are approved.

**3. SUMMARY IMPACT ASSESSMENT**

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

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

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

### **4. DEVELOPING OUR PARTNERSHIP AND ORGANISATIONAL FOCUS**

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

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

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

### **5. ‘SHAPING OUR FUTURE: OUR JOURNEY TO 2020’**

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

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

5.3. A basket of outcome measures to be achieved by 2020 are identified in Appendix One of the strategy. Progress against these outcomes will be

reported through the year at 6, 9 and 12 months as part of the Council's corporate performance arrangements to SMT, Cabinet and, for this strategy, to the Local Strategic Partnership Executive.

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

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

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

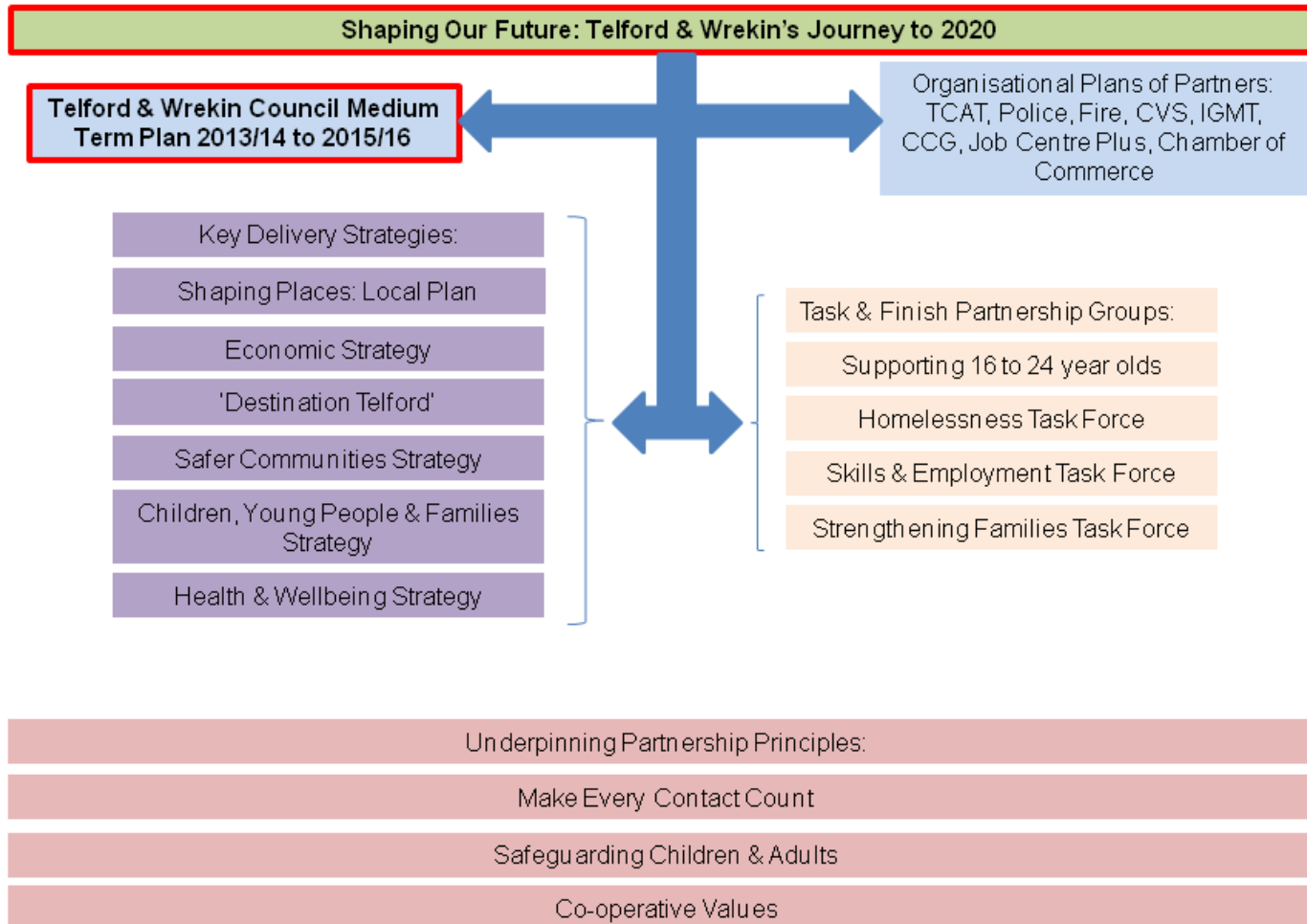
- The Council's vision, priorities and values
- Developing the organisation – service and financial strategy; 'putting customers first' and being a 'business supporting, business winning Council'
- Being a 'Co-operative Council working with the Community' – setting out how the Council will work differently,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

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

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

## Appendix One

### CO-OPERATIVE PARTNERSHIP WORKING TELFORD & WREKIN



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

**A new community strategy for Telford & Wrekin**

## Contents

“Shaping our Future: Telford & Wrekin’s Journey to 2020” .....	1
1. Introduction .....	3
2. Telford & Wrekin in 2013 .....	4
3. Our Journey to 2020 .....	5
4. Delivering the Strategy .....	10
Appendix One: Outcome Measures to Deliver by 2020.....	12

## 1. Introduction

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

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

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

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

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

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

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

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

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

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

## 2. Telford & Wrekin in 2013

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

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

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

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

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

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

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

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

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

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

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

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

### **3. Our Journey to 2020**

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

#### *Live*

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

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

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

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

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

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

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

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

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

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

## *Work*

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

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

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

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

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

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

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

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

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

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

### *Visit*

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

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

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

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

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

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

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

### *Play*

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

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

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

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

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

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

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

## 4. Delivering the Strategy

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

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

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

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

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

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

### • Ownership

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

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

### • Openness & Honesty

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

**• Involvement**

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

**• Fairness & Respect**

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

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

## Appendix One: Outcome Measures to Deliver by 2020

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

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

DRAFT

## FORWARD

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

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

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

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

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

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

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

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

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

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

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

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

Kuldip Sahota  
Leader

Richard Partington  
Managing Director

# CONTENTS

<b>1. OUR VISION, PRIORITIES &amp; VALUES</b>	<b>P5</b>
<b>2. OUR CHALLENGES &amp; OPPORTUNITIES</b>	<b>P7</b>
<b>3. CREATING AN ORGANISATION TO DELIVER OUR PRIORITIES:</b>	<b>P10</b>
• OUR ORGANISATIONAL STRUCTURE	
• TAKING THE ORGANISATION FORWARD:	
○ FINANCIAL STRATEGY	
○ PUTTING OUR CUSTOMERS FIRST	
○ BUSINESS SUPPORTING, BUSINESS WINNING COUNCIL	
<b>4. A CO-OPERATIVE COUNCIL WORKING WITH THE COMMUNITY:</b>	<b>P19</b>
• STRENGTHENING RELATIONSHIPS WITH THE COMMUNITY	
• MORE EFFECTIVE PARTNERSHIP WORKING	
• CO-OPERATIVE ARRANGEMENTS TO ADDRESS CHILD AND FAMILY POVERTY	
• CO-OPERATIVE COMMISSION & EMPLOYEE COMMISSION	
• ADOPTER PROGRAMME	
• MAKING THE CHANGE	
<b>5. DELIVERING OUR PRIORITIES</b>	<b>P28</b>
<b>6. TELFORD &amp; WREKIN AT A GLANCE</b>	<b>P43</b>

# 1. OUR VISION, PRIORITIES & VALUES

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

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

We will:

- *put our children and young people first*
- *protect and create jobs as a 'Business Supporting, Business Winning Council'*
- *improve local people's prospects through education and skills training*
- *protect and support our vulnerable-children and adults*
- *ensure that neighbourhoods are safe, clean and well maintained*
- *regenerate those neighbourhoods in need and work to ensure that local people have access to suitable housing*
- *improve the health and wellbeing of our communities and address health inequalities*

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

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

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

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

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

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

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

### ***Co-operative Values***

- **Ownership**

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

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

- **Openness & Honesty**

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

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

- **Involvement**

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

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

## 2. OUR CHALLENGES & OPPORTUNITIES

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

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

The pressures the Council faces include:

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

Whilst a number of services are experiencing increasing demand and pressures, including, for example, the need for continuing investment in road maintenance and investment to improve the Borough's industrial estates, there are particular pressures on social care services for children and adults.

- **Children’s Social Care** – in line with national trends, we continue to have an increase in numbers of Children in Care this continues to lead to significant financial pressures.
- **Adult Social Care** - we have also been experiencing increasing demand for our Adult Social Care Services as a result of increasing numbers and life expectancy of older people and increasing complexity of care whilst having to make significant savings.

## **RESPONDING TO THESE CHALLENGES, CREATING OPPORTUNITIES**

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

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

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

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

- We continually review delivery options for our services to ensure value for money. A number of services are provided in partnership with other local authorities and statutory agencies. For example, the new West Mercia Youth Offending Service has been established in partnership with Worcestershire, Hereford, Shropshire health, police and probation. This will deliver savings exceeding £100k in 2013/14 for Telford.

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

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

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

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

### 3. CREATING AN ORGANISATION TO DELIVER OUR VISION AND PRIORITIES

#### OUR ORGANISATIONAL STRUCTURE

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

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

The next full Council election is due in May 2015.

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

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

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

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

## TAKING THE ORGANISATION FORWARD

### SERVICE & FINANCIAL STRATEGY

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

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

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

#### **Investments**

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

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

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

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

## **Savings**

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

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

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

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

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

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

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

- **Carrying out planned, long-term service re-design** not quick-fix options e.g.
  - Children's Services – better help for people in the early stages of difficulties and more targeted help for families with complex needs;
  - Adults' Services – 're-ablement' to help ill or disabled adults learn or re-learn how to live independently;
  - Reconfiguration of services to support being a 'Business Supporting, Business-Winning Council'. As well as improving the local economy, this has direct financial benefits for the Council by increasing New Homes Bonus and generating additional business rates which under the new local government finance system the Council will be able to retain a share of this additional income.
  
- **Working co-operatively with local people, organisations and partners** e.g.
  - Partnerships with Town and Parish Councils to secure environmental improvements;
  - Encouraging local people to recycle more and reduce waste disposal costs.
  - We will continue to investigate options for sharing services where appropriate, for example by establishing a West Mercia wide Youth Offending Service the Council will improve its service and make savings in excess of £0.1m pa
  
- **Prioritised review of fees and charges** – to identify whether the Council is subsidising the delivery of some services without good reason. Our initial focus will be on charges to businesses or partner organisations, including schools. The second phase will focus on discretionary services.
  
- A continuing **targeted service review and strategic review of capacity programme**. When carrying out restructuring, our aim is to actively seek applications for voluntary redundancy and to promote flexible working arrangements in order to keep compulsory redundancies to a minimum.

### **Council Tax**

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

## **Medium Term General Fund Position**

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

### **PUTTING OUR 'CUSTOMERS FIRST'**

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

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

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

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

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

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

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

## **A ‘BUSINESS SUPPORTING, BUSINESS WINNING COUNCIL’**

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

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

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

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

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

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

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

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

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

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

### 1. Adopter Programme

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

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

This programme will continue based on these principles:

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

A full list of the programme can be found on the Council's website [www.telford.gov.uk/](http://www.telford.gov.uk/)

## **2. Co-operative Commission & Employee Commission;**

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

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

### **Co-operative Commission**

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

### **Employee Commission**

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

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

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

## **3. Strengthening Relationships with the Community**

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

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

#### 4. More Effective Partnership Working

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

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

- Telford & Wrekin NHS Clinical Commissioning Group

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

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

### **Co-operative Arrangements to 'Narrow the gap'**

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

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

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

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

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

There will be 3 areas of focus to do this:

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

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

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

DRAFT

# CO-OPERATIVE ARRANGEMENTS TO 'NARROW THE GAP'

## Employment & Skills Task Force

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

## 'Targeted Intervention Areas'

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

## Physical Regeneration

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

## Business Supporting, Business Winning Council

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

## Health & Wellbeing Board: Addressing Health Inequalities

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

## Supporting Families Task Force

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

## Co-operative Council

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

## Safer, Stronger Communities Partnership

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

## Homeless Task Force

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

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

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

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

## 5. Making the Change

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

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

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

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

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

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## 5. DELIVERING OUR PRIORITIES

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

### ***We will:***

- ***put our children and young people first***
- ***protect and create jobs as a 'Business Supporting, Business Winning Council'***
- ***improve local people's prospects through education and skills training***
- ***protect and support our vulnerable children and adults***
- ***ensure that neighbourhoods are safe, clean and well maintained***
- ***regenerate those neighbourhoods in need and work to ensure that local people have access to suitable housing***
- ***improve the health and wellbeing of our communities and address health inequalities***

### ***We will put our children and young people first***

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

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

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

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

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

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

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

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

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

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

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

***We will protect and support our vulnerable children and adults***

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### THE PLACE

- Located at the heart of the UK, the Borough covers some 112 miles<sup>2</sup>, **68% of which is classified as 'rural'**
- The key settlements are:
  - **Telford** - made-up from 1960s new town estates and 'Borough towns' which existed before Telford was developed. These Borough Towns include Oakengates, Wellington, Madeley and Dawley
  - **Newport** - to the north-east of the Borough and the location of Harper Adams University College.
  - **Ironbridge** - a UNESCO World Heritage Site located on the northern banks of the River Severn the birthplace of the industrial revolution.
- The Borough is well connected to the UK via the M54 and Telford International Railfreight Terminal. Developed as a new town, Telford has a modern road network with little congestion and ample capacity.

### POPULATION

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

### ECONOMY

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

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

## **EDUCATION & SKILLS**

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

## **DEPRIVATION**

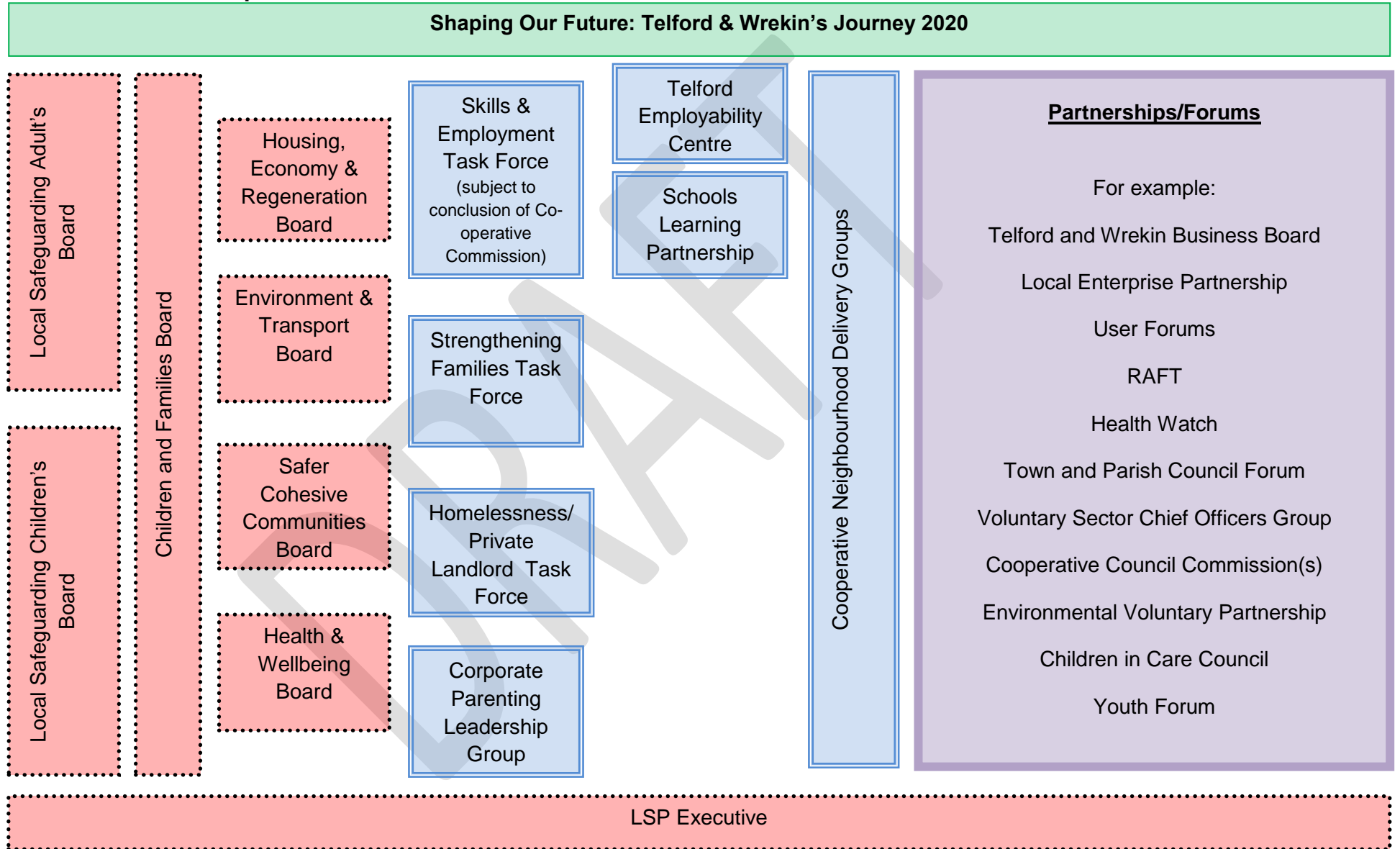
- The Borough is ranked as the 96th most deprived local authority area in England
- 14 neighbourhood areas are ranked among the 10% most deprived in England. These are focused in 6 wards: Woodside, Malinslee, Cuckoo Oak, Brookside, Hadley & Leegomery, Dawley Magna, College and Donnington.
- Around a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

## **HEALTH**

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

More information about the Borough can be found at [www.telford.gov.uk/factsandfigures](http://www.telford.gov.uk/factsandfigures)

## Appendix One: Partnership Structure



### Key:

Pink – Strategic Function

Blue – Delivery Function

Purple – Engagement/Critical Friend

**TELFORD & WREKIN COUNCIL**

**COUNCIL CONSTITUTION COMMITTEE: 16 April 2013**

**COUNCIL: 2 May 2013**

**CONSTITUTION**

**REPORT OF ASSISTANT DIRECTOR: LAW, DEMOCRACY & PUBLIC PROTECTION**

**PART A) – SUMMARY REPORT**

**1. PURPOSE**

For members to consider appropriate changes to the Constitution for the new municipal year.

**2. RECOMMENDATIONS - see Council agenda sheet**

**2. SUMMARY IMPACT ASSESSMENT**

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Priority Plan objective(s)?	
	No	
	Will the proposals impact on specific groups of people?	
	No	
<b>TARGET COMPLETION/DELIVERY DATE</b>	<i>Council – 2<sup>nd</sup> May 2013</i>	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes/No	<i>The Constitution provides the financial framework within which officers and members must operate to ensure strong financial management is in place and public funds are used appropriately, effectively and transparently in the delivery of services to the public. The proposed changes to the Constitution for approval by Council in May 2013 are primarily presentational with the aim of making the document more user-friendly which will strengthen financial governance. The new role of speaker will be paid a Special Responsibility Allowance which will be</i>

		<i>funded from within existing resources. There are no additional Special Responsibility Allowances associated with the Health &amp; Well Being Board. There are no other financial implications arising from the proposed changes. As mentioned in the report, financial regulations will be reviewed and brought to the Committee for approval later in the year.</i>
<b>LEGAL ISSUES</b>	Yes	<i>The Constitution is a key element of the Council's Governance structure and needs to be brought up to date so that it remains relevant and is accessible to ensure that the contents are adhered to when decisions are taken by the Council, its committees and its officers</i>
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	Yes	<i>A properly drafted Constitution can protect the Council from unnecessary challenge of the decisions that it makes and can also provide public confidence in its governance structures.</i>
<b>IMPACT ON SPECIFIC WARDS</b>	No	

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

### **3. INFORMATION**

#### **Background**

3.1 As members of the CCC know officers have, for some time, being working on changes to the Council's Constitution to make it more accessible and to make the oversight and review of it more efficient. Significant changes are proposed to the format but the actual contents have not been changed materially unless this is specifically identified in the report

#### **Specific Comments**

3.2 **Approach** – it is proposed that the Constitution will be an electronic document – the purpose being to ensure that it is easier to navigate using hyper links within the document to move seamlessly around the whole Constitution. This will enable easier access to and use of the provisions of the Constitution which will improve the good governance of the organisation

- 3.3 **New structure** – the proposed structure deletes the current arrangements for articles and procedure rules which require a lot of cross referencing and proposes a structure that divides the Constitution into 3 main sections, 1 - an Introduction, 2 - a section on decision-making (who makes decisions/ what decisions can they make and how do they make them) and 3 - a section on governance, (scrutiny, oversight and transparency). Dealing with each of these in turn:-
- 3.3.1 A copy of the introduction is included at Appendix 1, the purpose of this section is to give an initial explanation of how the Council works and will, through links, lead those who are unfamiliar with the Constitution to the sections that they are looking for.
- 3.3.2 A copy of the terms of reference of full Council, the Leader/ Cabinet, the Boundary Review Committee, the Health & Wellbeing Board, the Licensing Committee and the Plans Board are included in Appendix 2. Also included are the procedure rules for these decision-making bodies (and including provisions for the new Speaker role) which, as members can see are simplified.
- 3.3.3 The Scrutiny Rules are included in Appendix 3 and detail the high level structure of the Council's scrutiny structure. It details key principles but the more detailed rules of current scrutiny committees and their terms of reference are included in a Scrutiny Handbook which, it is proposed to keep outside of the Constitution to enable Scrutiny to retain operational control of their processes. These Chair of the Scrutiny management Board has been consulted.
- 3.3.4 Appendix 4 detail the terms of reference of the Appeals Committee, the Audit Committee, the Council Constitution Committee, the Personnel Committee and the Standards Committee.
- 3.3.5 A new Code of Conduct for Officers is currently being consulted upon and will be forwarded for approval by the Head of Paid Services in due course. An amended Member/ Officer Protocol, Officer Employment Rules and Rules on Changing the Constitution are included in Appendix 4B. Financial Regulations (including the Contract Rules) are still being developed and it is proposed that these be brought forward for Council's consideration in the next municipal year.

#### **4. PREVIOUS MINUTES**

- 4.1. None

#### **5. BACKGROUND PAPERS**

- 5.1. None

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## ***How Does the Council work?***

Introduction: A summary and explanation of how the Council works

### **INTRODUCTION**

*“The constitution and other documents referred to in it should set out everything anyone who has dealings with the local authority would need to know about how the local authority conducts its business who takes which decisions and how to work with the local authority”.*

New Council Constitutions: Guidance to Local Authorities  
Communities & Local Government – 2002

Telford & Wrekin Council has 54 Councillors who are elected every 4 years. Councillors either represent an area (a ward) on their own or with one or two other Councillors. There are 33 wards within the Borough. The Councillors together form the Council and meet together as a Council about 6 times per year. They are democratically accountable to the people in their ward, including those that did not vote for them, but have an overriding duty to act in the best interests of all the people within the Borough.

Telford & Wrekin Council is a co-operative Council which means that is a Council that works closely with residents, staff, partners and other organisations to deliver the best we can for the borough by giving local people greater influence over the services they use and the issues that affect their lives.

Council meetings decide upon the Council priorities and how it should spend its money. Council also appoints a Leader who remains in post for four years and decides, with his Cabinet, how to best deliver the services that the Council is responsible for providing.

The Council appoints a Mayor who is the first citizen and Queen’s representative within the Borough. The Council also appoints a Speaker who chairs Council meetings. Councillors are also appointed to sit on other committees to take the decisions that the Leader and Cabinet cannot make and to hold the Leader and Cabinet to account by scrutinising their decisions. Council employees, often referred to as officers, give advice to Councillors, implement decisions and manage the day to day delivery of services. Some officers have specific duties to ensure that the Council acts within the law and uses its resources wisely.

Councillors have to follow a Code of Conduct to ensure high standards in the way in which they conduct their duties.

All council meetings are held in public. If items to be discussed are of a confidential nature or can be classified as exempt then members of the public can be excluded for this part of the meeting.

## ***How Does the Council work?***

Introduction: A summary and explanation of how the Council works

The way that the Council works is governed by its Constitution.

### **HOW THE CONSTITUTION WORKS**

The Constitution has 3 parts to it:-

<i>How Does the Council work?</i>	Introduction: A summary and explanation of how the Council works - <b>YOU ARE HERE</b>	
<i>Decision-making</i>	Who makes Decisions?	Details the different powers of Council, the Leader, Health & Well-Being Board, Boundary Review, Licensing and Planning Committees and Officers
	What decisions can they make?	
	How do they make decisions?	Includes the Procedure Rules that detail how meetings will be conducted.
<i>Governance – scrutiny, oversight and transparency</i>	Scrutiny	Details the scrutiny committees, what they can do (terms of reference) and procedure rules for those committees
	Oversight	Details the different powers of the Audit ,Appeals, Council Constitution, Personnel and Standards Committees, their terms of reference and procedure rules for those committees Details financial regulations, legal rules, procurement rules and rules on changing the constitution Codes of conduct for members and officers and protocol for member/ officer relations
	Transparency	Your rights and responsibilities as a citizen How we manage our information Key decisions and forward planning

## COUNCIL TERMS OF REFERENCE

Council will:-

- 1.1. Agree proposed changes to the Constitution
- 1.2. Approve the Budget & Policy Framework<sup>1</sup>
- 1.3. Undertake functions of the Council as a Council Tax and precepting Authority
- 1.4. Elect the Mayor and Deputy Mayor
- 1.5. Elect the Speaker and Deputy Speaker
- 1.6. Elect and remove the Leader and Deputy Leader (for a 4 year term)
- 1.7. Agree the size, terms of reference of committees, etc . and appoint the membership including Chairmen and Deputy Chairmen
- 1.8. Appoint representatives to outside bodies (unless it is a Leader appointment or the appointment has been delegated)
- 1.9. subject to Urgency Provisions, agreeing decisions proposed to be taken by a Decision Taker that are outside the Budget & Policy Framework Procedure Rules
- 1.10. To approve the Pay Policy Statement
- 1.11. Adopt and/or amend a Members' Remuneration Scheme
- 1.12. Change the name of the area
- 1.13. Grant the Freedom of the Borough and appoint Honorary Aldermen
- 1.14. Confirm the appointment and dismissal of the Head of Paid Service
- 1.15. Confirm the appointment of the Independent Person
- 1.16. To finalise consultation responses in respect of reviews of electoral arrangements
- 1.17. All functions relating to bye-laws and promoting or opposing the making of local legislation or personal bills
- 1.18. Those local choice functions that the Council decides should be undertaken by the Council rather than the Leader and all other matters which by law must be reserved to the Council and the delegation, as far as the law allows, of these functions.

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<sup>1</sup> Including virement limits and the degree of in year changes to the Policy Framework that may be made by the Leader.

## Council Rules

1. **What is Council**
2. **Council meetings**
3. **Business to be transacted at Council meetings**
4. **Notice of Meetings/Attendance at meetings**
5. **The role of the Speaker**
6. **The role of the Mayor**
7. **Questions**
8. **Motions**
9. **Rules of Debate**
10. **Speeches**
11. **Voting**
12. **Conduct**
13. **Suspending Council Rules**

### 1. What is Council

- 1.1. The Council (a meeting of all 54 Members of the Council) is responsible for setting the Budget & Policy Framework for the Council. All Council functions are delivered within this framework.

### 2. Council Meetings

What type of meeting	When
The Annual General Meeting	<b>Either</b> after Council elections, within 21 days of the retirement of the outgoing councillors <b>Or</b> between March to May in non election years
Ordinary Meetings	See the schedule of meetings
Extraordinary Meetings	Can be called by: <ul style="list-style-type: none"> <li>• the Council by resolution</li> <li>• the Mayor Speaker</li> <li>• the Monitoring Officer</li> <li>• any 5 Members of the Council who have signed a requisition requesting a meeting when the Mayor has refused or failed to call a meeting within 5 working days of him/her receiving such a requisition can request the Proper Officer to call a meeting</li> </ul>

### 3. Business to be transacted at Council meetings:-

Business to be transacted	Type of Meeting		
	Annual Meeting	Ordinary Meeting	Extraordinary Meeting
Elect a person to preside if the Speaker or Deputy Speaker are not present	✓ *	✓ *	✓ *
Receive any apologies for absence	✓ *	✓ *	✓ *
Business required by statue to be done before other business		✓ *	
Receive any declarations of interest from Members	✓ *	✓ *	✓ *

## Council Rules

Elect the Mayor, Deputy Mayor, Speaker, Deputy Speaker, Leader <sup>1</sup> and appoint the Deputy Leader	✓		
Approve the minutes of the previous meeting(s) <sup>2</sup>	✓ *	✓ *	
Receive any announcements from the Mayor, the Leader or the Head of Paid Service	✓	✓	
Agree the size of the Cabinet and note the Leader's appointments to the Cabinet	✓		
Agree the Council's delegation scheme	✓		
Appoint such committees, etc. as the Council consider are required to enable it to efficiently conduct its business and, in respect of those committees agree the size and terms of reference and appoint the Chairman, Vice-Chairman, Members and substitutes (where applicable)	✓	✓ **	
<b>Business to be transacted</b>	<b>Type of Meeting</b>		
	Annual Meeting	Ordinary Meeting	Extraordinary Meeting
Receive the schedule of meetings	✓		
Receive the Leader's annual statement of policy priorities and the responses from the Leaders of the 2 largest opposition groups	✓		
Consider the business set out in the agenda	✓	✓	✓
To answer questions received from members of the public in the order in which they were received	✓	✓	
Receive reports from Committees, etc. and receive questions and answers on those reports and to determine recommendations made in those reports <sup>3</sup>		✓	
To answer questions received from Members in the order in which they were received		✓	
To consider motions in the order in which they were received		✓	

\* Compulsory business, the order of which cannot be varied.

\*\* Where there is a vacancy

#### 4. Notice of Meetings/ Attendance at meetings

4.1. The Proper Officer will give 5 clear working days notice of all Council meetings by way of summons which will include details of the date, time and place of the meeting as well as

<sup>1</sup> If the Leader's 4 year term has expired or a vacancy has otherwise arisen

<sup>2</sup> The only part of the minutes that can be discussed is their accuracy. Once approved the Mayor will sign them as a correct record.

<sup>3</sup> Minutes/reports are moved by the Leader (or Cabinet Member) and the Chairman (for committees).

Resolved decisions cannot be discussed or changed by Council.

Recommendations from Cabinet or any committee will be considered individually in the order that they appear on the Council agenda and debated in accordance with these rules.

Once all the recommendations emanating from cabinet or a committee have been considered then the minutes are received

## Council Rules

detailing the business to be transacted and copies of available reports. Summonses may be delivered by post or by hand.

- 4.2. The Speaker may, if he/ she considers it appropriate and after consulting with the Leader alter the date or time of any Council meeting.
- 4.3. The names of all Members attending meetings will be recorded.
- 4.4. Substitutes can be appointed as detailed below and have the same powers and duties as an ordinary member of the committee but cannot chair a meeting at which they are attending as a substitute. They must substitute for a whole meeting for a member who cannot attend the meeting and the Proper Officer must be notified by either the member being substituted or the proposed substitute at least one hour before the start of the meeting .

Type of meeting	Members <sup>4</sup>	Substitutes	Quorum
Council	54	n/a	14
Cabinet	9 (maximum)	n/a	4
Health & Well-Being Board	14 core members	n/a	4
Standards Committee	7	n/a	3
Audit Committee	7	n/a	3
Council Constitution Committee	7	n/a	3
Boundary Review Committee	7	n/a	3
Scrutiny Management Board	7		3
Scrutiny Committees	8	n/a <sup>5</sup>	3
Planning Committee	9	9	3
Licensing Committee	10	10	3
Appeals Committee	7	7	3
Personnel Committee	7	n/a	3
Employee JICF	7	7	3

### 5. The role of the Speaker

- 5.1. The person elected at Annual Council to chair meetings of the Council is referred to as the Speaker. A Deputy Speaker is also appointed at Annual Council
- 5.2. The Speaker will:-
  - 5.2.1. Uphold the Constitution and interpret it during Council meetings;
  - 5.2.2. To ensure that the business of the Council is carried out efficiently and with regard to the rights of all Members and the community as a whole including the variation of the order of business (except those items marked with an asterisk in 3 above)
  - 5.2.3. Ensure that the Council meeting is a forum for debate of matters of concern to the local community and the place for members who are not on the Cabinet to hold the Cabinet to account
  - 5.2.4. The Deputy Speaker, or in his absence any Member elected to preside if the Speaker is not present, may exercise any of these powers or duties.

### 6. The role of the Mayor

- 6.1. Elected at Annual Council the Mayor will:-

<sup>4</sup> The number of members for each Committee/Board is determined at the Annual Meeting of the Council

<sup>5</sup> except for call-in meetings

- 6.1.1. Preside over the meetings of Council, including commencing the meeting, signing the minutes and handing over to the Speaker to manage the remainder of business on the agenda. In the event of an equality of votes, the Mayor can exercise the casting vote;
- 6.1.2. Attend such civic and ceremonial functions that the Council and he/ she determines are appropriate;
- 6.1.3. Promote public involvement in the Council's activities.
- 6.2. The Deputy Mayor, also appointed at Annual Council, may exercise any of these powers or duties in the absence of the Mayor.

## **7. Questions**

### **Questions on reports of the Leader, Cabinet or Committee**

A Member may ask the Leader of the Council or the Chairman of a Committee any question without notice about any matter arising out of a report when it is being received or under consideration by Council.

### **Other questions at Ordinary meetings of the Council - Members**

- 7.1. All other questions must be submitted to the Proper Officer by 5:00pm at least 2 working days before the meeting unless the Speaker and the person to whom the question is to be put agree that the matter is urgent in which case the question must be provided to the Proper Officer 24 hours before the time of the meeting.
- 7.2. Questions can be asked of any member of the Cabinet and the Chairman of any Committee, etc. about any matter in relation to which the Council has powers or duties or which affects the Borough.
- 7.3. The Speaker may, in consultation with the Managing Director or the Proper Officer rule a question out of order if questions do not meet these requirements or in his/her opinion it would risk the defamation of any individual.

### **Process for asking questions at Council - Members**

- 7.4. A maximum of 30 minutes is allocated for this process and questions are tabled at the meeting, printed in the order in which they are received.
- 7.5. An answer will be provided by the Member to whom the question was put or his/ her nominee and can be either a direct oral answer, a reference to an already existing publication or, if the reply cannot be conveniently be given orally, or the 30 minute time period has expired, a written answer will be circulated to all Members via the Council's intranet or e-mail within five clear working days.
- 7.6. The Member asking the question may respond once without notice to any reply on the subject of the question.
- 7.7. A Member may speak for no more than 3 minutes when asking a question/ supplementary question or providing answers.

### Public questions at Ordinary meetings of the Council

- 7.8. All questions must be submitted to the Proper Officer by 5:00pm at least 7 working days before the meeting. An individual or organisation may only ask one question per meeting which cannot be more than 50 words long
- 7.9. Questions can be asked of any member of the Cabinet about any matter in relation to which the Council has powers or duties or which affects the Borough.
- 7.10. The Speaker may, in consultation with the Managing Director or the Proper Officer, rule a question out of order if questions do not meet these requirements or in his/her opinion it would risk the defamation of any individual, has been asked in the previous 6 months, relates to confidential or exempt information or relates to an individual or personal dealings with the Council.

### Process for the public asking questions at Council

- 7.11. A maximum of 15 minutes is allocated for this process and questions are tabled at the meeting, printed in the order in which they are received. A maximum of 2 minutes is allocated for each question and answer
- 7.12. An answer will be provided by the Member to whom the question was put or his/ her nominee and can be either a direct oral answer, a reference to an already existing publication or, if the reply cannot be conveniently given orally, or the 15 minute time period has expired, a written answer will be sent to the person asking the question and to all Members.<sup>6</sup>

## 8. Motions

- 8.1. There are 2 types of Motion, those that can be moved during debate and those for which notice is required.

### Motions without notice

- 8.2. The following motions can be moved without notice during the Council meeting:-
  - 8.2.1. to appoint a Chairman
  - 8.2.2. in relation to the accuracy of the Minutes
  - 8.2.3. to change the order of business in the agenda
  - 8.2.4. to refer something to an appropriate body or individual
  - 8.2.5. to appoint a committee or member arising from an item on the agenda for the meeting
  - 8.2.6. to receive reports or adoption of recommendations of Committees or officers and any recommendations following from them
  - 8.2.7. to extend the time limit for speeches
  - 8.2.8. to suspend a particular Council Rule
  - 8.2.9. to adjourn the meeting
  - 8.2.10. to exclude the public and press
  - 8.2.11. to not hear further from a Member or to exclude them from the meeting
  - 8.2.12. to give the consent of the meeting where its consent is required by this Constitution
  - 8.2.13. to ask for a Recorded Vote
  - 8.2.14. to withdraw the motion

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<sup>6</sup> See also the [Protocol for Public Questions](#)

## Council Rules

- 8.2.15. to amend the motion
- 8.2.16. to proceed to the next business<sup>7</sup>
- 8.2.17. that the question be now put<sup>8</sup>
- 8.2.18. to adjourn the debate<sup>9</sup>
- 8.3. The Speaker may ask for a written version of a Motion or a proposed amendment to be provided to him before it is discussed.
- 8.4. A Member may alter a Motion without notice which he/ she has moved with the consent of the Secunder and the meeting. This shall be given without discussion.

### Motions with notice

- 8.5. Other Motions must be submitted to the Proper Officer by 5:00pm at least 7<sup>10</sup> clear working days before the meeting.
- 8.6. Motions received will be published on the Council agenda in the order in which they are received.
- 8.7. Motions must relate to matters for which the Council has responsibility or which affect the Borough of Telford & Wrekin.
- 8.8. A Member may alter a Motion with notice which he/she has moved with the consent of the meeting. This shall be given without discussion.

### Special Motions with notice - Rescinding a previous decision

- 8.9. A Motion or amendment to rescind a decision made at Council in the last 6 months can only be considered once in the 6 months immediately following the date of the original decision if the notice of motion is signed by at least 10 members.
- 8.10. A motion or amendment that is substantially similar to one that has been rejected by Council in the last 6 months can only be considered once in the 6 months immediately following the date of the original decision if the notice of motion is signed by at least 10 members.

## 9. Rules of Debate

- 9.1. Other than when asking questions or when these rules have been suspended Members can speak on the motion, any proposed amendment to the motion and on any further amended motion as detailed below:-

	Substantive motion	Propose amendments	Proposed amendment	Right of reply	Length of speech
Proposer	✓ <sup>11</sup>	✗ <sup>12</sup>	Right of Reply	✓	5 minutes

<sup>7</sup> If the Speaker considers that the item has been sufficiently discussed he/ she will put the motion to the vote and if passed give the mover of the Substantive Motion a right of reply

<sup>8</sup> If the Speaker considers that the item has been sufficiently discussed he/ she will put the motion to the vote and if passed give the mover of the Substantive Motion a right of reply

<sup>9</sup> If the Speaker considers that the item has not been sufficiently discussed and cannot reasonably be so he/ she will put the motion to the vote without giving the mover of the Substantive Motion a right of reply

<sup>10</sup> A notice of motion of no confidence in the cabinet as a whole or individual members (including the Leader) requires 10 clear working days notice

<sup>11</sup> The Proposer must move the motion and explain the purpose of it

## Council Rules

			only		
<b>Seconder</b>	✓ <sup>13</sup>	✗	✓	✗	3 minutes
<b>All other members except the Mayor/Speaker</b>	✓	✓	✓	✗	3 minutes

### Amendments to Motions or Recommendations

- 9.2. Amendments can be proposed that:-
- 9.3. Refer the matter to an appropriate body or individual for consideration or reconsideration
- 9.4. Any combination of leaving out words and/or adding others as long as this does not negate or substantially alter the Motion.
- 9.5. Only one Motion can be moved and debated at any one time.
- 9.6. No more than one amendment can be proposed to either the substantive Motion or the amended Motion at any one time.

### Withdrawal of Motions

- 9.7. A Member may withdraw a Motion which he/she has moved with the consent of the seconder and the meeting. This shall be given without discussion.

## 10. Speeches

Purpose of speech	Who can make the speech	Duration
Presenting a report or moving a motion	Member presenting a report or moving a motion	5 minutes
The adoption of minutes	Member moving the adoption of minutes	5 minutes
Speeches at: AGM; Budget debate; and State of the Borough debate	Leader Leaders of 2 main opposition groups Leader (right of reply)	20 minutes 10 minutes 10 minutes
Point of Order	Any member	3 minutes
Personal Explanation	Any member	3 minutes

### Point of Order

- 10.1. A point of order can be raised at any time and will be heard by the Speaker as soon as it is raised. It must allege a breach of the Council Rules or the law and the Member must indicate the rule or the law and the way in which he/she considers it has been broken. The decision of the Speaker in respect of the matter is final.

### Personal Explanation

- 10.2. A Member can make a personal explanation at any time. It can only relate to a material part of an earlier speech which relates to them and appears to have been misunderstood during the debate. The ruling of the Speaker in respect of the personal explanation is final.

<sup>12</sup>See rules on altering and withdrawing motions – rules 8.4, 8.8 and 9.7 above

<sup>13</sup>No motion can be debated until it has been seconded however the person seconding the motion may reserve his/ her right to speak until later in the debate

### Speaking

- 10.3. Except with the leave of the Speaker all Members must stand and address the meeting through the Speaker. When more than one member is standing up the Speaker will invite one of them to speak and the remaining Members must sit down and remain seated.
- 10.4. When a Member is speaking all Members must remain seated unless they wish to make a Point of Order or a Point of Personal Explanation.
- 10.5. The Speaker may allow officers to give advice to Council as and when appropriate in which case the rules on speaking for Members apply.

### 11. Voting

- 11.1. Subject to rules 11.2 to 11.4 below any matter is decided by a simple majority of those present and voting in the room. This can be done either by a show of hands or, if there is no dissent, by the affirmation of the meeting
- 11.2. The Mayor has a casting vote if there equal numbers of votes for and against a matter. There is no restriction on how the Mayor may exercise this casting vote.
- 11.3. Seven<sup>14</sup> Members may, before the vote is taken, ask for a Recorded Vote which would record in the minutes the way in which individual Members voted.
- 11.4. After a vote is taken any Member can ask for the way that they voted to be recorded in the minutes.
- 11.5. If three or more people are nominated for a position and there is no clear majority of votes in favour of one of them then the person with the fewest votes is rejected and a new vote is taken. This process continues until there is a majority of votes for one person.

### 12. Conduct

#### Members

- 12.1. When the Speaker stands up or indicates in some other manner the Member speaking must stop speaking and sit down and the meeting must be silent.
- 12.2. Any Member can move that another member be not heard further if that Member is persistently disregarding the ruling of the Speaker or behaving improperly or offensively or deliberately obstructing business. Any such Motion will, if seconded, be voted on without debate.
- 12.3. If, after such a Motion is carried, the Member continues to behave improperly then the Speaker may move that the Member leaves the meeting and/or that the meeting is adjourned for as long and to such a place as he/she considers appropriate. Any such Motion will, if seconded, be voted on without debate.

#### Public

- 12.4. If a member of the public interrupts proceedings or continually interrupts proceedings then the Speaker may either warn them about their behaviour or order their removal from the meeting room as he/she considers appropriate.

### General Provisions

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<sup>14</sup> 2 members for committees

## Council Rules

12.5. If there is general disturbance which, in the opinion of the Speaker, makes orderly business impossible then the Speaker may adjourn the meeting for as long and to such a place as he/she thinks appropriate or call for all or any part of the meeting room to be cleared.

### **13. Suspending Council Rules**

13.1. These Council Rules, except 10.4 and 11 can be suspended by Motion on notice or without notice if there are at least 50% of the members present. Any suspension under this rule will last only for the duration of that Council Meeting.

## LEADER/ CABINET TERMS OF REFERENCE

The Leader/ Cabinet will:-

- 1.1. Take decisions to that will implement the policy of the Council within the Budget & Policy Framework<sup>1</sup>
- 1.2. Appoint Cabinet Members except the Deputy Leader who is appointed by full Council
- 1.3. Appoint representatives to outside bodies (unless it is a Council appointment or the appointment has been delegated)
- 1.4. Subject to Urgency Provisions, agreeing decisions proposed to be taken by a Decision Taker that are within the Budget & Policy Framework Procedure Rules
- 1.5. Confirm the appointment and dismissal of the Statutory Officers, other Directors and Assistant Directors;
- 1.6. Those local choice functions that the Council decides should be undertaken by the Leader/ Cabinet rather than the Council and all other matters which by law must be reserved to the Leader/ Cabinet and the delegation, as far as the law allows, of these functions.

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<sup>1</sup> Including virement limits and the degree of in year changes to the Policy Framework that may be made by the Leader.

## The Leader & Cabinet Rules

1. **The Leader**
2. **The Deputy Leader**
3. **The Cabinet and cabinet members**
4. **Notice of meetings/ Attendance at meetings**
5. **Business to be transacted at Cabinet meetings**
6. **Decision-making**
7. **Voting**
8. **Other procedural rules**
9. **Developing the Budget Framework**
10. **Developing the Policy Framework**

### 1. **The Leader**

- 1.1. The Leader is appointed by Council for a four year term and, subject to 1.7, below holds office until the day after the Annual Meeting after the first full Council Elections after his/ her election and is responsible for the implementation of the Budget & Policy Framework and developing the Budget and Policy Framework.
- 1.2. All functions of the Authority are vested in the Leader except in so far as they are reserved to the Council by legislation or they are functions identified as those which may be made either by Council or the Leader, (as amended from time to time), and a decision has been made by Council that they are Council functions<sup>1</sup>. These are detailed in the Responsibility for Functions.
- 1.3. The Leader may invite the Council to review and re-allocate the responsibility for these Council functions at any time.
- 1.4. The Leader may only take decisions, including Key Decisions, that are within the Council's Budget and Policy Framework.
- 1.5. The Leader may delegate any or all of his/ her functions, including the taking of Key Decisions, to the Cabinet, a sub-committee of cabinet, an individual cabinet member (including the Deputy Leader), an officer, a joint committee or another local authority. Delegations made by the Leader are detailed in the Responsibility for Functions.
- 1.6. Any changes to the delegations made by the Leader will be notified to the person or committee concerned<sup>2</sup> and to the Proper Officer who will report the changes to the next meeting of Council .
- 1.7. The Leader will continue in office unless he/she:-
  - 1.7.1. resigns from office
  - 1.7.2. is suspended from being a Councillor
  - 1.7.3. is no longer a Councillor
  - 1.7.4. is removed from office by resolution of the Council by way of motion of no confidence submitted with at least 10 working days notice which is signed by at least 25% of all Councillors

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<sup>1</sup> These Council functions may be delegated to a committee, a sub-committee, a joint-committee or an officer

<sup>2</sup> Notice to any committee, including a Joint Committee will be effective if it is given to the Chairman of that committee

## The Leader & Cabinet Rules

- 1.7.5. is removed from office by resolution of the Council in the event of a change in political control of the Council

### 2. The Deputy Leader

- 2.1. The Leader will appoint one of the members of the Cabinet to act as his/her Deputy. The Deputy Leader must act in the place of the Leader if the Leader is for any reason unable to act or the office of Leader is vacant.
- 2.2. Subject to 3.7 below the Deputy Leader will hold office until the end of the term of office of the Leader
- 2.3. If a vacancy occurs in the office of Deputy Leader, the Leader must appoint another person in his/her place. The appointment will take effect when the Leader provides written confirmation of the appointment to the Proper Officer.

### 3. The Cabinet

- 3.1. The Cabinet is chaired by the Leader of the Council<sup>3</sup> and between 2 and 9 other members (including the Deputy Leader but not including the Mayor, the Deputy Mayor, Speaker or Deputy Speaker) appointed by the Leader.
- 3.2. The Leader will provide notification of Cabinet appointments and replacements to the Proper Officer in writing as soon as is reasonably practicable after they have been made.
- 3.3. The Cabinet, or individual cabinet members (including the Deputy Leader) are responsible for day to day decision-making of (mainly) Key Decisions that have been delegated to them by the Leader either collectively or individually and implementing the policies and priorities in accordance with the Budget and Policy Framework which is determined by Council. Cabinet also has a key role in supporting the Leader in Developing the Budget and Policy Framework.
- 3.4. If for any reason the Leader is unable to act or the office of Leader is vacant and the Deputy Leader is unable to act or the office of Deputy Leader is vacant, the Cabinet must act in the Leader's place or must arrange for a member of the Cabinet to act in his/her place.
- 3.5. The quorum of the meeting is 4 and substitutes are not allowed.
- 3.6. Co-optees can be appointed to cabinet sub-committees<sup>4</sup> but they cannot be given voting rights.
- 3.7. A Cabinet member (including the Deputy Leader) holds office until he/she:-
  - 3.7.1. resigns from office
  - 3.7.2. is suspended from being a Councillor
  - 3.7.3. is no longer a Councillor
  - 3.7.4. is removed by the Leader, this removal will take effect when the Leader gives written notice of it to the Proper Officer

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<sup>3</sup> In the absence of the Leader the Deputy Leader will chair the meeting. In the absence of the Deputy Leader the chair will be appointed by the members present at the meeting.

<sup>4</sup> Co-optees can be appointed for a fixed term or as a standing member – there is a 1 month notice period on either side.

## The Leader & Cabinet Rules

- 3.7.5. is removed from office by resolution of the Council by way of motion of no confidence submitted with at least 10 working days notice which is signed by at least 25% of all Councillors
- 3.7.6. is removed from office by resolution of the Council in the event of a change in political control of the Council

### 4. Notice of meetings/ Attendance at meetings

- 4.1. The time and date of Cabinet meetings are agreed in advance by Annual Council. Subject to 4.2 below additional meetings may be called, or the time and date of meetings may be changed by the Proper Officer at the request of the Leader or any Statutory Officer where a decision is an Urgent Decision or it is otherwise reasonable to do so.
- 4.2. The Proper Officer will give 5 clear working days notice of Cabinet meetings.
- 4.3. Cabinet meetings are held in public. When the meeting considers confidential information or exempt information (subject to the relevant public interest tests) then the meeting will consider that agenda item in private and, by resolution, members of the public, the press will be excluded and, subject to 4.6 below, non-cabinet members of the Council may be excluded.
- 4.4. The agenda and reports for all meetings will be made available to all Members, in either electronic or printed formats.
- 4.5. A copy of the Agenda and reports (except confidential or exempt reports) for all meetings, and the Notice of Decisions from previous meetings are placed on the Council's web-site as soon as they are published. A copy of the Agenda and all non confidential or non exempt reports will be available for inspection from Addenbrooke House as soon as the Agenda is published.
- 4.6. The Group Leader (and in their absence the Deputy Group Leader) of all minority groups on the Council can attend and speak on any item on the Agenda
- 4.7. The person chairing the Cabinet meeting may, in their absolute discretion, by prior agreement, allow a member to speak on an item when a decision about it will have a significant effect on their ward.
- 4.8. The Proper Officer will make arrangements to provide briefings for non cabinet members on agenda items during the week prior to the cabinet at such times and in such places as may be agreed from time to time by the Chief Executive and Group Leaders.

### 5. Business to be transacted at Cabinet meetings

Business to be transacted	
Agree terms of reference <sup>5</sup>	✓
Elect a person to preside if the Leader and Deputy Leader are not present	✓ *
Receive any apologies for absence	✓ *
Receive any declarations of interest from Members	✓ *
Consideration of the Record of Decisions of the last meeting <sup>6</sup>	✓ *

<sup>5</sup> At the first meeting after the Annual Council meeting.

<sup>6</sup> The only part of the Record of Decisions that can be discussed is their accuracy. Once approved the Chairman will sign them as a correct record.

## The Leader & Cabinet Rules

Appoint such sub-committees, etc. as the Cabinet consider are required to enable it to efficiently conduct its business and, in respect of those sub-committees agree the size and terms of reference and appoint the Chairman, Vice-Chairman and Members.	✓ **
Matters referred to the Leader from either Council <sup>7</sup> or any Scrutiny Committee <sup>8</sup> ;	✓
Consideration of reports from individual members <sup>9</sup> of the Cabinet or any Statutory Officer;	✓
Consideration of the Notice of Key Decisions and Private Reports/ Meetings; and	✓
matters set out in the agenda for the meeting (Key Decisions shall be identified).	✓

\* Compulsory business, the order of which cannot be varied.

\*\* Where there is a vacancy

### 6. Decision-making

- 6.1. All decisions, notwithstanding who takes them, will be made using the Principles of Decision-making
- 6.2. A Record of Decisions shall be made for all cabinet meetings and all Key Decisions taken, whether taken collectively or individually.
- 6.3. Where an individual or any decision-making body other than the Cabinet is inquorate because of a conflict of interest the decision will be taken by the Cabinet. If the Cabinet is inquorate because of a conflict of interest then the Proper Officer will be instructed to seek an appropriate dispensation from the Standards Committee.

### 7. Developing the Budget Framework

- 7.1. The Council is responsible for adopting the Budget & Policy Framework but the Leader is responsible for developing proposals and implementing it. The process for developing the Budget Framework is:-

Action	Timing
The Leader publishes his/ her draft budget and policy framework proposals in accordance with this timetable	By 31 <sup>st</sup> December or as soon as reasonably practicable thereafter
Consultation including referring proposals to the Efficient Effective Council Scrutiny Committee <sup>10</sup> and community and stakeholder groups	At least 4 weeks from publication of draft proposals
The Leader considers the responses from the budget consultation, including reports from the Efficient Effective	Pre 11 <sup>th</sup> March

<sup>7</sup> Any resolution of Council referred to Cabinet for consideration will be considered, at latest, at the next scheduled meeting of the Cabinet

<sup>8</sup> These may be limited by the Proper Officer depending upon the business to be transacted at the meeting

<sup>9</sup> These may only be submitted with the agreement of the Leader

<sup>10</sup> This committee must consider budget proposals proposed by any Opposition Group before Cabinet present their final proposals to Council

## The Leader & Cabinet Rules

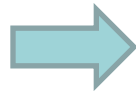
Council Scrutiny Committee and Opposition Groups and may amend his/ her proposals	
The Leader will submit his/her final proposals (including responses to consultation) to Council for adoption	Pre 11 <sup>th</sup> March

### **8. Developing the Policy Framework**

- 8.1. Development of any element of the Policy Framework will be managed by the Leader in a similar way to the development of the Budget Framework, see 7 above, in that proposals will be agreed by the Leader and consulted upon (for a minimum of 4 weeks) (including referring proposals to the relevant scrutiny committee before being re-considered by the Leader in the light of consultation responses and submitted to Council for adoption)

# Constitution – An overview

*How does the council work?*



1. Introduction

*Decision-making*



2. Who makes decisions?  
3. What decision can they make and how do they make them?

*Governance – scrutiny, overview and transparency*



4. Scrutiny  
5. Oversight  
6. Transparency

# Constitution 1

*How does the council work?*

Introduction: A summary and explanation of how the Council works

# Constitution 2

*Decision-making*

2. Who makes decisions?



Details the Council committees including Leader's powers and officers roles in decision-making

# Constitution 3

*Decision-making*

3. What decision can they make and how do they make them?



Explanation of functions and split between Leader and Council and terms of reference of :-

Council  
Leader/ Cabinet  
Boundary Review Cmte  
Health & Wellbeing Board  
Licensing Committee  
Planning Committee

and delegation to officers

# Constitution 4

*Governance – scrutiny,  
oversight and  
transparency*

4. Scrutiny



Scrutiny Rules (high level  
overview, details contained in the  
Scrutiny Handbook which is not  
part of the Constitution.)

# Constitution 5

*Governance – scrutiny,  
oversight and  
transparency*

5. Oversight



Codes of Conduct for Members  
and Officers  
Protocol for member/ officer  
relations  
Financial Regulations (inc  
Contract Rules)  
Officer Employment Rules

Terms of reference and  
procedure rules for:-

Appeals Committee  
Audit Committee  
Constitution Committee  
Personnel Committee  
Standards Committee

# Constitution 6

*Governance – scrutiny,  
oversight and  
transparency*

6. Transparency



Citizens and the Council  
Access to information Rules  
Key decisions

The Committee has the responsibility on behalf of the Council in respect of public health and health and wellbeing responsibilities within the Borough.

### TERMS OF REFERENCE

1. The HWB is responsible for guiding and overseeing:
  - 1.1. The ongoing development of the joint strategic needs assessment (JSNA)
  - 1.2. Developing a high-level joint health and wellbeing strategy (JHWBS), based upon the findings of the JSNA
  - 1.3. The establishment of sound joint commissioning arrangements
  - 1.4. The development of HealthWatch forum for public and patient engagement and involvement
  - 1.5. The transfer of Public Health responsibilities and arrangements to the local authority
2. The HWB will provide a key forum for public accountability of NHS, social care for adults and children and other commissioned services that the HWB agrees are directly related to health and wellbeing in Telford and Wrekin.
3. The HWB has a duty to encourage integrated working between local health, social care and health-related commissioners.
4. The HWB will have a link to the overarching Telford and Wrekin Local Strategic Partnership but will also very much function in its own right. The HWB will work closely with the Children, Young People and Families Board, Safer Community Board, in addition to the existing adult partnership boards, in order to ensure the focus on the improved health and wellbeing outcomes for the whole population of Telford and Wrekin.
5. The HWB will lead on the development of a Telford and Wrekin Joint Health and Wellbeing Strategy (JHWBS) for residents which drives health improvement, plans to deliver this strategy and keeps the implementation of these plans under review.
6. Through the JHWBS, the HWB will oversee a commissioning programme of service and/or pathway redesign to better meet the needs of patients and service users and to deliver improved outcomes. Successful delivery of this will be dependent on the HWB developing effective management mechanisms with both primary care and secondary care providers where relevant or appropriate.
7. The HWB will link into the Local Strategic Partnership, Strategic Boards and associated Partnership Boards, making recommendations to Full Council, NHS Commissioning Board, and the Clinical Commissioning Group Board, as appropriate.
8. The HWB will analyse the priorities for deployment of health and care resources in the area based on information collected through the JSNA and other sources.
9. The HWB will consider options and opportunities to maximise the impact of aligning the deployment of resources of the health and care agencies in the area on agreed priorities. This will include the joint commissioning of health and social care services for children, families, and adults in Telford and Wrekin, to meet identified needs and to consider any relevant plans and strategies regarding joint commissioning of health and social care services for children and adults.

## TELFORD & WREKIN HEALTH AND WELLBEING BOARD TERMS OF REFERENCE

10. The HWB will oversee the development of this proposed joint commissioning activity, ensuring any proposed activity is aligned with local priorities and levels of need and is undertaken within available resources. To consider options for joint commissioning and procurement between relevant organisations to support this work.
11. The HWB will oversee all areas of health and social care commissioning activity for people of all ages, to ensure that commissioning priorities are in line with those set through analysis of the JSNA and the local JHWBS. This commissioning activity includes all local services commissioned by Telford and Wrekin CCG, Telford and Wrekin Council, Joint Commissioning CCG/Council and NHS Commissioning Board, which could include local: specialised services; secondary dental care; general dental services; GP services; general ophthalmic services; pharmaceutical services; any services for the Armed forces or Offenders; and other primary care.
12. The HWB will consider options for the development of HealthWatch and establish relevant joint working groups in order to undertake this work, ensuring that appropriate engagement and involvement with existing patient and service user involvement groups takes place.
13. The HWB will consider appropriate arrangements for the transfer of Public Health responsibilities to Telford and Wrekin Council, and to propose and consider relevant governance and organisational structures to support this work.
14. The HWB will keep under review, the financial and organisational implications of joint and integrated working across health and social care services, ensuring that performance and quality standards for health and social care services to children, families and adults are met and represent value for money across the whole system.
15. The HWB will identify and act upon changes that may be required following new guidance to establish a formal Health and Wellbeing Board.
16. The HWB will propose recommendations, as appropriate to:
  - 16.1. Telford and Wrekin Council's Full Council
  - 16.2. NHS Commissioning Board
  - 16.3. Telford and Wrekin Clinical Commissioning Group Board
17. The HWB will ensure that the HWB works to promote the achievement of the objectives of the organisations represented on the Board, including the establishment of the Council's new health improvement responsibilities.

### **General**

18. Annually at the first meeting after the Annual Council Meeting consider its terms of reference

## **PROCEDURE**

### **General**

1. Unless specifically provided for in these Terms of Reference the Council Procedure Rules govern the way that committees operate but these may be varied or suspended<sup>1</sup> at the discretion of the Chairman of the Committee in the interests of efficient and effective management of the committee.

### **Membership**

2. Members of the HWB will comprise representatives from the Clinical Commissioning Group, Telford & Wrekin Council, Healthwatch and NHS Commissioning Board. The core members are:
  - 2.1. Cabinet Member responsible for wider Health services and Deputy Leader TWC (Chair HWB)
  - 2.2. Cabinet Member for Adult and Social Care
  - 2.3. Cabinet Member for Children, Young People and Families
  - 2.4. Cabinet Member for Leisure and Wellbeing
  - 2.5. Director responsible for Adult Social Care
  - 2.6. Director responsible for Children's Services
  - 2.7. Director of Public Health
  - 2.8. Local Area Team NHS Commissioning Board representative
  - 2.9. Chair of Telford and Wrekin Clinical Commissioning Group (CCG) (Vice Chair HWB)
  - 2.10. Non Executive Director from Clinical Commissioning Group
  - 2.11. Chief Operating Officer Clinical Commissioning Group
  - 2.12. Representative of local Healthwatch
  - 2.13. Each opposition Group with 4 or more elected members shall have one place on the Health and Wellbeing Board with voting rights.
  - 2.14. Such other persons, or representatives of such other persons, as the Local Authority thinks appropriate
3. Attendance and support from such other persons, according to the agenda, including:
  - 3.1. Assistant Directors responsible for Commissioning (AD Care & Support for Adults plus AD Family & Cohesion for Children)
  - 3.2. Assistant Director: Social Care Specialist
  - 3.3. Director of Commissioning, CCG
4. This reflects the statutory minimum membership in the Health and Social Care Act 2012.
5. The members of the Board will be advised and supported by officers from the local authority and CCG.
6. Members agree to share all relevant information and data, to allow performance, and other joint working arrangements, to be properly monitored and managed.

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<sup>1</sup> With the exception of paragraph 12

### **Disqualification for Membership**

7. Any person who would be disqualified from being able to stand for election as a councillor will be disqualified from being a member of a committee or sub-committee of a local authority. The regulations state that these disqualifications will be retained for HWB, but the regulations will ensure the disqualifications do not apply to HWB in so far as they cover disqualifications in respect of members of the board holding any paid employment or office in the local authority – this allows the Directors of Adult Social Services, Children’s Services and Public Health to be formal members of the HWB.
8. The following disqualifications will be retained for members of the HWB:
  - 8.1. Being the subject of a bankruptcy restrictions order or interim order
  - 8.2. Having been convicted in the United Kingdom, the Channel Islands or the Isle of Man of any offence and has had passed a sentence of imprisonment (whether suspended or not) for a period of not less than three months without the option of a fine

### **Voting Rights**

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

### **Meetings**

10. The Health and Wellbeing Board will meet bi-monthly. Dates and times of meetings will be agreed and published in advance.
11. Agendas and supporting papers will be issued at least five clear days before each meeting and action notes will be produced, confirmed as a true record of the meeting and signed by the Chair.
12. Members of the public, and press will have access to the meetings. A Protocol will be developed and agreed by HWB.

### **Quorum**

13. Quorum of one quarter is required, cross section of partners represented, (the minimum number of members that need to be in attendance before decisions can be taken). Business shall not be transacted at a meeting of any Council Committee unless at least one quarter of the whole number of the Committee is present.

### **Code of Conduct and Declaration of Interest**

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

**Access to Information/Transparency Provisions**

15. Meetings of the HWB will be held in public, although the press and public may be excluded during consideration of any matter which would involve the disclosure of confidential or exempt information.
16. The agenda and papers for meetings of the Board, except for any documents that may disclose confidential or exempt information, will be made available for public inspection five days before the meeting.

**Reporting Mechanisms/Accountability**

17. The HWB, as a Committee of the Council, will report to Full Council.
18. The HWB will regularly update the Telford and Wrekin Local Strategic Partnership with its progress and specific contributions to achieving the vision and priorities of Telford and Wrekin.
19. The actions of the HWB will be subject to independent scrutiny by the relevant members of the Overview and Scrutiny Committee of the Council.
20. The Board will review its structure, membership and activities in response to any further guidance.

**Establishment of Sub-Committees**

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

**Scrutiny**

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

The Licensing Committee will undertake the licensing functions of the Council in respect of:-

### **LICENSING AND REGISTRATION FUNCTIONS**

1. As set out in Schedule 1 to the Local Authorities (Functions and Responsibilities) (England) Regulations 2000/2853 (as amended) and including functions under the Licensing Act 2003 and the Gambling Act 2005 (excluding paragraphs 37/38 and 46A – 55).

### **HEALTH & SAFETY AT WORK/ FIRE SAFETY**

2. Functions under any of the relevant statutory provisions within the meaning of Part I (health, safety and welfare in connection with work, and control of dangerous substances) of the Health and Safety at Work etc Act 1974, to the extent that those functions are discharged otherwise than in the Council's capacity as an employer.
3. Matters relating to fire safety

### **HEALTH ACT 2006**

4. All powers and duties under the Health Act 2006 Part 1 Chapter 1 and legislation given effect there under including authority to prosecute as it relates to smoking matters.

### **ELECTIONS**

5. As set out in Schedule 1 to the Local Authorities (Functions and Responsibilities) (England) Regulations 2000/2853 (as amended).
6. Functions relating to community governance as set out in the above Regulations

### **MISCELLANEOUS**

7. Power to make payments or provide other benefits in cases of maladministration etc
8. Powers in respect of common land, village greens and open space
9. Powers in respect of the management and regulation of alcohol in public places, the provision and management of site for the accommodation of gypsies and the closure of take away food shops
10. Annually at the first meeting after the Annual Council Meeting consider its terms of reference
11. Power to determine fees and charges in respect of any of the above functions

### **PROCEDURE**

1. As a general rule the Council Procedure Rules govern the way that committees operate but these may be varied or suspended<sup>1</sup> at the discretion of the Chairman of the Committee in the interests of efficient and effective management of the committee.
2. Separate procedures will apply when the committee is undertaking administrative or quasi-judicial functions.

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<sup>1</sup> With the exception of paragraph 12

## PLANNING COMMITTEE TERMS OF REFERENCE

### TERMS OF REFERENCE

The Planning Committee will determine the following:

1. All matters relating to planning permission, permitted development rights, development control. Matters are specifically reserved to the Planning Committee where the following applies:
  - 1.1. A proposal that involves the Council as either applicant or landowner (or has a financial interest) and the proposal is a Major application i.e. residential – 10 or more units / development over 0.5 ha and non residential - creation of 1000m<sup>2</sup> gross floor area/ development over 1ha excluding reserved matters applications application;
  - 1.2. The application is submitted by or on behalf of a Senior Officer of Telford & Wrekin Council (third tier and above) or an elected member;
  - 1.3. If formally requested by the relevant Ward Member or relevant Parish Council
  - 1.4. If a departure from policy and officers are recommending approval
  - 1.5. If it includes a S106 relating to new financial contributions/ affordable housing provision
  - 1.6. The number and nature of representations from the public against officer recommendation is, in the opinion of the Service Delivery Manager: Development Management and/or Area Planning Officer, sufficient to require that the application should be determined by Board
2. Listed building and Conservation Area consent
3. Confirmation of Tree Preservation Orders, the protection of hedgerows and powers in respect of hedges and dangerous trees
4. Enforcement powers in respect of unauthorised developments
5. Powers in respect of highways, footpaths and bridleways
6. Powers in respect of street naming and numbering

### PROCEDURE

1. As a general rule the Council Procedure Rules govern the way that committees operate but these may be varied or suspended<sup>1</sup> at the discretion of the Chairman of the Committee in the interests of efficient and effective management of the committee.
2. Separate procedures will apply when the committee is undertaking administrative or quasi-judicial functions and there is a scheme for public speaking at Plans Board.

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<sup>1</sup> With the exception of paragraph 12

1. **What is Scrutiny?**
2. **How does it work?**
3. **The Scrutiny Assembly**
4. **Scrutiny Committees**
5. **The Scrutiny Management Board and the role of individual Chairmen**
6. **Working Practices**
7. **Call-in**
8. **Procedural Rules**

### **1. What is scrutiny?**

- 1.1. There is a Scrutiny Assembly, and a minimum of 2 and a maximum of 6 Scrutiny Committees (including the Scrutiny Management Board) that oversees and scrutinises the work of the Leader and his/ her Cabinet and the Council as a whole.
- 1.2. This allows members outside the Cabinet and citizens to have a greater say in Council matters by investigating issues of local concern. This can include questioning Cabinet Members, senior officers of the Council and inviting people from outside the Council to give opinions and expert advice.
- 1.3. Scrutiny Committees also have the power to scrutinise the services provided by organisations outside the Council e.g. NHS services and the work of the Community Safety Partnership.
- 1.4. Scrutiny Committees can make reports and recommendations to Leader, the Council and some partner organisations. The Decision Takers are not required to implement the recommendations but do have to consider any recommendations made.
- 1.5. Scrutiny also monitors the decisions of Decision Takers. They can 'call-in' a decision which has been made by the Decision Taker but not yet implemented. This enables them to consider whether the decision is appropriate. They may recommend that the Decision Taker reconsider the decision. They may also be consulted by the Leader, other Cabinet members or the Council on forthcoming decisions and the development of the Budget & Policy Framework.
- 1.6. The Council has appointed a Scrutiny Officer with statutory responsibilities to promote the role of the Council's scrutiny committees within the authority, support the work of the scrutiny committees by providing help and advice to scrutiny members but also those being scrutinised. (This role cannot be held by the Head of paid Services, the Chief Finance Officer or the Monitoring Officer.)
- 1.7. There is a Scrutiny Handbook which does not form part of the Constitution but contains the more detailed operational notes about how the scrutiny function is performed.

### **2. How does it work?**

- 2.1. Scrutiny is not designed for use for political purposes and accordingly the existence and nature of any party whip must be disclosed at the start of any Scrutiny Assembly or Scrutiny Committee meeting.

### 3. The Scrutiny Assembly

#### Who is on it

- 3.1. All members of the Council who are not Cabinet Members.
- 3.2. The scrutiny committee that covers education matters has statutory co-optees and other scrutiny committees may also co-opt members.
- 3.3. The Mayor does not sit on any committees but may attend and participate (but not vote) if he or she wishes.

#### What does it do?

- 3.3.1. The Scrutiny Assembly acts as a consultee on scrutiny matters. This may be done by e-mail or at meetings as deemed necessary.

### 4. Scrutiny Committees

#### Who is on them?

- 4.1. Membership of the Scrutiny Committees is determined at Annual Council but can be changed from time to time at the request of the relevant Group Leader to the Proper Officer.

#### What do they do?

- 4.2. Each committee will:
  - 4.2.1. Scrutinise the work of the Council according to their terms of reference as included in the Scrutiny Handbook
  - 4.2.2. Agree the Committee's work programme and undertake this through formal committee meetings, Member Working Groups and sub-groups
  - 4.2.3. meet as required to deliver the work programme
  - 4.2.4. be entitled to appoint Co-optees in accordance with legislation and the Policy for Co-opting Scrutiny Members as set out in the Scrutiny Handbook.
  - 4.2.5. Act as consultee for draft budget & policy framework policy proposals published by the Leader (Budget & Finance Scrutiny Committee only) and any alternative proposals developed by opposition groups
  - 4.2.6. Review the strategies and policies of the Leader and the Council and to scrutinise any matter affecting local people and make proposals to the Leader.
  - 4.2.7. Review the discharge by the Leader of any of his/ her functions, including comparison of performance against any appropriate targets, plans or standards.
  - 4.2.8. Review any decisions or proposed decisions of the Council and of Decision Takers, including call-in (Scrutiny Management Board only).
  - 4.2.9. Consider any matters which affect the Council or its administrative area or the inhabitants of that area and to make recommendations to the Council or the Leader arising from that consideration.
  - 4.2.10. Consider any matter referred to it by the Scrutiny Management Board, from the Leader or the Council and make recommendations to the Leader or the Council accordingly.
  - 4.2.11. Consider applications for additional items to go on the Work Programme
  - 4.2.12. Consider any Councillor Calls for Action and/ or Petitions
  - 4.2.13. Scrutinise the planning and provision of NHS services for the population of Telford and Wrekin. This power has been delegated by Council to the Health and Adult Care Scrutiny Committee including the power of referral to the Secretary of State for Health.
  - 4.2.14. Scrutinise the work of partner organisations in accordance with national legislation and good practice.

- 4.3. The Scrutiny Committees statutory and constitutional duties and powers include:-
- 4.3.1. powers of a Scrutiny Committee in relation to Leader and Cabinet Executive decisions made but not implemented as set out in **section 21(3) of the Local Government Act 2000** i.e. Call-in of decisions taken but not yet implemented
  - 4.3.2. Scrutiny of the Crime and Disorder Reduction Partnership (as set out in **section 19 of the Police & Justice Act (2006)**).
  - 4.3.3. Scrutiny of Flood and Water Management (as set out in the **Flood and Water Management Act 2010**).
  - 4.3.4. Consideration of Social Care referrals on health and social care issues from Healthwatch as set out in the regulations for the Health and Social Care Act (2012) for the Local Involvement Network (LINK) (as set out in section 226 of the **Local Government and Public Involvement Act (2007)**).
  - 4.3.5. Statutory Scrutiny of Local Area Agreements (as set out in **section 21E of the Local Government Act 2000**).
  - 4.3.6. Statutory health scrutiny function including referral to the Secretary of State for Health and appointing Members and Co-optees to any Joint Health Scrutiny arrangements (as set out in **Section 7 of the Health & Social Care Act (2001)** and amended by the **National Health Service Act (2006)** the **Health and Social Care Act (2012)**).
  - 4.3.7. The powers of a Scrutiny Committee in relation to the consideration of Councillor Calls for Action in relation to the relevant Council priority as set out in **section 21A of the Local Government Act 2000 and section 19(3) of the Police & Justice Act (2006)**.
  - 4.3.8. The powers of a Scrutiny Committee in relation to petitions as set out in the **Local Democracy, Economic Development and Economic Construction Act (2009)**.
  - 4.3.9. Scrutiny of the Leader and Cabinet Executive's budget proposals as set out in the Policy Framework and Budget Procedure Rules of this Constitution.

### 5. Scrutiny Management Board and the role of individual Chairmen

#### Who is on it?

The Chairman, appointed by Council, for each Scrutiny Committee and any other Members appointed by Council. (The Role Description for the Chairman of the Scrutiny Assembly will be set out in the Scrutiny Handbook.)

#### What does it do?

- 5.1. The Scrutiny Management Board will:-
- 5.1.1. co-ordinate, oversee and monitor the delivery of the Scrutiny work programme.
  - 5.1.2. oversee the allocation of scrutiny officer resources to the Scrutiny Committees.
  - 5.1.3. allocate Scrutiny suggestions to the relevant Scrutiny Committee and may make recommendations about priorities for the work programme and joint scrutiny of issues.
  - 5.1.4. be responsible for scrutiny in relation to Leader and Cabinet Executive decisions made but not implemented as set out in **section 21(3) of the Local Government Act 2000** i.e. Call-in of decisions taken but not yet implemented.
  - 5.1.5. receive requests from the Leader and Cabinet Executive or individual Members and/or the Full Council for reports from the Scrutiny Committee and to allocate them if appropriate to one or more Scrutiny Committees.
  - 5.1.6. receive / agree notification of Key Decisions falling within the terms of reference for their scrutiny committee that need to be taken but which are not included on the Notice of Key Decisions and Private Reports/Meetings in accordance with the rules on General Exceptions

- or agree to a Key Decision being considered as an Urgent Decision and therefore being exempt from call-in
- 5.1.7. review and make recommendations to the Council Constitution Committee regarding changes to Scrutiny Arrangements including Call-in. Scrutiny Assembly Members will be informed of any proposed changes.
  - 5.1.8. may make changes to the scrutiny structure and processes after consulting with the Scrutiny Assembly. The Scrutiny Handbook will be updated to reflect the changes. Changes will be reported back to the next full Council meeting.
  - 5.1.9. periodically review and make changes to the Policy for Co-opting Scrutiny Members
  - 5.1.10. the Chairman will report annually to Council on the work of scrutiny in the previous year and priorities for the future.

### **6. Working Practices**

#### **The Scrutiny Handbook**

- 6.1. Details about how to undertake scrutiny reviews and general provisions governing the management of the scrutiny process are contained in the Scrutiny Handbook. The Scrutiny Handbook includes details and protocols on:
  - 6.1.1. Agreeing the Scrutiny Work Programme
  - 6.1.2. Role of Cabinet Members in Scrutiny
  - 6.1.3. Scrutiny Member and Officer relations
  - 6.1.4. Councillor Call for Action
  - 6.1.5. Call – In
  - 6.1.6. Media Protocol
  - 6.1.7. Terms of Reference for the Scrutiny Assembly and Scrutiny Committees
  - 6.1.8. Role Description for the Scrutiny Chairmen
  - 6.1.9. The Policy for Co-opted Scrutiny members
- 6.2. Changes to the Scrutiny Handbook can be agreed by the Scrutiny Management Board in consultation with the Scrutiny Assembly.

#### **Witnesses and other investigatory techniques**

- 6.3. Scrutiny Committees may hold enquiries and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations. They may ask witnesses to attend to address them on any matter under consideration.
- 6.4. Members of the Cabinet and Officers (at Service Delivery Manager and above) can be called to attend Scrutiny Committees to answer questions within their remit about any particular decision or series of decisions, the extent to which the actions taken implement Council policy and/or the performance of the service. Members and Officers called must attend as soon as is practicable but must be given at least 14 days notice of the date of the meeting which notice shall include full details of the issues that they are to be questioned about (for more details see the Scrutiny Handbook).

### 7. Call-in

#### What is it?

- 7.1. The call-in procedure allows, subject to certain limitations, Key Decisions which have been made but not yet implemented, to be referred back to a Decision-Taker for reconsideration. Call-in is split between call-in of decisions that are within the Budget & Policy Framework and those that are outside the Budget & Policy Framework.

#### Call in and urgent decisions

- 7.2. Urgent decisions are exempt from call-in but will be monitored annually by the Scrutiny Management Board. Further information on the process to agree an urgent decision that is exempt from call-in is set out in the Scrutiny Handbook.

#### How can you make a request for call-in of decisions within the budget and policy framework?

- 7.3. A request for call-in must be made, in writing, to the Proper Officer within 3 working days of the Record of Decisions being published. After this the decision becomes effective and can be implemented. If, however a request for a call-in is received within the time limit the decision to which the call-in request relates is suspended and cannot be implemented until the call-in process has been completed.
- 7.4. The request for a call-in must be signed by a minimum of 5 members (or Voting Co-optees) and detail the decision that is being called in and the reasons why it is being called in, having consideration to the Principles of Decision-Making.

#### Limits on call-in

- 7.5. The call-in procedure does not apply to:
- 7.5.1. Decisions taken by the Leader and Cabinet Executive that are urgent;
  - 7.5.2. Decisions of full Council;
  - 7.5.3. Any decisions taken by officers that are not key decisions;
  - 7.5.4. Recommendations from the Leader and Cabinet Executive to the Council;
  - 7.5.5. Specific or individual Employee Relations, Disciplinary or Grievance matters;
  - 7.5.6. Matters which are subject to formal or statutory appeal processes or are sub-judice;
  - 7.5.7. Individual appeal cases for example, Planning, Licensing, Housing, Education;
  - 7.5.8. Decisions of the Standards and Audit Committee or Regulatory Committees;
- 7.6. The Chairman of the Scrutiny Management Board will determine whether the call-in is valid within 3 days of receipt of the call-in request, he / she may, in consultation with the Monitoring Officer, determine that a request for call-in is not valid if he/she reasonably considers that the reason for the call-in does not *prima facie* comply with the Principles of Decision-making or falls outside the remit of call in as set out in 7.5 above.

#### Before the call-in meeting.

- 7.7. The Proper Officer will record the time and date of receipt of the request and will inform the Decision Taker and the Chairman of the Scrutiny Management Board. The final wording of the call-in proposal will be accepted from the lead call in Member up to 2 days after receipt of the call in.

## Scrutiny Rules

- 7.8. The Proper Officer will arrange a meeting of the Scrutiny Management Board and will notify the members who signed/ supported the request for call-in of the time and date and location of the meeting at which the request for call-in will be considered.
- 7.9. In exceptional circumstances where it is not possible to achieve a quorate meeting Scrutiny Management Board within the prescribed timescales, substitute members from the Scrutiny Assembly may be appointed by Group Leaders.
- 7.10. A call-in meeting of the Scrutiny Management Board must be held within 10 working days of the call-in request being received. If it not held within that time the decision being called-in will take effect from that date.
- 7.11. In the meantime the Decision-Taker may meet with some or all of the members supporting the call-in informally to clarify the points at issue and ensure that there is no confusion regarding the decision and to identify whether the concerns expressed in the request for call-in can be addressed by the Decision Taker in the original decision. This can include formal advice from the Monitoring Officer and Chief Finance Officer about whether or not the decision falls within, or is outside the Budget & Policy Framework
- 7.12. Any member may, in writing to the Proper Officer, withdraw their support for a request for call-in until no later than 24 hours before the start of the meeting of the relevant Scrutiny Committee that is due to consider the request for call-in. If, after one or more members have withdrawn their support, there are less than 5 members still in support of the request for call-in it will no longer be valid and the meeting will be cancelled.
- 7.13. The call-in papers which must be circulated to members of the Scrutiny Management Board and other parties involved in/ attending the meeting at least 48 hours prior to the meeting are:-
  - 7.13.1. the original report on which the decision was based
  - 7.13.2. a copy of the call-in request
  - 7.13.3. one side of an A4 sheet of paper setting out the main points of their argument
  - 7.13.4. background information that supports these arguments, which could include budgetary information, statistical information, maps, consultation results or as summary of changes in legislation.

### **The call-in meeting**

- 7.14. The Chairman of Scrutiny Management Board is responsible for the effective management of the call-in meeting and has discretion over the procedure for the meeting. Generally however he or she will ask the members making the request for call-in to identify a lead call-in member who will be invited to present their argument, ask any questions of the Decision-Taker and put forward alternative proposals (30 minutes) and, at the end of the meeting sum up their position if they want to (5 minutes). The Decision Taker (with officer support if appropriate) will have the opportunity to explain their decision and express their views on any alternative proposals (30 minutes) and, at the end of the meeting sum up their position if they want to (5 minutes). Members of the Scrutiny Committee will consider the papers and may ask questions of anyone in attendance at the meeting at any time or when invited to by the Chairman (no time limit) before considering their response to the request for call-in.

- 7.15. Any Scrutiny Committee member arriving at the meeting after the lead call-in member has started his or her presentation will be allowed to remain in the meeting as an observer but will not be allowed to take part in the debate or the voting process. This will be made clear on the agenda for the meeting.

### **Decisions of the Scrutiny Committee on a call-in**

- 7.16. If having considered the proposal contained in the request for call-in, Scrutiny Management Board supports the original decision it may be implemented with immediate effect.
- 7.17. If, having considered the request for call-in Scrutiny Management Board is concerned about the original decision, then the decision remains suspended and it will be referred back to the Decision-Taker for reconsideration, or, if the decision is deemed to be outside the Policy and Budget Framework refer the matter to full Council. (see Call in of Decisions outside the Budget & Policy Framework below). These meetings will take place as follows:-
- 7.17.1. full Council - within 10 working days of the call-in meeting
- 7.17.2. Cabinet - at the next scheduled meeting of the cabinet
- 7.17.3. Individual Decision-Taker - within 3 working days of the call-in meeting.
- 7.18. Whether a call-in proposal is supported or not, members may come to agreement on any comments they wish to pass to the decision taker. The Chairman will sum up and clarify any points which member wish to pass to Cabinet. These will be reported to the Cabinet by the Scrutiny Management Board.
- 7.19. A decision can only be called in once. However, if the Decision Taker significantly alters the decision after considering recommendations from the relevant Scrutiny Committee the new decision will also be capable of being called-in.

### **Call in of decisions outside the Budget & Policy Framework**

- 7.20. When a request for call-in has been received and the Scrutiny Management Board consider that the decision is, or if made, would be contrary to the Budget & Policy Framework then the Chair will seek the advice of the Chief Finance Officer and Monitoring Officer if that advice has not already been sought by those making the request for call-in..
- 7.21. If either officer advises that the decision is outside the Budget & Policy Framework then,
- 7.21.1. if the decision has already been implemented then the relevant scrutiny committee will refer the advice of the Chief Finance Officer/ Monitoring Officer to Council for consideration along with a report from the Leader about the decision.
- 7.21.2. If the decision has not been made or has been made but not yet implemented the relevant scrutiny committee will refer the (proposed) decision to Council who must consider the advice within 10 working days during which time no further action will be taken in respect of the decision or proposed decision.
- 7.22. Having considered the advice Council may:-
- 7.22.1. endorse the decision of the Decision-Taker as falling within the existing Budget & Policy Framework;
- 7.22.2. amend the relevant financial regulations or policy to encompass the decision of the Decision-Taker and agree the original decision with immediate effect; or

## Scrutiny Rules

- 7.22.3. Accept the decision of the Chief Finance Officer/ Monitoring Officer, agree no changes to the existing Budget and Policy Framework and require the Leader to re-consider the decision or proposed decision in accordance with the advice of the Chief Finance Officer and Monitoring Officer
- 7.23. If the advice is that the decision is within the Budget & Policy Framework then the report of the Chief Financial Officer/ Monitoring Officer and Leader will be reported back to the relevant scrutiny committee.

### **8. Procedural Rules**

- 8.1. See Council Rules on Motions without notice, Points of Order, Personal Explanation and Conduct (except rule 12.1) (substituting the Chairman of the relevant scrutiny committee for the Mayor) which apply to all scrutiny meetings

<b>Scrutiny Assembly</b>
<b>Scrutiny Committees</b>
<b>Scrutiny Management Board</b>

<b>Appointment of Chairman/ Vice-Chairman</b>		
The Chairman of the Scrutiny Management Board is automatically the Chairman of the Scrutiny Assembly	Council (in year vacancies appointed by group leaders) Vice-Chairmen may be appointed by majority decision of the Committee.	Council
<b>Politically balanced</b>		
No	Yes	Yes
<b>Membership</b>		
all non cabinet members and all co-opted members	8 and all co-opted members. The Mayor may not sit on a Scrutiny Committee.	7 (or as to make the Board politically balanced)
<b>Quorum</b>		
n/a	3 Elected Members  The quorum for the Joint HOSC is set out in the Terms of Reference for this Committee in the Scrutiny Handbook.	3
<b>Substitutes</b>		
n/a	no	no(except for call-in)
<b>Co-optees</b>		
yes – but with no voting rights	Yes – but with no voting rights except:-  <b>Special Rules</b>  <b>children &amp; young people</b> –4 co-optees with voting rights (in respect of educational matters only) ( 1 Church of England and 1 Roman Catholic diocesan representative and 2 parent governors)  <b>health &amp; adult care</b>  3 co-optees with voting rights as approved by Council in respect of the	no

## Scrutiny Rules

	reconfiguration of hospital services	
<p>Co-optees can be appointed for a fixed term or as a standing member – there is a 1 month notice period on either side.</p> <p>Members of one Scrutiny Committee can be co-opted to work with another Scrutiny Committee.</p>		
<b>Meetings</b>		
As and when required	Meet approximately 6 times a year. Meetings may be formal public meetings, informal working group or sub-group meetings as necessary to deliver the work programme Joint Scrutiny Committees with other authorities can be established. The Members of the Joint HOSC with Shropshire is a sub-committee of the Health and Adult Care Scrutiny Committee.	Meets formally six times a year
<b>Meetings held in public</b>		
Yes (subject to rules on exempt information and confidential information)	Yes (subject to rules on exempt information and confidential information)	Yes (subject to rules on exempt information and confidential information)
<b>Joint working/ working groups</b>		
	Scrutiny Committee(s) can hold joint meetings/ scrutiny reviews with one or more other Scrutiny Committees and establish working groups, sub groups, joint committees and joint sub committees where the Chairman/ Chairmen of the relevant Scrutiny Committee(s) agree that it is conducive to the efficient delivery of the scrutiny function. Where 2 Scrutiny Committees work jointly on an issue under scrutiny and the meeting is held as a formal public Committee	

## Scrutiny Rules

	<p>meeting one Scrutiny Committee will be the lead Committee for this area of work.</p> <p>Working Groups are not formal Council meetings and do not have to meet in public or meet the political balance requirements as any findings/ recommendations are reported to the relevant Scrutiny Committee(s) for consideration.</p>	
<b>Calling meetings</b>		
The Chairman may ask the Proper Officer to call a meeting.	A schedule of meetings is agreed by the Committee as required to deliver the work programme or the Chairman may ask the Proper Officer to call a meeting.	A schedule of meetings is agreed annually by the Board or the Chairman may ask the Proper Officer to call a meeting
<b>Agenda items</b>		
Agreed by the Chair of the Scrutiny Management Board	Agenda items are approved by the Scrutiny Committee Chairman as required to deliver the work programme agreed by the Scrutiny Committee.	Agenda items are approved by the Chair of the Scrutiny Management Board as required to deliver the agreed work programme.
<b>Scrutiny Reports</b>		
n/a	Scrutiny reports are sent to the Proper Officer for inclusion on the Cabinet agenda (if within the Budget and Policy Framework) and Council (if outside the Budget and Policy Framework).	Scrutiny reports are sent to the Proper Officer for inclusion on the Cabinet agenda (if within the Budget and Policy Framework) and Council (if outside the Budget and Policy Framework).

The Committee has the responsibility on behalf of the Council for dealing with appeals that arise out of the operation of some of the Council's personnel and other functions.

### **TERMS OF REFERENCE.**

The Appeals Committee will:-

1. Consider and deal with any appeals arising out of the Council's function as a Housing Authority.
2. Consider appeals against dismissal by Chief Officers except the Head of Paid Service.
3. Consider stage 2 grievances raised by the Head of Paid Service
4. Consider stage 3 grievances raised by Corporate Directors and appeals raised by them in respect of disciplinary action, redundancy and capability and sickness dismissals.
5. Annually at the first meeting after the Annual Council Meeting consider its terms of reference

### **PROCEDURE**

1. As a general rule the Council Procedure Rules govern the way that committees operate but these may be varied or suspended<sup>1</sup> at the discretion of the Chairman of the Committee in the interests of efficient and effective management of the committee.
2. Separate procedures will apply when the committee is undertaking administrative or quasi-judicial functions.

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<sup>1</sup> With the exception of paragraph 12

## AUDIT COMMITTEE

The Committee has the responsibility on behalf of the Council for the overseeing of the Council's audit, governance (including risk management) and financial processes.

### TERMS OF REFERENCE

#### Internal Audit

1. The approval (but not direction) of, and monitoring of, progress against, the internal audit charter and plan.
2. Review summary internal audit reports and the main issues arising and seek assurance that action has been taken where necessary.
3. To be able to call senior officers and appropriate members to account for relevant issues within the remit of the Committee – governance (including information governance), internal audit, risk management, statement of accounts and external audit.
4. The Committee will not receive detailed information on investigations relating to individuals. The general governance principles and control issues may be discussed, in confidential session if applicable, at an appropriate time, to protect the identity of individuals and so as not to prejudice any action being taken by the Council.

#### External Audit

5. Review and agree the External Auditors annual plan, including the annual audit fee and receive regular update reports on progress.
6. To consider the reports of external auditor.
7. Meet privately with the external auditor once a year, if required.
8. Ensure that there are effective relationships between external and internal audit that the value of the combined internal and external audit process is maximised.

#### Governance

9. Consider the effectiveness of the Council's governance processes and their compliance with legislation and best practice including:
  - a) the Council's Code of Corporate Governance;
  - b) the Council's information security framework;
  - c) the management of opportunities and risks; and
  - d) other corporate governance arrangements.

## AUDIT COMMITTEE

10. Be responsible for the review and approval of the authority's Annual Governance Statement ensuring that it properly reflects the governance, control and risk environment and any actions required to improve it. Following approval, it should accompany the Accounts.

### Treasury Management

11. To review and monitor the Council's Treasury Management arrangements including Treasury policies, procedures and the management of the associated risks and make recommendations to the Cabinet as appropriate.

### Statement of Accounts

12. Review and approve the Statement of Accounts, external auditor's opinion and reports on them to members and monitor management action in response to the issues raised by external audit.

### Fraud & Corruption

13. To approve the Anti-Fraud and Corruption Policy and to recommend its adoption by the Council, and to monitor its operation. The policy will be reviewed it at least once every two years.
14. To approve the Speak Up Policy (*'whistle blowing'*) and to recommend its adoption by the Council, and to monitor its operation. This policy will be reviewed at least once every two years.

### Complaints

Recognising that Complaints/Compliments are a Cabinet function, the Committee should:-

15. Review the Annual Complaints Report and seek assurances that the Council is improving in response to complaints raised.

### General

16. The meetings will follow the principles of scrutiny, i.e. no party whip will be applied and a constructive, evidence based approach will be used.
17. To ensure that adequate training is received by the members of the committee on the areas covered by these terms of reference.
18. To ensure that any sensitive or confidential information obtained as a result of membership of the Committee is treated as confidential.
19. Annually review their effectiveness and their terms of reference.

### PROCEDURE

As a general rule the [Council Procedure Rules](#) govern the way that committees operate but these may be varied or suspended<sup>1</sup> at the discretion of the Chairman of the Committee in the interests of efficient and effective management of the committee.

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<sup>1</sup> With the exception of paragraph 12

## CONSTITUTION COMMITTEE TERMS OF REFERENCE

The Committee has the responsibility on behalf of the Council for the overseeing of the Council's Constitution.

### TERMS OF REFERENCE

The Constitution Committee will:-

1. Receive reports from the Monitoring Officer about the operation of the Constitution.

**Note** - The Monitoring Officer has delegated power to monitor and review the operation of the Constitution and report regularly to the Constitution Committee on whether or not it is achieving its purpose or could be amended better to achieve its purpose.

2. Consider proposed changes to any part of the Constitution and, if appropriate, make recommendations to Council to change the Constitution.
3. Annually at the first meeting after the Annual Council Meeting consider its terms of reference.

### PROCEDURE

As a general rule the Council Procedure Rules govern the way that committees operate but these may be varied or suspended<sup>1</sup> at the discretion of the Chairman of the Committee in the interests of efficient and effective management of the committee.

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<sup>1</sup> With the exception of paragraph 12

## PERSONNEL COMMITTEE

The Committee has the responsibility on behalf of the Council for dealing with The Council's personnel functions.

### TERMS OF REFERENCE

The Personnel Committee will:-

1. Agree, at a strategic level, issues relating to employees including terms and conditions and employee relations.
2. Duty to designate officer as the head of the authority's paid service, and to provide staff etc.
3. Duty to designate officer as the monitoring officer and to provide staff etc.
4. Duty to designate officer as the chief finance officer and to provide staff etc.
5. Advise upon corporate policies and procedures affecting some or all employees employed by the Council including nationally and locally negotiated terms and conditions of employment.
6. To consider and recommend to Council the Pay Policy Statement
7. All functions relating to the local government pension scheme.
8. Oversee the recruitment of, and make recommendations to Council to confirm the appointment of the Head of Paid Service.
9. Consider whether or not to suspend the Head of Paid Service and appoint a Designated Independent Person to investigate allegations made against the Head of Paid Service or to suspend the Head of Paid Service acting upon the recommendation of the Designated Independent Person.
10. Consider whether or not to recommend to Council the dismissal of the Head of Paid Service.
11. Annually at the first meeting after the Annual Council Meeting consider its terms of reference

### PROCEDURE

1. As a general rule the Council Procedure Rules govern the way that committees operate but these may be varied or suspended<sup>1</sup> at the discretion of the Chairman of the Committee in the interests of efficient and effective management of the committee.

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<sup>1</sup> With the exception of paragraph 12

## PERSONNEL COMMITTEE

2. Separate procedures will apply when the committee is undertaking administrative or quasi-judicial functions.

## **STANDARDS COMMITTEE**

**(including the Hearings Sub Committee)**

The Committee has the responsibility on behalf of the Council for dealing with, and oversight of the Council's ethical governance.

### **TERMS OF REFERENCE**

#### **STANDARDS COMMITTEE**

1. To promote and maintain high standards of conduct by members and co-opted members of the Council.
2. To support Town and Parish Councils within the Borough to promote and maintain high standards of conduct by members and co-opted members of the Council.
3. To recommend to Council the adoption of a code dealing with the conduct that is expected of members and co-opted members of the Authority.
4. To keep the code of conduct under review and recommend changes/ replacement to Council as appropriate.
5. To publicise the adoption, revision or replacement of the Council's Code of Conduct.
6. To oversee the process for the recruitment of an Independent Person (and 2 reserves) and make recommendations to Council for their appointment.
7. To receive quarterly reports from the Monitoring Officer about:-
  - 7.1 complaints;
  - 7.2 the progress and outcome of investigations; and
  - 7.3 the establishment and maintenance of the register of interests of members and co-opted members of the Borough and Town and Parish Councils within the Borough boundaries;
  - 7.4 dispensations granted to members and co-opted members of the Council

#### **HEARINGS SUB COMMITTEE**

1. To consider investigation reports in respect of Code of Conduct complaints that are referred to them by the Monitoring Officer.
2. To report its findings to the Borough Council, Town or Parish Council, as appropriate for information.
3. Where a breach is found. to make decisions about sanctions including:-
  - 3.1. To make recommendations to the relevant Group Leader regarding future membership of committees and sub committees;

## STANDARDS COMMITTEE

### (including the Hearings Sub Committee)

- 3.2. To make recommendation to Council regarding the removal of a non aligned member from membership of committee and sub-committees;
  - 3.3. To make recommendations to the Leader of the Council regarding the removal of a member from Cabinet, or the removal of portfolio responsibilities;
  - 3.4. To instruct the Monitoring Officer to arrange training for a Borough Council member;
  - 3.5. To remove a member from all outside appointments to which he/ she has been appointed or nominated by the Council; and
  - 3.6. To withdraw facilities provided to the member or exclude the member from defined premises (except as necessary for the member to attend formally constituted council meetings).
4. To consider applications for dispensations where:-
- 4.1. The dispensation is in the interests of persons living in the Borough of Telford & Wrekin area; or
  - 4.2. It is otherwise appropriate to grant a dispensation.

### PROCEDURE

1. As a general rule the [Council Procedure Rules](#) govern the way that committees operate but these may be varied or suspended<sup>1</sup> at the discretion of the Chairman of the Committee in the interests of efficient and effective management of the committee.
2. Separate procedures will apply when the committee is undertaking administrative or quasi-judicial functions, as below:-

### COMPLAINING ABOUT A COUNCILLOR

All Councillors, whether a Borough, Town or Parish Councillor have to comply with a code of conduct that details what is expected of them when they carry out their role as a Councillor.

This document explains how to make a complaint about a Councillor if you think that they might have breached a code of conduct that applies to them and also how the complaint is dealt with.

#### The Code of Conduct

Telford & Wrekin Council has adopted a code of conduct that applies to all members and co-opted members of the Council. You can get a copy by following this link [*insert link*] or by contacting the Monitoring Officer whose contact details are provided below.

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<sup>1</sup> With the exception of paragraph 12

## STANDARDS COMMITTEE

### (including the Hearings Sub Committee)

All Town and Parish Councils have their own code of conduct which you can obtain from their individual web-sites or, if there isn't one, by contacting the Clerk directly. If you are not sure which Council a Councillor belongs to then you can obtain help and support from the Monitoring Officer.

#### **Can I be confident that my complaint will be properly dealt with**

The law requires the Council to appoint an Independent Person: a person who has nothing to do with the Council other than in this role who is consulted at various stages during the complaints process and whose role is to ensure that all complaints are dealt with fairly, a role that can also include giving views to the Councillor who is the subject of the complaint.

#### **Making a Complaint**

Write to the Monitoring Officer, Civic Offices, PO Box 215, Telford, TF3 4LF or alternatively by e-mail at [monitoring.officer@telford.gov.uk](mailto:monitoring.officer@telford.gov.uk)

The Monitoring Officer is the person responsible for administering this complaints system. There is a form for you to use [*insert link*] but you do not need to use it as long as you include all the information that is included on the form.

#### **What happens next?**

The Monitoring Officer will acknowledge receipt of your complaint within 5 working days of receiving it.

The Monitoring Officer will review your complaint, discuss it with the Independent Person and write to you to inform you whether or not he/she has decided to refer it for investigation. Normally this will be within 14 working days of receiving your complaint.

The Monitoring Officer might ask for more information, he/ she might also ask for information from the Councillor who you are complaining about or the Council that the Councillor is a member of.

The Monitoring Officer might seek to resolve the complaint informally, ie before deciding to refer your complaint for investigation. Obviously your views are important here but if the Monitoring Officer believes that the proposed solution is reasonable, for example acceptance that behaviour was unacceptable and an offered apology, this might affect the decision of the Monitoring Officer about whether or not the complaint merits formal investigation.

#### **Investigations**

If referring for formal investigation the Monitoring Officer will appoint an Investigating Officer who will contact you and the Councillor that you have complained about and undertake any other such investigations as he/she considers appropriate for the purposes of the investigation. In exceptional cases your identity will be protected for some or all of the investigation. If you consider that it would be appropriate to do this in your case you must let the Monitoring Officer know when you make your complaint. (This would generally only be done where providing your details might prejudice the investigation).

## STANDARDS COMMITTEE

### (including the Hearings Sub Committee)

The Investigation Officer will publish a draft report for consideration by you and the Councillor that you have complained. Once any comments have been considered by the Investigating Officer a Final Report will be produced and sent to the Monitoring Officer. The Final Report will then be considered by the Monitoring Officer who may either accept the report or ask the investigating Officer to re-consider his/ her report.

#### **Investigation finding of No Breach**

The Monitoring Officer will write to you and the Councillor who you have complained about enclosing a copy of the Final Report and confirming that no further action is required. If it is a complaint about a Town or Parish Councillor then a copy will also be sent to the Clerk of the relevant Town or Parish Council.

#### **Investigation finding of Breach**

The Monitoring Officer will write to you and the Councillor who you have complained about enclosing a copy of the Final Report and will either seek local resolution or will convene a hearing of the Council's Hearings Committee.

#### **Local Resolution**

If the Monitoring Officer, the Independent Person and you all agree a fair resolution of the complaint in a way that promotes high standards of conduct and the Councillor complies with the suggested resolution then the Monitoring Officer will report the matter to the Standards Committee for information but will take no further action.

#### **Hearing**

If local resolution is not possible then the Monitoring Officer will convene a meeting of the Council's Hearings Sub Committee for it to consider the Investigating Officer's Report and the views of the Independent Person on the allegation and determine whether or not there has been a breach of the Council's Code of Conduct and if so what action, if any, to take in respect of the Councillor.

#### **Hearing Procedure**

A copy of the Hearings Procedure is set out below:-

##### **Pre Hearing**

1. Notification of hearing date (Investigation Report already provided to the Councillor)
2. Invitation to Councillor to submit list of further documents/ witnesses that he/she wishes to call
3. Circulation of papers

##### **Hearing**

4. Introductions
5. Chair explains the process to be followed
6. Investigating Officer present his/ her report (and may ask witnesses to attend if necessary)
7. Panel may ask questions
8. Councillor or his/ her representative may ask questions

## STANDARDS COMMITTEE

(including the Hearings Sub Committee)

9. Councillor or his/ her representative presents his/ her case (and may ask witnesses to attend if necessary)

### **Decision – no breach**

10. The complaint is dismissed.

### **Decision - breach**

11. After offering the Councillor complained about an opportunity to speak

**STANDARDS COMMITTEE**  
**(including the Hearings Sub Committee)**

## MEMBER/ OFFICER PROTOCOL

### 1. Introduction

- 1.1. A positive and trusting relationship between members and officers is essential to ensure that the Council operates economically, efficiently and effectively providing the right services, in the right way, for local people.
- 1.2. This Protocol has been drafted to summarise the important and different contributions that members and officers make to the running of the Council. It recognises that these distinct roles impose some similar and some different responsibilities.
- 1.3. This Protocol sets out the roles and responsibilities and general principles of behaviour for members and officers, it details what members and officers can reasonably expect when working together and what would happen if the provisions of this Protocol are breached

### 2. Responsibilities and roles

Members	Officers
Members are responsible to the electorate and serve for their term of office	Officers are responsible to the Council and have a duty to advise the Council, committees and individual members, on the work that they do
<b>Members are responsible for:-</b>	<b>Officers are responsible for:-</b>
<ul style="list-style-type: none"> <li>• the policy direction of the Council and political leadership</li> </ul>	<ul style="list-style-type: none"> <li>• advising members on the development of policy</li> </ul>
<ul style="list-style-type: none"> <li>• representing the Council externally</li> </ul>	<ul style="list-style-type: none"> <li>• representing the Council externally</li> </ul>
<ul style="list-style-type: none"> <li>• representing their constituents</li> </ul>	<ul style="list-style-type: none"> <li>• implementing Council policy and day to day management of Council services</li> </ul>
<ul style="list-style-type: none"> <li>• Members with special responsibilities (for example, the Leader, cabinet members, chairmen etc) will generally work more closely with officers than those members without additional responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Statutory officers have responsibilities over and above their obligations to the Council</li> </ul>

### 3. Expectations

	Members	Officers
<b>Co-operative working</b>	Members and officers:-	
	Recognise that they have a professional working partnership which means that we will treat each other with respect, dignity and courtesy.	
	Will be mindful of our respective roles, workloads and pressures	
	Training and development is essential in order to carry out our respective roles effectively	
	Officers will provide members with regular, up to date information on matters that can reasonably be considered appropriate and relevant to their needs, having regard to any individual responsibilities that they have and positions that they hold	Officers will not be subject to bullying or to be put under undue pressure. Members should have regard to the seniority of officers in determining what are reasonable requests, having regard to the power relationship between members and officers, and the potential vulnerability of officers, particularly at junior levels
		Officers will provide timely response to enquiries and complaints

## MEMBER/ OFFICER PROTOCOL

<b>Governance</b>	Members will respect the particular responsibilities of the statutory officers	
	Neither officers or members will use their position or their relationship with other officers or members to advance their personal interests or those of others or to influence decisions improperly	
	Officers and members will at all times comply with the relevant Code of Conduct	
		Officers will not raise personnel issues with members outside the agreed procedures
<b>Politics</b>	Members must provide political leadership and direction	Officers work for and advise the Council, not a political group but will have an awareness of and sensitivity to the political environment
	Members will respect the political neutrality of officers.	Offices will provide professional advice, not influenced by political views or preference.

#### 4. Breach of these principles or rules

- 4.1. If a member or an officer reasonably considers that an officer or member has breached any of the provisions of this protocol we agree that we will work together to resolve them informally and if this does not prove possible formal procedures will be used.

#### 4.2. Informal resolution

##### Directors may raise issues with:-

For Members	the relevant Group Leader
For Group Leaders	the Managing Director and Monitoring Officer

##### Members may raise issues with:-

For officers	Assistant Director
For Assistant Director	the relevant Director
For Director/ Managing Director	the Managing Director

- 4.3 **Formal resolution** is through use, for officers, of the Grievance Procedure or the Councillor's Code of Conduct and, for members, the Council's Disciplinary Procedures

#### 4.4 Further advice

Further advice and assistance is available from the Managing Director and the Assistant Director: Law, Democracy & Public Protection

Employment Status →	Head of Paid Service	Director	Statutory Officers (Not HPS)	Assistant Directors	Service Delivery Manager	Below SDM
<b>Employment Process ↓</b>						
<b>Recruitment</b>						
Appointment	Council on recommendation of Personnel Committee	HPS	HPS	HPS	AD	AD
Cabinet Notification	✓				✗	✗
Relevant Policies	Recruitment & Selection Policy; JNC Conditions of Service for Local Authority Chief Executives	Recruitment and Selection Policy; Conditions of Service for Chief Officers		Recruitment and Selection Policy		
<b>Grievance</b>						
1st stage	Leader	Officer Appeals Board	CD	CD	AD	SDM
2nd stage	Appeals Committee	HPS	Officer Appeals Board	Officer Appeals Board	CD	AD
Appeals	Council	Appeals Committee	Appeals Committee	Appeals Committee	Appeals Committee	Appeals Committee
Relevant Policies	Grievance Policy & JNC Conditions of Service for Local Authority Chief Executives	Grievance Policy and JNC Conditions for Chief Officers		Grievance Policy		
<b>Disciplinary action**, Redundancy, Capability and Sickness dismissals.</b>						
Suspension	Personnel Committee*	HPS	HPS*	CD	AD	AD
Appointment of DIP	✓ Personnel Committee	✗	✓ HPS	✗	✗	✗
Decision maker	Personnel Committee (in accordance with recommendations in a report made by a DIP)	HPS	HPS (in accordance with recommendations in a report made by a DIP)	CD	AD	SDM
Cabinet Notification	✓	✓	✓	✓	✗	✗
Appeal	Full Council	Appeals Committee	Appeals Committee	Appeals Committee	Appeals Committee	Appeals Committee
Relevant Policies						

#### NOTES

Personnel Committee a politically balanced committee of 3 members including the Leader or a cabinet member appointed by the Leader  
Appeals Committee a politically balanced committee of 3 members

**Cabinet Notification** If applicable an offer of appointment, or a decision to dismiss cannot be made until:-  
the Personnel Committee or Head of Paid Services (as appropriate) has notified the Proper Officer\*\*\* of the name of the proposed appointee or proposed dismissee (as appropriate) along with other relevant particulars. Once received the Proper Officer must provide this information to every member of cabinet and identify the period within which any objection to the proposed appointment or dismissal, which must be made by the Leader, may be made to the Proper Officer; **and**  
**either** the Leader has, within the specified period notified the Personnel Committee or Head of Paid Services (as appropriate) that he/she nor any member of the Cabinet has any objection to the proposed appointment or proposed dismissal, **or** the Proper Officer notifies the Personnel Committee or Head of Paid Services (as appropriate) that no objection has been received **or** the Personnel Committee or Head of Paid Services (as appropriate) is satisfied that the objection received from the Leader is not well founded

\* suspension of the officer must be for the purpose of investigating the alleged misconduct occasioning the action; and any such suspension must be on full pay and terminate no later than the expiry of two months beginning on the day on which the suspension takes effect

\*\* "disciplinary action" in relation to a member of staff of a local authority means any action occasioned by alleged misconduct which, if proved, would, according to the usual practice of the authority, be recorded on the member of staff's personal file, and includes any proposal for dismissal of a member of staff for any reason other than redundancy, permanent ill-health or infirmity of mind or body, but does not include failure to renew a contract of employment for a fixed term unless the authority has undertaken to renew such a contract;

\*\*\* The Proper Officer shall be the HPS except wherer the proposal relates to the appointment or dismissal of the HPS in which case the Proper Office shall be the Monitoring Officer

## **AUDIT COMMITTEE**

**Minutes of a meeting of the Audit Committee held on Tuesday,  
26<sup>th</sup> March 2013 at 6.00 pm in Meeting Room 7, Ground Floor, Darby House, Telford**

**PRESENT:** Councillors R Sloan (Chair), D Davies, I T W Fletcher, S A W Reynolds, W L Tomlinson and C R Turley.

**Officers:** J Eatough (Assistant Director: Law, Democracy and Public Protection), J Marriott (Audit & Information Governance Manager), K Kalinowski (Assistant Director: Care & Support), A Astley (Assistant Director: Customers and People) and J Clarke (Democratic Services Officer).

**KPMG:** H Garrett

### **AUC-38      MINUTES**

**RESOLVED** – that the minutes of the meeting of the Audit Committee held on 29<sup>th</sup> January 2013 be confirmed and signed by the Chairman.

### **AUC-39      APOLOGIES FOR ABSENCE**

Councillor A Meredith

### **AUC-40      DECLARATIONS OF INTEREST**

None

### **AUC-41      KPMG FINANCIAL STATEMENTS AUDIT PLAN 2012/13**

Heather Garrett from KPMG gave a summary of the Financial Statements Audit Plan 2012/13.

The approach to the Statement of Accounts and the Value for Money conclusions had been similar to that of previous years. The audit would be on a risk based approach and would assess the controls the Council had in place to ensure sound financial standing and managing savings plans. It would also be reviewing the Council's potential liabilities ie redundancy provision and single status.

A discussion took place including:

- KPMG Global Services in India
- Savings
- Additional Costs incurred from accommodation savings ie travel to off-site meetings

**RESOLVED** – that the report be noted.

### **AUC-42      UPADTE ON THE ABACUS INTERNAL AUDIT REPORT AND IMPLEMENTATION OF RECOMMENDATIONS**

The Assistant Director: Care and Support gave an update on the progress of the Abacus Amber Report.

The Abacus system was not a stand-alone system and interfaced with Care First and Aggresso. It had been identified as the system that was the most appropriate and met the required criteria although it had been a complicated process to implement. An audit was taken in 2011. Major service restructuring had taken place with a number of employees leaving or taking up alternative posts and responsibility for the system had to be re-allocated. The service re-modernisation had also had an impact and the consequence of this was that the upgrade to version 162 fell behind. Progress had not been made in a speedy manner and this had impacted on Revenues and Benefits, ICT and Corporate Finance.

A Steering Group had now been set up to ensure that any issues of co-ordination were addressed immediately and a realistic project plan had now been drawn up. Progress had been made in regard to the paragraph 4.2 of the report and since the report had been circulated a further 2 items which had been marked as "not implemented" had moved to "in progress". There was now a clear strategic lead. A further update would be brought to the September meeting following the upgrade in July 2013 in order to assure the Committee.

A discussion took place including:

- Interaction between the key systems
- Re-structure and re-allocation of responsibilities
- Learning points and ensuring risks are identified at the beginning of a project
- Efficiency of system/duplication of work/manual system
- Reliance on ICT systems that need to communicate
- Investment into ICT infrastructure

#### **RESOLVED – that**

- a) the report be noted; and**
- b) following implementation of the upgrade in July, members receive an update on progress at the September meeting.**

#### **AUC-43      UPDATE ON THE AMBER REPORTS FROM JANUARY 2013 MEETING**

The Audit & Information Governance Manager gave an update report on the progress and implementation of the recommendations for the amber reports discussed at the January 2013 meeting.

There had been 4 Amber reports:

- Telford Town Park Visitors Centre
- St Peter and St Paul Catholic Primary School
- Telford Tennis Centre
- Bank Contract Review

A follow up had been completed on the Telford Town Park Visitors Centre and St Peter and Paul Catholic Primary School and all recommendations had now been implemented and their revised grading was now green.

The Telford Tennis Centre had received a follow up and due to progress which had been made their grading had changed to yellow. A further follow up would take place in April 2013.

A follow up had been undertaken on the Bank Contract Review and following the progress that had been made they had been re-graded to yellow. A further follow up would take place in May 2013.

The Assistant Director responsible for the Abacus review had been invited to attend at this meeting and had already given a report at AUC-42.

With regard to the Markets and Cash Collection a further follow up would be undertaken in April following the completion of a re-structure. If further progress had not been made the appropriate Assistant Director/Manager would be requested to attend the June Audit Committee in order to provide an update.

A discussion took place including:

- Tennis Centre Contract – outstanding financial regulation comment
- Bank Contract Budget – outstanding financial regulation comment

**RESOLVED – that the report be noted.**

**AUC-44      FEEDBACK FROM THE REVIEW OF EFFECTIVENESS OF THE AUDIT COMMITTEE**

The Audit & Information Governance Manager provided members with the results of the survey following the review of the effectiveness of the Audit Committee.

There had been a good return rate of the surveys and the results were overall satisfactory. There were areas that could be improved and the concerns raised were summarised at 5.8 of the report. The Members of the Committee were asked for any actions or ideas on how this could be improved.

A discussion took place including:

- The proposal to hold 3 Audit Committee meetings per year and their appropriate timing
- Information reports to be circulated in between meetings
- The calling of extra meetings as and when necessary for decision making
- Future training

It was discussed that a skills audit could be undertaken to identify any training that the Members required that were linked to the Terms of Reference of the Committee. It was confirmed that the accounts training would continue to be undertaken at the appropriate time. A suggestion was made that risk training may also be appropriate for the Committee.

It was agreed that following the Annual Council meeting in May a skills audit would be circulated to all Members of the Audit Committee and the areas of need and timetable for implementation would be agreed at the June meeting.

**RESOLVED – that**

- a) the report be noted;**
- b) a skills audit would be taken following Annual Council in May; and**
- c) a training programme and timetable be agreed at the June meeting.**

#### **AUC-45      UPDATE ON THE SPEAK UP POLICY ACTIVITY 2012**

The Audit & Information Governance Manager presented a verbal update on the Speak up Policy.

No items had been raised under the official policy during the last 12 months although items were being raised due to restructures and changes to processes rather than using the Speak Up (whistle blowing) Policy. Advice and guidance to support processes had also been given.

The Anti-fraud and Corruption Policy and Annual Report would be brought to the next meeting of the Audit Committee.

It was suggested that employees were reminded that the policies were there for use if necessary.

A discussion took place and it was agreed, following the issues within the NHS that employees were encouraged to build a better organisation by using the policies, although this needed to be conveyed in the correct manner.

**RESOLVED – that a reminder be sent to employees to use the Speak Up Policy.**

#### **AUC-46      INFORMATION GOVERNANCE STRATEGY 2012/13 – 2015/16**

The Audit & Information Governance Manager presented a report on the Information Governance Strategy 2012/13 to 2015/16.

The Information Governance Strategy would be approved by Cabinet as set out in the Terms of Reference and the Committee were asked to comment prior to the April Cabinet Meeting. The Strategy supported and drove the over-arching governance framework. Once the Strategy had been agreed the Information Governance Team would undertake risk-based exercises to ensure that the strategy has been implemented and to check that officers and members adhere to the Strategy.

A discussion took place and it was suggested that Information Governance Team be listed within 3.2 in addition to Appendix A to the report to reflect the full list of roles/responsibilities. It was also agreed that final paragraph of 5.3 to Appendix A regarding PIAs should be deleted as this was a repetition.

**RESOLVED – that**

- a) the Information Governance Team be listed within 3.2 as well as in Appendix A to the report; and**
- b) the final paragraph of 5.3 to Appendix A be deleted prior to presentation to Cabinet for approval.**

#### **AUC-47      INTERNAL AUDIT PLAN & CHARTER 2013/14 and INFORMATION GOVERNANCE WORK PROGRAMME 2013/14**

The Audit & Information Governance Manager presented a report on the Internal Audit Plan and Charter 2013/14 and Information Governance Work Programme 2013/14.

The Terms of Reference set out that approval be given and progress monitored against the Internal Audit Charter and Plan. As from the 1<sup>st</sup> April 2013 there would be new Public Sector

Internal Audit Standards and these required the Council to have a Charter outlining some of the standards. The Committee were asked to approve the Information Governance Work Programme as set out at Appendix C to the report.

With regard to the Internal Audit Plan resources were limited and were 10% less than last year, 976 days, being 931 days plus 45 days for specialist ICT audit work. This was due to the need to remove some resources and the reduction of staff hours. The impact of the reduced staff hours should be limited due to a reduction of corporate work, allowing the internal audit work to continue.

The current specialist ICT work was currently provided by an external contractor. This contract would come to an end on 31<sup>st</sup> March 2013. The Council had joined together with Staffordshire County Council, Shropshire Council and Worcestershire Council in a joint procurement process for specialist IT and general audit work which, when implemented in August 2013, would be very competitive and also would reduce costs on the tender process as Staffordshire County Council were leading the procurement process.

The Charter was reviewed on an annual basis and its purpose and responsibilities were set out at Appendix B to the report.

A discussion took place including:

- Importance of contingency plans during the coming year which would be challenging ie social fund/local crisis assistance re-settlement
- Robust processes
- Interim Audit being undertaken by KPMG
- Public Health work outlined in the plan

#### **RESOLVED – that**

- a) the Internal Audit Plan and Charter for 2013/14 be approved; and**
- b) the Information Governance Work Programme for 2013/14 be noted.**
- **AUC-48      STRATEGIC RISK REGISTER**

The Audit & Information Governance Manager presented a report on the Strategic Risk Register.

Due to re-organisation and changes to risk management there had not been a formal register for 12 months. There was a requirement within the Service & Financial Planning process for reserves and balances to be assessed against a strategic risk register and the Chief Financial Officer therefore requested that the out of date register be updated to enable the assessment to take place. The new Strategic Risk Register would be taken to the March Cabinet for approval.

The significant projects at the end of the strategic risk register were subject to a clearly identified governance arrangements and were therefore not included in the strategic risk register. These were:

- Building Schools for the Future
- Waste Procurement
- Single Status
- Town Centre and Box Road

- Health reforms including the transfer of public health
- Strengthening families
- Adult Social Care – preparation for and implementation of the requirements of the Care & Support Bill
- Commercial project for additional income generation

For each of these areas there would be a project based sponsor who would report back to the Senior Management Team and members, as appropriate.

There were 7 strategic risks listed on the register at Appendix A to the report.

An emerging responsibility in respect to Emergency Planning would be Public Health emergency planning the responsibility for which would be transferred to the Council on 1<sup>st</sup> April 2013.

A discussion took place on:

- BSF Project and procurement processes
- Children's Services

**RESOLVED – that the report be noted.**

The meeting ended at 7.12 p.m.

**Chairman:**

**Date:**

## **CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE**

### **Minutes of a meeting of the Children and Young People Scrutiny Committee held on Tuesday, 12<sup>th</sup> March 2013, held at 6.00pm in Meeting Room 3, Darby House, Telford.**

**PRESENT:** Councillors M. Ion (Chair), G. Green, J. Greenaway, A. Mackenzie, M. Smith, C. Turley and Co-optees S. Ali. E. Ofori and S. Rayner.

**Attending:** C. Jones, Assistant Director Family & Cohesion Services; V. McKay, Group Manager Commissioning, Procurement & Brokerage (CYP); A. Mason, Chair Telford & Wrekin Safeguarding Children Board; S. Jones, Scrutiny Officer.

#### **CYPSC-27 MINUTES**

**RESOLVED** – that the minutes of the meeting of the Children and Young People Scrutiny Committee held on 8<sup>th</sup> January 2013 be confirmed and signed by the Chairman.

#### **CYPSC-28 APOLOGIES FOR ABSENCE**

Cllrs. J. Loveridge and Co-optees A. Atkinson, R. Aveley, S. Harris, M. Ward.

#### **CYPSC-29 DECLARATIONS OF INTEREST**

None

#### **CYPSC-30 USE OF JIGSAW HOUSES**

The Cabinet report on the Use of Jigsaw Houses had been circulated with the agenda for the meeting and the Chair invited the officers present to give a short overview. The Assistant Director introduced the report saying it had been through Cabinet on 31<sup>st</sup> January and that it related to the use of the Jigsaw Houses, one of which the members had visited previously. Work had been done to look at the use of the Jigsaw houses as there had been an issue with the houses not being used to their full capacity.

The Service Delivery Manager for Commissioning then summarised the main points in the report, outlining the existing and future proposed usage for the 4 houses. One house would be used as a resource centre, one for supported accommodation (potentially providing boarding for children and young people with ASD at the Jigsaw school) and two houses as residential homes for children in care. A tender had been issued for care provision for the 2 residential homes. The overall commissioning strategy focused on increasing foster care provision but there would always be a need for residential care and the new arrangements would increase the number of

residential beds at Jigsaw from 4 to 8 which would help address the issue identified by Ofsted of too many children being placed in residential care outside the borough. The tender specification aims to reduce risk to the Council by increasing the ratio of spot to block beds to 6:2 (from 1:3), made provision for short and long-term placements and was outcome focussed with bidders required to state how they would show the progress of the children and young people. The tender had been modelled on the existing unit cost of a placement at Jigsaw and the average cost of a placement purchased through the regional framework contract. Several Expressions of Interest had been received, the tender had been issued and the deadline for submissions was 22<sup>nd</sup> April. The contract would be awarded on 27<sup>th</sup> May to come into force on 1<sup>st</sup> August. The contract period was three years with the option to extend for 2 years.

Members then asked a number of questions and were provided with the following additional information:

- In terms of whether House 1 (the resource centre) was used to full capacity, Members were told that the centre was used every day. The Safeguarding Service used it daily for different activities including parenting assessments, life story therapy, and the Family Intervention Team used rooms for young people to chill out and be safe in the evenings and at weekends and the Looked After Children nurse had appointments. There were also meetings with children in care and the Care Council taking place and it is used for contact visits.
- Members probed the figures in Section 8 of the report in more detail and in particular how costs had been modelled for the tender. Members were told that there were 144 providers on the regional framework – some local and some national providers – with varying costs. The current unit cost of a placement at Jigsaw was around £2,700 (based on a 3 block to 1 spot bed ratio and 100% utilisation of the 4 beds). The tender was for care only as the Council incurred the running costs of Jigsaw as part of the PFI contract. The tender identifies benchmarking of its current spot purchase fees for residential care. These fees fall between averages of £2,400 and £2,700 week per bed for three to four bed properties. In the case of the homes on this site, the Council funds the property and running costs of the homes. The Council therefore anticipates a weekly fee of around £2,300 per week for this tender. The tender needed to balance costs with quality of care, and to balance the need to reduce costs and minimise risk to the Council with the need to offer a degree of cost certainty to incentivise bidders. The new model would look for a higher proportion of spot beds to reduce risk (the Council only pays for spot beds when they are occupied) but meant the provider would have less certainty about recovering costs if the spot beds were underused and this could be reflected in a higher unit cost in the bids so it was a fine balance.
- The contractor would work with the Council to fill unused spot priced beds. The contract would guarantee 2 block beds. The existing 4 beds at Jigsaw had a history of full occupation over the past 12 months. Bidders would build void assumptions into their bids. There would be a six month notice period on the contract on both sides.
- The authority would try to ensure there were no spare beds but this depended on

being able to match the provision with the needs of the child and was not always a straightforward process.

- TUPE rules would apply to existing staff if it was necessary to move them to a new provider and the contractor would incur any redundancy costs.
- Members felt that if the contract was for care only and did not include running costs, they would expect the unit costs for Jigsaw to be significantly lower than the unit costs of care purchased through the regional framework contract which would include both care and running costs. Members were told that costs had been modelled for a Council owned care home – as reported previously to the Committee – and these showed that the care element of running a home was by far the greatest costs. The contract would include a cost element for administration and other items such as clothing pocket money, holidays, food etc. and the actual running costs were not massive. There had been an open tender process so that any bidder could come forward and it was not limited to providers on the framework.
- Members had some concerns that only 8 of a potential 16 beds (2 houses out of 4) were being commissioned for residential care and that this did not seem efficient when the development offered greater residential capacity. Members also wanted to know, if the contract was successful, whether consideration would be given to converting the resource centre to residential provision. Members were told that in addition to the 8 residential beds, one of the houses would be used for supported accommodation. House number 3 had potentially been earmarked as boarding accommodation for young people with ASD at the Jigsaw school. The aim was to develop Jigsaw as a school of choice for children and young people with ASD with a residential component. The houses had originally been built for residential care but experience had shown that for this model to work you needed to be careful over the mix of children and young people staying in the houses. It was felt the resource centre worked well although this did not generate an income.
- In terms of the overall projected savings, it was anticipated there could be a minimum saving of £200 per week per placement making an annual saving of around £83k. The report made cautious savings projections but it was hoped that the residential beds would be fully used and that this would help meet the target of reducing the number of out of borough residential placements by a net of 10 by the end of 2013/14.

When there were no further questions the Chair thanked to officers and remarked that members needed to balance cost issues with meeting the needs of the children and young people and that this should make a positive contribution to savings.

### **CYPSC-31 OFSTED REPORT ON FOSTERING**

The Ofsted report had been published earlier in the day but the Chair deferred the item until the next meeting as members had not had time to read the report and a response from the Council was also required for scrutiny which would take time to prepare.

**CYPSC-32 CHAIR'S UPDATE**

The Chair updated members on the work of the CYP sub-group. Meetings had been held with social workers, an Independent Reviewing Officer and foster carers. The draft scrutiny report would be presented to the Committee at the next meeting with a view to taking the report to Cabinet at the end of May. This would draw the work to a conclusion and the Committee would then move onto the next review which had been agreed as the provision of primary places.

The meeting ended at 6.50pm.

**Chairman:**.....

**Date:**.....

## **COUNCIL CONSTITUTION COMMITTEE**

### **Minutes of a meeting of the Council Constitution Committee held on Tuesday, 16<sup>th</sup> April, 2013 at Addenbrooke House, Ironmasters Way, Telford**

**PRESENT:** Councillors M.J. Smith (Chair), A.J. Eade, I.T.W. Fletcher, F.R. Picken, K.S. Sahota and R.J. Sloan

#### **CCC-12      MINUTES**

**RESOLVED** – that the minutes of the meeting of the Council Constitution Committee held on 19 February, 2013 be confirmed and signed by the Chair.

#### **CCC-13      APOLOGIES FOR ABSENCE**

Councillor G.M. Green

#### **CCC-14      DECLARATIONS OF INTEREST**

None.

#### **CCC-15      CHANGES TO THE COUNCIL'S CONSTITUTION**

The Assistant Director: Law, Democracy & Public Protection presented a report, attached to which was a copy of the proposed new format and content for the Constitution. Officers had been working for some time on changes to make the Constitution more accessible and easier to review. Significant changes were proposed to the format, but the actual contents had not been changed materially except where specifically identified in the report. There were a few sections that had not yet been completed, and which needed further work and refinement. However, it was felt that some parts of the revised Constitution (as appended to the report) could be brought forward now for approval, with the remainder to be considered later in the year.

It was proposed that the Constitution would exist primarily as an electronic document – with 'hyper links' being used to navigate around the document. The new structure deleted the current arrangements for articles and procedure rules, and instead had 3 main sections –

- i) an Introduction – a copy of which was appended to the report;
- ii) a section on Decision Making - appended to the report were the proposed terms of reference and rules for Council and Leader/Cabinet plus other decision making Committees. The Council rules had been drafted to take account of the proposal to have a Mayor and Speaker, and also included further information on their respective roles – as requested by Members at the last Council Meeting.
- iii) a section on Governance – appended to the report were revised Scrutiny rules along with terms of reference for a number of governance related Committees, as well as a Protocol on Member/Officer relations.

Also appended to the report was a draft Scheme of Delegation for consideration. A balance was being sought between what was legally required to be included and making the Scheme less complex and detailed. Members accepted that there was a need to review the Scheme of Delegation (including the balance between Member and Officer decision-making), and that this would be best achieved by delegating the task to a small working group.

In relation to the Terms of Reference for the Audit Committee (shown at Appendix 4), the Assistant Director reported a minor amendment at paragraph 1 by replacing the word “strategy” with the word “charter”.

Members suggested a number of minor “tidying-up” amendments to the Council and Leader/Cabinet Rules. In response to a question regarding the chairing of Council meetings, the Assistant Director advised that the Mayor would open the meeting and deal with the approval of the minutes from the previous meeting before handing over to the Speaker to chair the remainder of the meeting. This would be clarified in the wording at paragraphs 5 and 6 of the Council Rules. In terms of the allowances for the two roles, it was reported that the Special Responsibility Allowance for the Speaker would be paid for by taking that sum from the Mayor’s Allowance – so there was no additional cost from operating this arrangement.

**RESOLVED – to RECOMMEND to COUNCIL**

- (a) that the amended parts of the Constitution, as shown at Appendices 1 to 4 of the report, be approved for implementation with effect from the Annual Meeting on 23 May 2013, subject to inclusion of the minor amendments suggested at the meeting and any further minor changes identified by the Monitoring Officer following consultation with the Chair of the Constitution Committee;**
- (b) that authority be delegated to the Monitoring Officer to insert Access to Information Rules and notes on Key Decisions into the Constitution to reflect the legal position in respect of these matters;**
- (c) that authority be delegated to the Monitoring Officer, in consultation with the Chair of the Constitution Committee, to make further minor amendments that may be required to introduce the new Constitution, and ensure that it is loaded onto the internet as appropriate – including with any links or definitions that may be required to best explain the Constitution.**

**RESOLVED –**

- (d) that a review of the Scheme of Delegation be undertaken by a small Member working group, who will report back to the Committee in due course;**
- (e) that the position in respect of the Code of Conduct for Officers be noted;**
- (f) that the on-going development of the Financial Regulations (including Contract Rules) be noted;**

- (g) that the provisions regarding the role of Citizens and the Council be brought to the next meeting of the Constitution Committee for consideration.**

The meeting ended at 6.43 p.m.

**Chairman:** .....

**Date:** .....

## **LICENSING COMMITTEE**

### **Minutes of a meeting of the Licensing Committee held on Wednesday 13th March 2013 at 6.00 pm in the Wrekin Room, The Business Development Centre, Stafford Park 4, Telford**

#### **PRESENT**

Councillors: C Mason (Chair), R Picken, T Hope, A Mackenzie, L Murray, J Seymour, J Thompson, and C Turley.

Officers in attendance: Jonathan Eatough – Assistant Director: Law, Democracy and Public Protection, Lorraine Fowkes – Solicitor, Suzanne Fisher – Public Protection Team Leader and Wendy Buckley - Democratic Services Support Officer.

#### **LC - 31      MINUTES**

**RESOLVED** – that the minutes of the Licensing Committee meetings held on 16<sup>th</sup> January and 23<sup>rd</sup> January 2013 be confirmed and signed by the Chair.

#### **LC- 32      APOLOGIES FOR ABSENCE**

Councillors – R Scammell.  
Officers – J Revell.

#### **LC- 33      DECLARATIONS OF INTEREST**

None.

#### **LC – 34      THE POLICE REFORM AND SOCIAL RESPONSIBILITY ACT 2011 AND CONSIDERATION OF THE LATE NIGHT LEVY AND EARLY MORNING RESTRICTION ORDER**

The Public Protection Team Leader informed Members about new licensing powers including the possible options to use Late Night Levy and Early Morning Restriction Orders. The Officers' recommendation was not to implement either within the Borough as Telford & Wrekin had no evidence of high level alcohol related crime and disorder issues. West Mercia Police and West Mercia Licensing Authorities have also stated that they would not support the introduction of a Late Night Levy.

The Late Night Levy is an annual charge that can be made by the Licensing Authority on premises which are licensed to sell alcohol between midnight and 6am. This includes all licensed outlets including supermarkets, small shops and off licences regardless of whether they contribute to problems in the late night economy. The Police would receive up to 70% of the proceeds with no restriction as to where the money was spent. The Local Authority would receive up to 30% to be spent on policing the night-time economy.

Members commented that the income raised by the Late Night Levy could assist with vital funding issues such as for taxi marshalls and it was thought that a one off fee would be accepted by premises.

The Public Protection Team Leader advised Members that the Late Night Levy, if Members recommended implementing, would be paid by all licensed premises that had a licence to sell alcohol after midnight. A Late Night Levy could potentially affect the smaller licensed premises incomes.

Solicitor to the Licensing Committee made reference to the statutory guidance on Late Night Levy. If a Late Night Levy was introduced without the support of the Police the chances of a legal challenge by way of a Judicial Review are increased. It was also confirmed to the Committee that if Members agreed not to implement the use of Late Night Levy or Early Morning Restriction Orders the matter was not required to be determined by Full Council.

**RESOLVED – that Members note the content of the Police Reform and Social Responsibility Act 2011 report and agree that, at the present time, this Authority does not implement the use of Late Night Levy or Early Morning Restriction Orders within the Borough.**

Meeting closed at 6.30pm.

Chairman:

Dated:

## **LICENSING COMMITTEE**

### **Minutes of a meeting of the Licensing Committee held on Tuesday 26th March 2013 at 10.00 am in Meeting Room 7, Darby House, Telford**

#### **PRESENT**

Councillors: C Mason (Chair), A Mackenzie, L Murray, R Scammell, J Seymour, K Tomlinson and C Turley.

Officers in attendance: Jonathan Eatough – Assistant Director: Law, Democracy and Public Protection, Jo Revell - Health, Safety & Resilience Manager, Suzanne Fisher – Public Protection Team Leader and Wendy Buckley - Democratic Services Support Officer.

#### **LC - 35      MINUTES**

**RESOLVED** – that the minutes of the meeting held on 13<sup>th</sup> March 2013 be confirmed and signed by the Chair.

#### **LC– 36      APOLOGIES FOR ABSENCE**

Councillors – R Picken, J Thompson.  
Officers – Tina Street, Solicitor.

#### **LC- 37      DECLARATIONS OF INTEREST**

None.

#### **LC – 38      LICENCE FEES**

The Assistant Director informed Members of the proposed Licence fees as detailed in appendix B to the agenda. In these tough economic times and with Telford & Wrekin Council's priority of being a business winning/business supporting council officers had balanced the cost of providing the licensing service with fees that did not overburden the business community. Members were referred to 3.4 of appendix B which showed that many fees had in fact been reduced for 2013. Reference was also made to appendix C attached to the report – proposed general fees which showed a typing error under column B – proposed fee for sex establishment – renewal. This figure was confirmed to be £1500 and a correct version of appendix C was tabled. The proposed fees for 2013 were proposed at a level that would recover the cost of an increasingly efficient service and would ensure business operating costs remained low.

One efficiency was the proposed removal of the option for a new driver to have a six month licence and for existing drivers to have either a 12 month or 3 year licence. Issuing a 3 year licence would maximise efficiencies and reduce costs and, over time, would bring renewals of medicals and criminal record disclosures in line with the licence renewal date. Some Members showed concern of a 3 year licence but the Public Protection Team Leader advised that issues regarding medical reminders

or advising of police convictions would be flagged up on the public protection computer system.

**RESOLVED –**

- (a) that the level of fees, as shown in the appendices to the report, to come into force on 1 May 2013, be approved;**
- (b) that the option for either a Hackney Carriage Driver Licence or a Private Hire Driver Licence or a Dual Licence be removed and in their place have a one 'Driver Licence';**
- (c) that the option for a 6 month and 12 month Driver Licence be removed;**
- (d) that the option for a 6 month vehicle licence be removed.**

Meeting closed at 10.45 am

Chairman:

Dated:

## PLANS BOARD

### Minutes of a meeting of the Plans Board held on Wednesday, 27 February 2013 at 6.00pm in the Auditorium, Abraham Darby Academy, Hill Top, Ironbridge Road, Madeley, Telford

**PRESENT:** Councillors J C Minor (Chairman), N A Dugmore, I T W Fletcher, R T Kiernan, J Loveridge, G C W Reynolds, S A W Reynolds, M J Smith and C R Turley

**ALSO PRESENT:** Councillor S Bentley (for planning applications TWC/2011/0575 and TWC/2012/0314) and Councillor S P Burrell (for planning application TWC/2012/0961)

#### **PB-085**      **MINUTES**

**RESOLVED** – that the minutes of the meeting of the Plans Board held on Wednesday, 6 February 2013 be confirmed and signed by the Chairman.

#### **PB-086**      **APOLOGIES FOR ABSENCE**

None.

#### **PB-087**      **DECLARATIONS OF INTEREST**

None.

#### **PB-088**      **DEFERRED/WITHDRAWN APPLICATIONS**

None.

#### **PB-089**      **SITE VISITS**

**RESOLVED** – that a site visit takes place at 4.00pm on Wednesday, 20 March 2013 at land to the south of St Michaels Church, Waters Upton, TF6 6NP in respect of planning application TWC/2011/0575.

#### **PB-090**      **PLANNING APPLICATIONS FOR DETERMINATION**

Members had received a schedule of planning applications to be determined by the Board and fully considered each report and the supplementary information tabled at the meeting regarding planning applications TWC/2012/0314, TWC/2012/0886 and TWC/2012/0961.

(a)              TWC/2011/0575 - Land to the South of St Michaels Church, Waters Upton, Shropshire, TF6 6NP

This was an outline planning application for the erection of 8no dwellings with associated access and amenity space and church parking provision. Waters Upton Parish Council had requested that the application be determined by the Plans Board.

Ms K Baker addressed the Board with the objections of Waters Upton Parish Council on the grounds of access and traffic and pedestrian safety, rights of way, loss of green space and community space, housing need, loss of rural character, unsuitability of the proposed car parking location for the church, lack of public transport provision, pressure upon school places and the potential for development to 'creep' onto adjoining land. She asked Members to consider undertaking a site visit.

Councillor S Bentley, Borough Ward Member, also asked Members to consider a site visit and spoke oppose the application on the grounds of road access (particularly for emergency vehicles), highway safety, traffic congestion and housing need.

Mr S Cooper, a neighbouring resident, addressed the Board with his concerns regarding the application which included overlook, retention of suitable sandstone wall boundaries, potential disruption to private well, access and road safety and increased development in the village versus demand.

The Planning Officer referred Members to the report and highlighted national and local policy implications, current identified housing needs, the provision of some community parking facilities and proposed removal of redundant agricultural buildings thereby improving the visual impact of the site. She confirmed that the sandstone boundary walls would be retained and advised that concerns regarding the visual amenity or character of the area, the setting of the listed buildings and impact upon flora and fauna could be mitigated through appropriate conditioning and submission of an appropriate reserved matters application.

Members were divided as to whether inspection of the site would benefit Members' understanding of many of the objections raised and received advice from the Assistant Director: Planning Specialist. A site visit was proposed and seconded and it was, by a majority:

**RESOLVED – that determination of planning application TWC/2011/0575 be deferred to allow the Board Members to make a Site Visit.**

(b) TWC/2012/0314 - Land adjacent to The Cleveland Arms, High Ercall, Telford, Shropshire, TF6 6AE

This application, which had been deferred at the meeting of the Board on 6 February 2013 to enable Members to undertake a site visit, sought planning permission for the erection of 6no dwellings with associated car parking. Both the local Ward Member, Councillor S Bentley, and Ercall Magna Parish Council had requested that the application be determined by Plans Board. The main report informed Plans Board that, since the last meeting, the applicant had submitted a revised scheme for terraced properties and a Drainage Engineer's report. Additionally, an update report was tabled at the meeting regarding the submission of a Highway Engineer's report, confirming the lack of restrictions on the land and detailing further comments from Ercall Magna Parish Council.

Councillor C Purves, representing Ercall Magna Parish Council, spoke to oppose the application on the grounds of scale and design, maintenance of infrastructure, light pollution from headlights, lack of street and car park lighting and associated safety, jeopardy to the safe routes to school scheme, land contamination and the loss of allotment facilities.

Councillor S Bentley, Borough Ward Member, also spoke to oppose the application on the grounds of loss of residential amenity and community facilities. He also drew attention to the effect on the conservation area, traffic safety, loss of allotments, potential impact upon the safe routes to school scheme, restrictive covenants and archaeological concerns.

The Planning Officer referred Members to the site visit undertaken that afternoon and pointed to elements in the report highlighting national and local policy implications (including guidance on affordable housing), confirmed that there were no restrictive covenants upon the land and noted that allotments were currently underused. She pointed out the development would maintain the existing public house and associated community facilities. The Legal Adviser confirmed that issues such as restrictive covenants were not relevant material planning considerations.

In response to Members' queries, the Planning Officer further responded that the responsibility for maintaining the access road lay with the Public House unless it became adopted, that conditions regarding acoustic fencing and restricting the hours of delivery to the public house were not reasonably justifiable in this case. She advised that boundary fencing, lighting and archaeological concerns could be subject to appropriate conditions if Members were minded to approve planning permission. Members also considered road safety and egress from the car park, national planning policy, improvement to the visual impact of the site, current use of allotments and retention of the safe routes to school scheme.

**RESOLVED** – that with respect to planning application TWC/2012/0314 planning permission be granted subject to:-

- (a) the conditions set out in the update report;
- (b) the Development Management Manager being authorised to finalise an additional condition to control permitted development rights at the site specifically regarding lighting if necessary following consideration of the permitted development rights, an additional condition for a watching brief with regard to archaeology, and an additional condition for boundary fencing to the north of the site.
- (c) TWC/2012/0886 - Land between 121 & 125 Hadley Park Road, Hadley, Telford, Shropshire

This was a full application for the erection of 14 dwellings with associated garages and new road access. The proposals also included the provision of a double garage for 121 Hadley Park Road. Hadley and Leegomery Parish Council had requested that the application be determined by the Plans Board due to concerns regarding access. An update report was tabled at the meeting which detailed additional consultation responses.

Mr S Pincher, spoke on behalf of local residents who objected to the application on the grounds of traffic safety, contravention of Wrekin Local Plan policies, erosion of open space and green space, drainage, separation distances, loss of trees, noise nuisance and increased anti-social behaviour and the human right to family life. He asked Members to consider deferring determination of the application for a site visit. In

addition, he sought the submission of a traffic and transport assessment and for consultative dialogue to be opened with local residents.

The Planning Officer addressed concerns of residents, noting that the application site was designated as White Land but, upon assessment, did not meet the criteria to benefit from Green Network protection. She noted that the site was located near local facilities and services and was therefore a sustainable location which was compliant with National Planning Policy Framework guidance. She considered that the oblique angle layout of the proposed dwellings maintained sufficient separation distances to avoid overlooking or loss of privacy. She pointed out that initial concerns of the Highways Officer had been addressed through the submission of a revised plan and that the proposals included adequate car parking. She noted that the hedge along the southern boundary would be retained and that the area was at low risk for flooding.

During the ensuing debate, Members of the Board considered low flood risks, road layout, lack of footpaths in favour of a shared surface and the national and local planning policy context.

On being put to the vote it was unanimously:-

**RESOLVED – that with respect to planning application TWC/2012/0886 the Development Management Manager be authorised to grant planning permission subject to the applicant entering into a s106 agreement to provide financial contributions of £38 105 towards primary education provision and £8,400 towards Parks and Open Spaces and further subject to the conditions set out in the update report (with authority to finalise conditions and reasons for approval to be delegated to the Development Management Manager).**

(d) TWC/2012/0961 - Land at Orchard House, Tibberton, Newport, Shropshire

This proposal for full planning permission for residential development to the rear of Orchard House in Tibberton sought consent for 10 houses providing a mixture of 4no 3 and 6no 4 bedroom units and garages. As part of the proposal, Orchard House would be partially demolished to allow for a new access road and turning head. An update report was tabled at the meeting with additional information regarding the submission of revised plans and additional information from the applicant and subsequent consultation responses.

Cllr E Ashcroft, Chairman of Tibberton and Cherrington Parish Council, spoke against the proposal, referring to the additional documentation he had submitted for perusal by the Plans Board. The Parish Council primarily objected to the proposal with regard to foul and surface water drainage and the potential for flooding.

Cllr S Burrell, Borough Ward Member, also spoke against the proposal regarding density, quality of design and sustainability. He did not believe that the proposals met National Planning Policy Framework objectives and had concerns regarding the design quality of affordable housing and drainage. He asked Members to consider deferring determination of the application so that a site visit could take place and until Severn Trent Water and the Environment Agency had responded to drainage concerns.

Mr R Gibb spoke on behalf of local residents who objected to the proposal on the grounds of scale, design and density, impact upon village character, unsustainability and non-compliance with aspects of the National Planning Policy Framework.

Mr C Huntley addressed the Plans Board on behalf of the Applicant. He commented upon density, affordable housing provision, design in terms of plot orientation and the vernacular of the local area, Secured by Design award status objectives, drainage, highways, section 106 contributions and sustainability.

The Planning Officer highlighted aspects of the report regarding national and local planning policy context, affordable housing and viability issues, road layout, scale and design, separation distances, parking and drainage issues.

Members considered density, compliance with National Planning Policy Framework particularly with regard to sustainability, drainage, affordable housing and road layout. In response to questioning, the Planning Officer confirmed that the road layout and turning head had been tracked for refuse vehicles. The Assistant Director: Planning Specialist also reminded Members that the National Planning Policy Framework should be considered holistically rather than in individual parts. He further commented with regard to affordable housing, that every application was different in terms of viability.

On being put to the vote it was, by a majority:

**RESOLVED** – that with respect to planning application TWC/2012/0961 the Development Management Manager be authorised to grant planning permission subject to the applicant entering into a s106 agreement to provide financial contributions of £26,944 towards primary and education provision, £4,800 to Parks and Open Spaces and 40% affordable homes; and further subject to the conditions set out in the update report (with authority to finalise conditions and reasons for approval to be delegated to the Development Management Manager).

**PB-091      START TIME FOR NEXT MEETING**

The Chairman advised that there was a significant amount of business to be considered at the next meeting of the Plans Board and in order to avoid an unduly late meeting, he was of the opinion that it would be prudent to bring forward the start time of the meeting. In accordance with Committee Procedure Rule 8, the Chairman was, therefore, minded to set the date and time of the next meeting as Wednesday, 20 March 2013 at 5.30pm.

The meeting ended at 7.47pm

**Chairman:** .....

**Date:** .....

## **PLANS BOARD**

### **Minutes of a meeting of the Plans Board held on Wednesday, 20 March 2013 at 5.30pm in the Auditorium, Abraham Darby Academy, Hill Top, Ironbridge Road, Madeley, Telford**

**PRESENT:** Councillors J C Minor (Chairman), N Dugmore, R T Kiernan, A A Mackenzie (as substitute for Councillor J Loveridge), C P R Mollett (as substitute for Councillor I T W Fletcher), S A W Reynolds, R J Sloan (as substitute for Councillor G C W Reynolds), M J Smith and C R Turley

**ALSO PRESENT:** Councillor S Bentley (for planning application TWC/2011/0575) and Councillor A D McClements (for planning application TWC/2012/1004)

#### **PB-092      MINUTES**

**RESOLVED** – that the minutes of the meeting of the Plans Board held on Wednesday, 27 February 2013 be confirmed and signed by the Chairman.

#### **PB-093      APOLOGIES FOR ABSENCE**

Councillors I T W Fletcher, J Loveridge and G C W Reynolds

#### **PB-094      DECLARATIONS OF INTEREST**

Cllr A A Mackenzie commented on his position regarding planning application TWC/2013/0124 and indicated that he would withdraw from the meeting during determination thereof.

Cllr C R Turley commented on his position regarding planning applications TWC/2013/0103 and TWC/2013/0111 but stated that, in the circumstances he would not be withdrawing from the meeting for either item.

#### **PB-095      DEFERRED/WITHDRAWN APPLICATIONS**

None.

#### **PB-096      SITE VISITS**

**RESOLVED** – that a site visit takes place at 4.30pm on Wednesday, 10 April 2013 at land adjacent to The Bungalow, Arleston Village, Arleston, Telford, TF1 2LU in respect of planning application TWC/2012/1004.

#### **PB-097      PLANNING APPLICATIONS FOR DETERMINATION**

Members had received a schedule of planning applications to be determined by the Board and fully considered each report and the supplementary information tabled at the meeting regarding planning applications TWC/2011/0575, TWC/2013/0010, TWC/2013/034, TWC/2013/083, TWC/2013/0098, TWC/2013/0102, TWC/2013/0103, TWC/2013/0111, TWC/2013/0114 and TWC/2013/0124.

(a) TWC/2011/0575 - Land to the South of St Michaels Church, Waters Upton, Shropshire, TF6 6NP

This was an outline planning application for the erection of 8no dwellings with associated access and amenity space and church parking provision. Waters Upton Parish Council had requested that the application be determined by the Plans Board and the application had been deferred at the meeting of the Board on 27 February 2013 to enable Members to undertake a site visit. An update report was tabled which set out further comments received from the Parish Council.

Ms K Baker addressed the Board with the objections of Waters Upton Parish Council on the grounds of housing need, experience of development at The Swan Inn relating to access and car parking, suitability of this site for development and road safety.

Councillor S Bentley, Borough Ward Member, also spoke to oppose the application on the grounds of community involvement and benefit, fears for incremental development around the site, affordable housing need in light of the number of recent planning permissions granted in the area and policy considerations.

Mr G Evans, the Applicant's Agent, spoke to support the application in terms of local and national policy compliance, sustainability, principle of development, community benefits in terms of the provision of a footpath to improve highway safety and car parking for the church, affordable housing need and deliverability.

Members referred to the site visit which had taken place that afternoon with some members expressing concern for highway safety with regard to the visibility splay, access and potential for overdevelopment of the village. Some members welcomed the affordable housing provision and the proposed reduction in density at the development which was considered would support the economy in the village; the proposed footpath and parking provision for the Church were also welcomed and it was noted that the principle of development at this site had already been established. The Planning Officer confirmed that the Highways Engineer was satisfied that the proposals were acceptable at this outline stage.

On being put to the vote it was, by a majority:

**RESOLVED** – that with respect to planning application TWC/2011/0575 the Development Management Manager be authorised to grant planning permission subject to the applicants entering into a Section 106 Agreement to provide 40% affordable housing, the provision of community parking facilities and a contribution of £5,000 towards a Traffic Regulation Order; and further subject to the conditions set out in the report.

(b) TWC/2012/1004 - Land Adjacent To The Bungalow, Arleston Village, Arleston, Telford, Shropshire, TF1 2LU

This was a proposal seeking outline planning permission, with all matters reserved, for the construction of four two-storey detached dwellings with private garages and vehicular and pedestrian access on land adjoining “The Bungalow” in Arleston Village. The proposals included the retention of the existing bungalow following the demolition of the existing side extension and detached single garage. The proposed development would result in the loss of some protected trees but, as the trees were not visible to the public realm, Officers did not consider that their continued retention was justified.

Cllr A D McClements, Borough Ward Member, spoke against the application, on behalf of local residents. She raised concerns regarding drainage, loss of trees, fauna and wildlife, she commented upon the style of development being out of character with the village, the proximity of listed buildings and a building of historic interest, the impact upon neighbouring properties in terms of overlook and loss of light, highways concerns and overdevelopment of the area. She urged members to undertake a site visit.

The Planning Officer advised Members that the application was local and national policy compliant and represented a sustainable development. He noted the loss of protected trees, but referred to the proposed replacement planting scheme. Members expressed particular concerns regarding highways issues and Councillor R J Sloan proposed, seconded by Councillor C R Turley, that this application be deferred to enable Members to undertake a site visit, which was unanimously supported.

**RESOLVED – that determination of planning application TWC/2012/1004 be deferred to allow the Board Members to make a Site Visit.**

(c) TWC/2013/0010 - Land at Cuckoo Oak, Madeley, Telford, Shropshire TF7 4LU

This was an outline application by the Homes and Communities Agency for residential development of up to 31 dwellings and associated infrastructure, with all matters other than access (that is, appearance, landscaping, layout and scale) being “reserved matters” for consideration at a later stage. An update report was tabled which detailed additional comments received since the publication of the main report.

In response to questions, the Planning Officer explained that a pedestrian link to the Cuckoo Oak traffic island and a crossing point with textile paviers were to be secured under off-site highway works and that the Leisure Officers would decide the most appropriate location for play equipment - to retain play equipment on site would affect the viability of the development.

**RESOLVED – that with respect to planning application TWC/2013/0010 the Development Management Manager be authorised to grant planning permission subject to:**

- (A) The applicants entering into a Section 106 agreement with the Council relating to:
- (i) Providing 25% of dwellings built to be affordable;
  - (ii) A contribution of £600 per dwelling toward the provision, maintenance or enhancement of play equipment or facilities near to the application site;
  - (iii) A contribution of £7500 for the treatment of Ash trees if required;
  - (iv) A formulated commuted sum for the provision, transfer, adoption and maintenance of Open Spaces and Woodland (if that option is exercised by the applicant). Or alternatively, provide for a residents management company to maintain those areas; and
- (B) The conditions set out in the update report tabled at the meeting (with authority to finalise conditions and reasons for approval to be delegated to Development Management Manager)
- (d) TWC/2013/0034 - Land at Park Road, Malinslee, Telford, Shropshire, TF4 2AX

This application sought outline planning permission for residential development of up to 75 dwellings and associated infrastructure, with all matters other than access (that is, appearance, landscaping, layout and scale) being “reserved matters” for consideration at a later stage. An update report was tabled which clarified that the stopping up of Baptist Avenue no longer formed part of this application and indicated a revised recommendation following discussions regarding open space and woodland management. The Planning Officer also gave details of a late consultation response received which objected to the application on the grounds of additional traffic, highway safety, loss of trees and loss of wildlife. Members generally welcomed the outline application.

**RESOLVED** – that with respect to planning application TWC/2013/0034 the Development Management Manager be authorised to grant planning permission subject to:

- (A) The applicants entering into a Section 106 agreement with the Council relating to:
- (i) Providing 25% of dwellings built in each Phase of development to be affordable;
  - (ii) A contribution of £600 per dwelling toward the provision, maintenance or enhancement of play equipment or facilities near to the application site;

- (iii) **A contribution toward the provision of primary education of £164,510 based on a scheme of 75 dwellings; and**
  - (iv) **A formulated commuted sum for the provision, transfer, adoption and maintenance of Open Spaces, Woodland and SUDS (if that option is exercised by the applicant). Or alternatively, provide for a residents management company to maintain those areas; and**
- (B) The conditions set out in the update report tabled at the meeting (with authority to finalise conditions and reasons for approval to be delegated to Development Management Manager)**
- (e) TWC/2013/0083 - Land at Hadley Park West, (off Okehampton Road), Leegomery, Telford, Shropshire

This outline application with all matters other than access (that is, appearance, landscaping, layout and scale) being “reserved matters” for consideration at a later stage sought planning permission for residential development of up to 209 dwellings and associated infrastructure. An update report was tabled which detailed additional comments received since the publication of the main report and updated planning considerations.

Members gave consideration to whether a site visit would inform determination of this application and, acknowledging the advice of the Assistant Director: Planning Specialist, concluded that a site visit would not be beneficial at this outline stage as the principle of development was the main consideration. Members raised concerns for the location of a proposed NEAP but noted that this would be finalised at the reserved matters stage. Members noted that there was an over-supply of employment land in the area and considered that this site was more suited to residential development and that the proposed density was satisfactory, but expressed concern for the preservation of the canal lock structures.

On being put to the vote it was, by a majority:

**RESOLVED – that with respect to planning application TWC/2013/0083 the Development Management Manager be authorised to grant planning permission subject to:**

- (A) The applicants entering into a Section 106 agreement with the Council (terms to be agreed by the Development Management Manager) relating to:**
  - (i) The provision of 25% of dwellings built in each Phase of development being affordable;**
  - (ii) A contribution towards local primary schools in the order of £483,187 based on a maximum development of 209 dwellings;**

- (iii) A formulated commuted sum for the adoption and maintenance of public open space, NEAP facilities, woodland areas and Sustainable Urban Drainage System at the site (if that option is exercised by the applicant); and
  - (iv) A contribution towards highways improvements to the Leegomery Roundabout of £73,150 based on a maximum development of 209 dwellings, plus £5,000 towards Travel Plan monitoring; and
- (B) The conditions set out in the update report tabled at the meeting (with authority to finalise conditions and reasons for approval to be delegated to the Development Management Manager)
- (f) TWC/2013/0093 - North Car Park, Victoria Road and Car Park, The Parade, Wellington, Telford, Shropshire

This was a Council application which sought approval for the relocation of the Council hosted car boot market. The market was currently being held on the site under permitted development but regulations only allowed the holding of a market for not more than 14 days in total in any calendar year. The application was not, therefore, retrospective but permission was required to ensure the weekly continuation of the current arrangements.

Members were supportive of this application, noting that the car boot sale had already been running successfully and without causing parking problems for approximately three weeks. Members noted that the car boot would not run on Remembrance Sunday and would have significant economic on-benefits for the town due to the increase in footfall. Some concern was expressed for disabled access at the nearby proposed 100 Hour Pharmacy but Members were advised that this issue was not part of the application before them.

**RESOLVED** – that with respect to planning application TWC/2013/0093 planning permission be granted subject to the conditions as set out in the report.

- (g) TWC/2013/0098 - Newport Swimming Pool, Victoria Park, Newport, Shropshire, TF10 7LH

This Council application sought planning permission for the erection of a side extension to the existing swimming pool to provide a fitness suite, enable internal alterations and construction of additional car parking area. An update report was submitted which detailed further information received, additional consultation responses, and recommended additional conditions. Members welcomed the application.

**RESOLVED** – that with respect to planning application TWC/2013/0098 planning permission be granted subject to the conditions as set out in the update report tabled at the meeting.

- (h) TWC/2013/0102 - Land off Parkway, Madeley Court, Madeley, Telford, Shropshire

This was a proposal for the erection of a foodstore (Use Class A1) together with associated service area, car parking and landscaping. Outline planning consent for the erection of a 1400m<sup>2</sup> non-food store, associated parking and new access point, and two further applications for a new doctor's surgery and hot food takeaway at the site, had been considered by Plans Board on 3 October 2012 and subsequently granted. A proposal for a residential scheme to the north and east of the site had also been submitted. The proposals for this application, which was on the former Madeley Court School and Leisure Centre site, were fully detailed in the report. An update report was circulated detailing a consultation response received regarding the loss of trees and confirming amendments to the access and recommended conditions.

Members welcomed the application and considered that the proposals would compliment development in the surrounding area and improve consumer choice for local residents. Questions were raised about the boundary in order to protect the site from crime and the footpath to the rear of the site. Members were advised by the Development Management Manager that the footpath would be addressed as part of the proposed residential scheme and that the boundary could be subject to condition.

**RESOLVED** – that with respect to planning application TWC/2013/0102 the Development Management Manager be authorised to grant planning permission subject to:-

- (A) The Council as landowner agreeing to provide a Memorandum signed by the Assistant Director: Development Business and Housing agreeing that the Council as landowner will pay the contributions (i), (ii) and (iii) below either upon the sale of any of the development land or upon commencement of the development whichever is the sooner (precise terms to be agreed by the Development Management Manager)
  - (i) The development to provide a contribution of £12,182.59 towards the implementation of the Town Centre Transport Strategy as specified in Chapter 4.6, Transport, of the CTAAP document;
  - (ii) The development to provide a Travel Plan Monitoring contribution of £5,000; and
  - (iii) The development to provide a Planning and Financial monitoring contribution of £7,500; and
- (B) The conditions set out in the update report tabled at the meeting and further subject to a condition regarding boundary treatment (with authority to finalise conditions and reasons for approval to be delegated to the Development Management Manager).

- (i) TWC/2013/0103 - Telford Town Park, Hinkshay Road, Dawley, Telford, Shropshire

This was a Council application which sought consent for a new 18 hole mini golf course in association with the new visitor centre redeveloped as part of the wider Southwater scheme in Telford Town Park. This application was considered in conjunction with application reference TWC/2013/0111 (below). An update report was tabled which detailed additional comments received since the publication of the main report.

Members welcomed both applications. It was not considered that either application would result in competition with facilities at Horsehay as these proposals offered a relaxed, family-fun approach which was much missed by the community following the loss of similar successful facilities at Ketley.

**RESOLVED** – that with respect to planning application TWC/2013/0103 planning permission be granted subject to the conditions as set out in the update report tabled at the meeting.

- (j) TWC/2013/0111 - Telford Town Park, Hinkshay Road, Dawley, Telford, Shropshire

This was a Council application which sought consent for a new 18 hole mini golf course in association with the new visitor centre redeveloped as part of the wider Southwater scheme in Telford Town Park. This application was considered in conjunction with application reference TWC/2013/0103 (above). An update report was tabled which detailed additional comments received since the publication of the main report.

**RESOLVED** – that with respect to planning application TWC/2013/0103 planning permission be granted subject to the conditions as set out in the update report tabled at the meeting (with authority to finalise conditions and reasons for approval to be delegated to Development Management Manager).

- (k) TWC/2013/0114 - Land at Jiggers Bank, Coalbrookdale, Telford, Shropshire

This Council application sought consent for major engineering works to be undertaken to stabilise the failing rock face descending down to the highway at Jiggers Bank by re-grading the slope to a level with an appropriate factor of safety measures such as netting and rock bolting. An update report was circulated detailing comments from the Council's ecologist and confirming that issues raised by the comments could be addressed through the conditions recommended within the main report.

Members were fully supportive of the application, emphasising the urgency with which work was required to accommodate the impending tourist season. It was unanimously:-

**RESOLVED** – that with respect to planning application TWC/2013/0114 planning permission be granted subject to the conditions as set out in the report.

- (l) TWC/2013/0124 - Telford Ski Centre, Court Road, Madeley, Telford, Shropshire, TF7 5DZ

This was a Council proposal to erect a single storey extension at Telford Ski Centre in Madeley to provide new changing room facilities with a link to the existing main building. It was also proposed to create a new secondary access point and extended on site car parking provision. An update report was tabled which detailed additional comments received since the publication of the main report.

Members welcomed the proposals.

**RESOLVED** – that with respect to planning application TWC/2013/0124 planning permission be granted subject to the conditions as set out in the update report tabled at the meeting.

The meeting ended at 6.59pm

**Chairman:** .....

**Date:** .....

## PLANS BOARD

### Minutes of a meeting of the Plans Board held on Wednesday, 10 April 2013 at 6.00pm in the Walker Room, Meeting Point House, Town Centre, Telford

**PRESENT:** Councillors J C Minor (Chairman), N A Dugmore, R T Kiernan, J Loveridge, C P R Mollett (as substitute for Councillor I T W Fletcher), G C W Reynolds, S A W Reynolds, M J Smith, C R Turley

**ALSO PRESENT:** Councillor R G Scammell (for planning application TWC/2012/0426) and Councillor J M Seymour (for planning applications TWC/2012/0974 and TWC/2012/0975)

#### **PB-098      MINUTES**

**RESOLVED** – that the minutes of the meeting of the Plans Board held on 20 March 2013 be confirmed and signed by the Chairman

#### **PB-099      APOLOGIES FOR ABSENCE**

Councillor I T W Fletcher

#### **PB-100      DECLARATIONS OF INTEREST**

None.

#### **PB-101      DEFERRED/WITHDRAWN APPLICATIONS**

None.

#### **PB-102      SITE VISITS**

**RESOLVED** – that the following applications be deferred for Site Visits to take place on Wednesday, 1 May 2013:

TWC/2013/0199 – 4.00pm – Raven Cottage, 5 Kynnersley, Telford, TF6 6DX;  
and

TWC/2013/0059 – 4.45pm – 18 Eyton Road, Dawley, Telford, TF4 2DN.

#### **PB-103      PLANNING APPLICATIONS FOR DETERMINATION**

Members had received a schedule of planning applications to be determined by the Board and fully considered each report and the supplementary information tabled at the meeting regarding planning applications TWC/2012/0426 and TWC/2013/0199.

(a)            TWC/2012/0426 - Green Lane, Newport, Shropshire, TF10 7LA

This was an application for a part retrospective change of use from livery stable and farm use to a livery stable with riding school. As the livery stables had never received planning consent, this application also sought to regularise such use as well

as seeking approval for a riding school at the site to more productively use the land. An update report was tabled which set out further consultation responses.

Councillor R Scammell, Borough Ward Member, spoke to oppose the application on the grounds of access, on-going maintenance of the unadopted road as a result of increased traffic, opening hours and disturbance to residents, the number of horses on site being greater than that stated, parking and emergency access and previous planning refusals for dwellings in the vicinity due to traffic generation. He asked Members to consider undertaking a site visit at this premises.

Mr G Jones, a local resident, also spoke in opposition to the application in terms of access, loss of privacy, disturbance due to the length of opening hours, security concerns, increased traffic generation, the number of horses on site being greater than that stated, highways concerns and pedestrian safety. He also asked Members to consider attending a site visit.

Ms E Hall, the applicant, spoke in support of her application. She stated that the site had always been used for equine purposes and that she had co-operated fully with planning requirements during the application process. Her intentions were to enable local people to have access to livery in the area. She noted concerns regarding the number of horses on site and advised that horses in the neighbouring field belonged to the landowner, who accessed the site from Cheney Hill.

The Planning Officer advised Members that this application was considered to be an appropriate rural enterprise which was compliant with the National Planning Policy Framework (NPPF). She referred to the tabled update which informed Members of the width of Green Lane and commented upon highways improvements to mitigate concerns through conditions, confirmed the opening hours which were consistent with equine activity in a rural area, and considered that the application would offer employment opportunities, community facilities and support economic growth.

Councillor N A Dugmore raised concerns regarding the opening hours, financial liability to neighbours for the maintenance of the unadopted road due to increased traffic, access and the previous planning history. As a result of these concerns, Councillor Dugmore proposed a site visit, seconded by Councillor R T Kiernan but, on being put to the vote, the site visit was not agreed.

In response to Councillor Dugmore's questions, the Planning Officer advised that a traffic survey had been undertaken by the applicant which had been supplemented by the Council's Highways Officer. This would have taken into consideration traffic movements from surrounding facilities including the school. Highways Officers had raised no concerns regarding the access. She advised that the Planning Authority notified neighbouring properties that the application had been made but it had no responsibility to consult with neighbouring properties regarding the implications of the scheme. She confirmed the opening hours for the livery business which concurred with expected usage. Planning policy and the way in which traffic impacts were assessed had changed significantly since applications for housing had been made and refused some years ago.

Noting confirmation of opening hours and proposed improvements to the unadopted road as part of the application, some Members were able to welcome the application as an appropriate rural enterprise which would create employment opportunities in the area. On being put to the vote it was, therefore, by a majority:

**RESOLVED** – that with respect to planning application TWC/2012/0426 the Development Management Manager be authorised to grant planning permission subject to the conditions set out in the update report tabled at the meeting (with authority to finalise conditions and reasons for approval to be delegated to the Development Management Manager).

(b) TWC/2012/0974 - Land Adjacent 8 The Avenue, Sugden, Shropshire, TF6 6ND

This was a full application which sought planning permission to erect a four bay barn to support the establishment of a vineyard and wine making operation on land adjacent to The Avenue, Sugden. Councillor J M Seymour, Ward Member, had requested that the application be determined by the Plans Board. Members considered the application in conjunction with planning application reference TWC/2012/0975 (below).

Councillor J M Seymour, Borough Ward Member, spoke on behalf of local residents to oppose both applications. She raised issues regarding access via a narrow unadopted road situated in close proximity to neighbouring properties and associated disturbance, suitability of a mobile home for an essential worker dwelling when there were properties for sale in the vicinity, previous failed use of the land and the applicant's lack of expertise. Councillor Seymour considered that the applicant should be able to demonstrate the business was a going concern before seeking a dwelling on the site.

Mr D Murray, a local resident, also spoke to oppose both applications, in terms of noise nuisance from use, increased traffic movements, the applicant's lack of expertise correlating with the risk of failure, the size of the proposed storage barn, the access route and impact upon neighbouring properties, possible use as a retail outlet, crime and security. He noted that planning policy supported employment generation but pointed out that the business was family owned and staffed.

Mr D Middleton, a local interested party, spoke in support of the application. He explained the nuances of wine growing, support available for vineyard owners, and his opinion that the vineyard would be an aesthetically pleasing, quiet agricultural use.

Mr P Burton, the applicant's agent, spoke to support both applications. He explained that the application was an on-going development of an existing vineyard, which would begin to show returns in the current year, and the proposals would allow for efficient business. He commented that wine making was a quiet activity, that the site was secure and the presence of an essential workers dwelling would supplement security. He stated that the application was compliant with local and national policy, represented economic growth and provided future employment opportunities as the business grew. He noted the applicant's good relationship with local residents and

highlighted that the plans had been amended to relocate the barn as a result of neighbour concerns.

The Planning Officer stated that the principle of development in this rural location was acceptable, and that the proposals represented essential buildings to support the business. She believed that the application was a discreet rural enterprise, with a neutral environmental impact. She noted that consultation responses had dwindled with each amendment to this application, with only one neighbour objection being received against the third and final amendment. In response to questions with regard to the essential workers dwelling, the Planning Officer commented that this could be locally determined and officers had, therefore, been steered by previous guidance in the Wrekin Local Plan, which indicated that new development for agricultural workers' dwellings could be permitted if the use concerned had been established for a minimum of three years, had been profitable for at least one year, and was financially sound and likely to remain so.

Whilst it was felt important to support rural businesses, Members expressed concerns regarding access to the site and also felt that until the longevity of the business could be proved, only temporary accommodation could be supported.

On being put to the vote it was unanimously

**RESOLVED** – that with respect to planning application TWC/2012/0974 the Development Management Manager be authorised to grant planning permission subject to further negotiation for an alternative access, an appropriate condition regarding noise and further subject to the conditions as set out in the report (with authority to finalise conditions and reasons for approval to be delegated to the Development Management Manager).

(c) TWC/2012/0975 - Land Adjacent 8 The Avenue, Sugden, Shropshire, TF6 6ND

Members considered this proposal, for the provision of a temporary essential workers accommodation unit to support the establishment of a vineyard and wine making operation, in conjunction with planning application reference TWC/2012/0974 (above). Councillor J M Seymour, Ward Member, had requested that the application be determined by the Plans Board.

On being put to the vote it was unanimously

**RESOLVED** – that with respect to planning application TWC/2012/0975 the Development Management Manager be authorised to grant planning permission subject to further negotiation for an alternative access and further subject to the conditions as set out in the report (with authority to finalise conditions and reasons for approval to be delegated to the Development Management Manager).

(d) TWC/2012/1004 - Land Adjacent To, The Bungalow, Arleston Village, Arleston, Telford, Shropshire, TF1 2LU

This was a proposal seeking outline planning permission, with all matters reserved, for the construction of four two-storey detached dwellings with private garages and vehicular and pedestrian access on land adjoining "The Bungalow" in Arleston Village. The proposals included the retention of the existing bungalow following the demolition of the existing side extension and detached single garage. This application had been deferred at the meeting of the Board on 20 March 2013 to enable Members to undertake a site visit.

The Planning Officer commented upon the site visit in terms of the existing Tree Preservation Orders, landscaping, ground levels, and highways.

Some Members expressed concern regarding drainage and the visual impact upon the neighbouring property (number 11) and were advised that the applicant had provided a more up to date block plan which the Planning Officer tabled. The Planning Officer also noted that the drainage officer had not raised any issues. Some Members also expressed concerns regarding over-development of the site and discussion took place regarding the Tree Preservation Orders and root protection scheme. Some Members noted that the neighbouring property (number 11) could be overshadowed by permitted development and that the affected windows were not main living rooms. It was also noted that Arleston Village had a mixed visual impact.

On being put to the vote it was by a majority:-

**RESOLVED – that with respect to planning application TWC/2012/1004 planning permission be granted subject to the retention of the Copper Beech Tree (T1) at the front of the property and an appropriate landscaping scheme including hedging adjacent to No 11; and further subject to the conditions as set out in the report.**

(e) TWC/2013/0186 - Gladstone House, High Street, Hadley, Telford, Shropshire, TF1 5NF

On 24 January 2013, Plans Board granted planning permission for planning application reference TWC/2011/0953 which related to the redevelopment of Hadley District Centre to include the erection of a new foodstore (371sq m) use class A1, 8 other shop units a mix of A1, A2, A3 and A5 uses, a vets use class D1 and creation of 70 car parking space and associated infrastructure, landscaping and public realm following demolition of existing structures, including 24 residential properties. This application sought approval for the variation of condition 20 (approved plans) of that application to increase phase 2 floor space from 385sqm to 392sqm, change of use of Unit 3 (within phase 1) from Use Classes A1, A2, A3 or A5 to a Dental Practice (Use Class D1), changes to phase 2 elevations and associated service yard and open space.

Members were unanimously supportive of the proposals, being particularly delighted to note that a tenant had been secured for the proposed dental practice.

**RESOLVED** – that with respect to planning application TWC/2013/0186 planning permission be granted subject to the conditions as set out in the report.

The meeting ended at 7.22pm

**Chairman:** .....

**Date:** .....

**SCRUTINY MANAGEMENT BOARD****Minutes of the meeting of the Scrutiny Management Board held on Friday, 18<sup>th</sup> January 2013 at 10.30am in Meeting Room 3, Darby House, Telford**

**PRESENT:** Councillors D. White (Chair), M. Ion, A. McClements, S. Reynolds, C. Turley.

**IN ATTENDANCE:** Cllr. C. Smith, Cabinet Member Housing, Regeneration and Economic Development; Fiona Bottrill, Scrutiny Group Specialist; Stephanie Jones, Scrutiny Officer; Michael Barker, Assistant Director Planning Specialist (Part).

**SMB-24      MINUTES OF THE LAST MEETING**

**RESOLVED** – that the minutes of the meetings of the Scrutiny Management Board held on the 16<sup>th</sup> November 2012 be confirmed and signed by the Chairman.

**SMB-25      APOLOGIES FOR ABSENCE**

Cllrs. V. Fletcher and C. Mollett.

**SMB-26      DECLARATIONS OF INTEREST**

None

**SMB-27      HOLDING THE EXECUTIVE TO ACCOUNT**

The Chair welcomed Cllr. Smith, Cabinet Member Housing, Regeneration & Economic Development to the meeting for the Holding the Executive to account session. The Cabinet member had received a list of standard questions from the Scrutiny Management Board and a list of supplementary questions from the Housing, Economy & infrastructure Scrutiny Committee in advance of the meeting.

The Chair began by asking what Cllr. Smith's priorities were as Cabinet member. Cllr. Smith said that for him there were two key priorities:

- House building was a priority because the borough needed affordable / social housing but this was dependent on outside agencies. The Council was working with the Homes & Communities Agency (HCA) to use Council and HCA land, including HCA giving grants to Registered Social Landlords (RSLs) conditional on building affordable homes. There was a target for

RSLs to build 1000 affordable new homes by 2105. In response to a question about whether the Council had a preferred provider, Cllr. Smith said that all RSLs were treated equally and that it was up to each RSL to put their proposals forward to the HCA. He gave some examples of schemes that had been proposed by the RSLs including Wrekin Housing Trust (WHT) on the Ercall Lane School plot, BVT in Lightmoor Village and a Sanctuary scheme. HCA land had also been sold to a private developer for a 300 house development. The priority was to get the housing market moving.

- Business growth and inward investment was a priority. A one-stop-shop for businesses had been set up in Wellington Civic Office although the office was not in the best place in the building and needed to be moved to a more prestigious position. This gave businesses a single point of contact to Council services and improvements were being made to the business-facing services. For companies enquiring about a planning application, the target was to register the application within 3 days and for a planning decision to be made within 8 weeks. An example was given of an application in Hortonwood which had been registered within 24 hours in mid-October, consent had been granted in mid-December and the building was now underway. One member commented that the Council should be careful in making this kind of commitment because if the development was controversial, consultation would be needed and the process would take longer than 8 weeks, and another member said that planning regulations can also hold up the process. The Cabinet member agreed that a decision on bigger developments could take longer and that if consultation was needed it usually took around 13 weeks. In terms of planning regulations holding things up, the aim was to bring the three teams together into one team so that the business only has one point of contact. Cllr. Smith suggested that this was something scrutiny could look into. It was a priority to get industry back into the borough to create employment. The Telford Business Board was looking at the youth agenda with TCAT who are on the Board to see how people can be up-skilled with the skills businesses want. There was still a work to be done on increasing apprenticeships because some businesses did not want to offer them.

Cllr. Smith said that there was long way to go, but that these were his priorities. There had been a change of officers with the restructure last year, but this had now settled down and the new teams were in place. The government had made a lot of changes in planning and there would probably be more so there was also the issue of keeping up with all the changes.

Members then raised a number of points and questions with Cllr. Smith:

- The Chair said that the Council needed to start to influence the type of new housing built especially smaller properties which would be in demand because of the so-called “bedroom tax”. Scandinavian countries plan from cradle to grave and there was a need to do this here. Cllr. Smith said that the Council was trying to influence developers but they were resistant to building one-bedroom properties because they felt there would be no demand for them once the economy picked up. The government wanted to speed up the planning process and Telford & Wrekin had shown that the

timescales could be met although there had been delays with a recent decision which had been called-in. There was a new build scheme in Ketley which had been built to a very high specification with parking and care places and Cllr. Smith thought this was a good example of the type of high quality development needed to get the housing market going. The Chair said there would be a need for smaller properties for people down-sizing, that there was a need to monitor multiple occupancy properties in the private rented sector for example in Sutton Hill and that open thinking and a co-operative way of working was required. Cllr. Reynolds said, from her role on Plans Board, there was an issue with developers having the Council over a barrel. Cllr. Smith said that he felt the bedroom tax had not been thought through but it was not possible to build overnight.

- Cllr. Ion said that the housing portfolio was an important one but difficult to influence because the Council does not have direct responsibility, but the Council *does* have responsibility for care leavers. He wanted to know how Cllr. Smith worked with other Cabinet members to help care leavers post-18 so that they did not slip through the net. He asked what the challenges were and whether there had been any successes. Cllr. Smith said that he spoke regularly to the Cllr. Watling, Cabinet member for Children, Young People & Families and Liz Clare, Cabinet member for Adult & Social Care. They were all aware of the issue and were trying to make sure that these young people do not fall through the net. The Council does not have its own housing stock but monitors these young people. One problem with children in care and care leavers is that the general population may not want them around. He pointed to a scheme in Ketley with homes for young people and a warden on-site to monitor the flats and help the young people and more of this was needed.
- Cllr. Ion raised an issue about the lack of provision for care leavers post-18. He had heard at a scrutiny meeting from a foster carer who had had a young person in her care for a number of years but the young person was about to turn 18 and the support would end but she would continue to look after the young person. He wanted to know more about how services were joined up particularly around the transition from children to adult services. The Chair said this issue applied to other children and not just children in care and there was a need to think about how this is dealt with for example by providing supported lodgings and help with money management to move the young people onto independence. The need was even greater because 18-25 year olds would not get housing benefit. Cllr. Smith agreed this was difficult and that there was a need to prioritise housing provision such as apartments for disadvantaged young people and he said he would take this back for further discussion with relevant Assistant Directors.
- The Chair suggested that the Council should organise a borough-wide housing conference with all providers and the voluntary sector to discuss the issues and felt this would be a good opportunity for the Council to bring partners together to work co-operatively. Cllr. Ion said this would pick up on the theme discussed with Cllr. Clare about working with voluntary sector organisations and that private landlords should be included, and he supported the Chairman that this should happen at a strategic level, but

made the point that there were immediate issues with children leaving care that need to be addressed now and that the two portfolios should be aligned. Cllr. Smith said he would discuss this further with Cllrs. Watling and Clare.

- Cllr. McClements said she felt the Council needed to develop the relationship with RSLs and that this needed to be taken up at Cabinet level. Cllr. Smith said that he would discuss the idea of a conference with Katherine Kynaston, Business & Development Planning Manager, and he agreed that the relationship with the WHT was not as good as it could be but pointed out that it was a private company and separate from the Council. The Chair said that the RSLs had a responsibility to build social housing and that Wrekin Housing Trust had made a commitment to build 2 houses for every house sold off. He felt it was important for the Council to have a relationship with providers who are co-operative. Cllr. Smith said there was a need to re-establish the relationship with the WHT.
- Cllr. Turley commented that there was a risk that people who may become homeless as a result of the welfare benefit reforms would blame the Council rather than government policy.
- Members asked about progress on the regeneration of Brookside and why Brookside had been prioritised for funding when there were more deprived wards. Cllr. Smith replied that the South Telford estates had had problems for the last 15 years. Woodside had received £45m regeneration funding and work was nearing completion. £7m had been invested in regenerating Sutton Hill and work was on-going. The focus had moved onto Brookside. There were plans to regenerate the centre so that it had more of a community heart but it was not an overnight solution. There had been a need to find accommodation for people being displaced and some landlords had not been co-operative. Cllr. Davies was leading the regeneration from a community point of view and Cllr. Smith was leading from an infrastructure point of view. A member commented that the flats in Brookside seemed to be becoming a sink hole like the flats in Woodside had been. Cllr. Smith said there were plans to demolish and redevelop but that it takes time and there was a need to communicate what was happening to local people. The Chair said that the Council needed to be open with local people about what can be delivered so they are not misled about what is happening. Members agreed that regeneration was not all about money and buildings but about people and that the Brookside Improvement Group was doing good work. Cllr. Smith agreed that it was not just about the fabric of buildings but about helping people to help themselves and the community needs to take ownership. Cllr. McClements said that once the work was done, the Council must not pull out but should continue to work with the community to make it sustainable. The Chair said the two officers who had worked on the Woodside estate had made a big difference as local contacts for the community and dealing with complaints and wanted to know if similar could be done in Brookside.
- Cllr. Ion wanted to know more about the Council's role in the Local Enterprise Partnership (LEP). There were good examples of local regeneration projects for example, 80 people in Wellington had chosen the

Dunelm store as a regeneration project and local people in Market Drayton were looking at the potential for regenerating the cinema which would be a hub for the town and local economy. He wanted to know what role the Council played in the LEP and where these local projects would fit in. Cllr. Smith explained that Telford & Wrekin was part of the Marches LEP along with Shropshire and Herefordshire. There was a LEP Executive Board which included the Leaders of each authority and Cllr. Sahota represented Telford & Wrekin. There were auxiliary advisory groups and Cllr. Smith sat on the housing and tourism groups. He was not sure that the Telford & Wrekin was on the right LEP but a view had been taken that it would be made to work for Telford & Wrekin and he had fought Telford & Wrekin's corner well on housing. He considered Telford & Wrekin to be influential and starting to be recognised as a powerhouse in the LEP. Significant funding and grants had been already been accessed for business support in Telford. He gave some examples of outputs achieved in Telford & Wrekin in relation to the total LEP outputs:

	Project total	Telford
People Assisted to Start a Business	195	83
Businesses Assisted to improve Performance	49	26
Business Assisted – Social Enterprise	12	12
Businesses Created and/or Attracted to the Region	110	34

Cllr. Smith was working closely with Peter Roach who was the Chair of the group.

- Cllr. McClements had heard concerns about being part of the Marches LEP and that Telford & Wrekin should be looking to the Black Country which would be better for developing links with industry in that region. Cllr. Smith said that the Marches LEP has a rural outlook and did not understand urbanisation. There was a need to look eastwards and talk to the Black Country LEP but their plans were set and they did not want Telford & Wrekin to join. He was not sure that Telford & Wrekin would want to be in the Stoke-on-Trent / Staffordshire LEP. Cllr. Sahota and Cllr. Smith had regular one-to-one meetings with Dr. Geoffrey Davies, the Chair of the Executive Board, and they have said they would not want to leave the Marches LEP. Cllr. Smith considered that Telford & Wrekin had weight within the LEP and this showed in the flow of funding into the borough.
- Cllr. Turley asked how the Cabinet member was making sure that Telford & Wrekin was in a position to benefit from the Regional Growth Fund, Enterprise Zone and other funding allocations announced in the Autumn Statement. Cllr. Smith replied that ERDF funding had already been attracted which had supported the outputs described previously. The Council would look at what was required for the borough and then put the schemes forward to the LEP for appropriate funding. For example, the Box Road (ring road) improvement scheme had been put forward for £6.1m Department of Transport funding with match funding from the Council of £3.251m of which £564k was from LTP resources. Schemes had to show outputs in terms of jobs, and the Council could show it had land, access to the West Midlands and Rail Freight Terminal. The Box Road scheme included traffic calming which would make it easier for pedestrian crossing giving better access to the shops, and would help create a proper street

scene and townscape. There could be bus stops along the route. Access to the Southwater development would be important to support the envisaged night life. The Chair and Cllr. McClements said they were struggling to see the benefits of the Box Road scheme and would like to see the plans. Cllr. Smith said the scheme was necessary to open up the town.

- The Chair asked about the Council's relationship with the Town Centre Management Company. Cllr. Smith felt this was improving and he had asked for a meeting with the managers. They had previously objected to the closure of a verge on Box Road but the objection had been withdrawn. The company saw the changes to Box Road as an improvement and they were now looking at plans for the old Do It All building. There was a need to build along the front of Coach Central and to make the frontage more attractive. The scheme would give lower levels of speed and greater pedestrian access which had been a big issue for the Central Telford Area Action Plan. The Telford International Centre (TIC) was now the 6<sup>th</sup> largest conference centre in England but business people were travelling outside Telford for night life and this needed to be developed in Southwater. The TIC wanted to be part of this and was investing money in the development.
- Members asked whether there were any plans to improve the railway station which was a gateway to Telford and whether this was a priority for businesses. Cllr. Smith said that improvements were being looked at. There was a limited budget and the Council could not afford to widen the bridge, and the previous Town Centre owner had not been interested, but improvements were possible within the limited budget. The path to the station and signage could be improved and there was potential to use some of the open spaces for example to create places to lunch outdoors and community spaces which would improve the look of the area.
- Cllr. Ion said a direct rail link between Shrewsbury and London stopping at Telford would be a real growth driver and wanted to know what Cllr. Smith and Cllr. Rhodes, the Cabinet Member with responsibility for Transport, were doing to lobby the LEP and Virgin Trains to ensure this was in their plans. Cllr. Smith said that a direct rail link to London and the M6 link road were priorities for the LEP. Dr. Geoffrey Davies, the Chair of the Executive Board, was a business man and understood the need. Cllr. Rhodes sat on the LEP transport group and if she was unable to attend then Cllr. Smith attended. A joint submission had been put forward with Shropshire and this was being pushed with the LEP. All MPs in Telford & Wrekin and Shropshire were pushing for a direct rail link to London. Virgin had promised to look at this but it had been put back because of the need for electrification of the line but in the mean time it could be possible to have a more regular service.
- Cllr. Turley asked whether the Council had any plans to develop its own housing stock. Cllr. Smith said all opportunities to deliver housing in the borough needed to be considered. This would generate income from the New Homes Bonus scheme. 800 affordable homes had been built in the borough last year. There was an issue with developers saying that S106 contributions were unaffordable and there was a need to find other ways of

delivering affordable homes for example by using Council and HCA land to encourage development. The Council did not have a housing revenue account but was exploring ways of addressing the need for temporary accommodation as part of the Council's homelessness duty. Work was being done with landlords and 600 empty properties had been identified. The Council was looking at the possibility of buying empty properties and bringing them back to occupation - this would attract the New Homes Bonus grant – so it was possible that the Council would take on a small amount of stock to manage but not likely that it would build its own. The Chair said that the Council had previously bought about 100 houses which were rented out for a period and then sold on the open market making a considerable amount of money. A separate housing company had been set up so that the Council was not deemed to own the properties and there were no revenue problems. He wanted to know whether this could be reproduced. Cllr. Smith repeated that the Council was exploring the potential for doing this with a small number of properties but in the current economic climate it was not easy.

When there were no further questions the Chairman thanked Cllr. Smith for attending the meeting and asked for his feedback on the holding to account process. Cllr. Smith said that although questions had been sent to him in advance to enable him to prepare information, not all of the questions had been asked at the meeting. He felt that the supplementary questions put forward by the Housing, Economy & Infrastructure Scrutiny Committee had been better than the standard questions. Cllr. Smith then left the meeting.

## **SMB-28      SCRUTINY OF THE BUDGET PROPOSALS**

The Chair introduced this item which was to discuss scrutiny of the budget strategy and proposals (Service & Financial Planning Strategy 2013/14-2015/16). Cllr. Reynolds, Chair of the Budget & Finance Scrutiny Committee gave a verbal update on the work to date and approach to scrutinising the proposals. The Committee had met in December to look at the savings proposals approved by Cabinet for consultation in September and had met twice so far in January. The Cabinet Member Resources & Service Delivery and Chief Financial Officer had attended the first meeting in January to present the budget strategy and proposals. The Committee's key concerns had been around the overspend in safeguarding and the Early Help / Safeguarding Cost Improvement Plan. The Cabinet Member Children, Young People & Families had been invited to attend the next meeting but had been unable to attend, so the members had met to formulate a list of questions which had been sent to the Cabinet member for a written response. The Cabinet member Resources & Service Delivery had also attended part of the second meeting in January and had suggested that the Committee might want to request quarterly reports on the Cost Improvement Plan from the Managing Director and Cabinet member. At the next meeting the Committee would be looking at savings and impacts in adult social care, leisure and environmental services and Cabinet members had been invited to attend. She felt there was good scrutiny of the proposals but that this was a difficult time. She had suggested that once scrutiny of the budget proposals was over, the Committee

should move on to look at the Council's approach to medium and long term financial planning. The committee would be meeting on 5<sup>th</sup> February to agree its response to the proposals.

Cllr. McClements raised the issue of how to manage scrutiny of the budget across Council Committees. The budget is very important and there needs to be monitoring and scrutiny, but there is a need to avoid duplication for example with the Audit Committee. Cllr. Ion drew members' attention to an issue raised by the Children & Young People Scrutiny Committee with the reporting of financial information on the Children in Care Performance Dashboard. The Chair called a short adjournment while members discussed these issues in private.

The Chair reconvened the meeting. Cllr. Turley began to update members on scrutiny of the waste management services procurement when the fire alarm sounded and the Chair declared the meeting closed.

The meeting ended at 12.30pm.

**Chairman:** .....

**Date:** .....

# Directions to Telford College of Arts and Technology, and Car Park / Access Plan

Useful contacts:  
 Estates Manager: 01952 642476  
 Site Services staff: 01952 642212  
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