

## **CABINET**

**Decision Notices and Minutes of a meeting of the Cabinet held on Thursday, 26th June, 2014 at 5.00 p.m. at the AFC Telford Learning Centre, Haybridge Road, Wellington, Telford**

**PUBLISHED ON WEDNESDAY, 2nd JULY, 2014**

**(DEADLINE FOR CALL-IN: MONDAY, 7th JULY, 2014)**

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

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

### **CB-1 MINUTES**

**RESOLVED** – that the minutes of the meeting of the Cabinet held on 15th May 2014 be confirmed and signed by the Chairman.

### **CB-2 APOLOGIES FOR ABSENCE**

None

### **CB-3 DECLARATIONS OF INTEREST**

Councillors S. Davies, A.R.H. England and K.S. Sahota declared an interest in agenda item 12 – Update on Dawley Social & Memorial Club – as members of the Club, and that they would withdraw from the meeting room during consideration of this item.

### **CB-4 2013/14 OUT-TURN AND 2014/15 INITIAL UPDATE**

**Key Decision** identified as **Financial Monitoring – 2013/14 Out-turn and Initial Trends for 2014/15** in the Notice of Key Decisions published on 23 May 2014.

### **Recommendation to Full Council – not subject to Call-in**

Councillor W.A.M. McClements, Cabinet Member: Finance & Enterprise, presented the report of the Assistant Director: Finance, Audit & Information Governance, which informed Members of the final outturn position for Revenue and Capital for 2013/14, and the initial trends for the current financial year.

The gross revenue budget for 2013/14 was £445m – and the net budget for reporting purposes was just over £134m. The revenue outturn position was well within budget, with a final net under-spend of £0.100m (-0.07% of net budget). Given the context of having to make further ongoing budget savings of £11m, this was a positive year-end position and thanks were extended to the management team, officers and Cabinet colleagues for their strong and effective financial management and the ability to make cost reductions while minimising the impact on front line services. There had been a number of favourable variations during the year which contributed to the final out-turn position. These included a one-off benefit of £4.884m from backdating the change in accounting treatment of the calculation of Minimum Revenue Provision; further savings of £1.5m relating to vacant posts, £1.546m arising from treasury management activities, and a Government refund of £0.731m. In addition, a rigorous review of all contingencies, provisions and central budgets had identified £1.1m which could be freed-up on a one-off basis from the funding set aside for contractual inflation commitments.

The main service pressures experienced in 2013/14 related to adult social services (£2.9m overspend, mainly on the cost of purchasing care packages from external providers); children's safeguarding (£1.4m overspend largely relating to the cost of Children in Care placements); and re-ablement and in-house service provision for Adults with Learning Disabilities (£0.4m overspend mainly due to staffing costs).

Decisive management action had achieved a very positive financial out-turn for 2013/14 and positioned the authority well for 2014/15. Effective financial control had meant that the £2.5m general budget contingency available for use in 2013/14 was not touched. This sum could therefore be used to create a one-off draw-down budget facility for Adult Services to help phase-in the delivery of the 2014/15 savings targets. As previously agreed in the budget strategy, a number of transfers to reserves had been made, and these would support the delivery of future budget strategies.

Capital spend ended the year at £84.6m, against an approved estimate of £99.1m, which was in the main due to re-phasing into 2014/15. The main scheme delays/re-phasing to 2014/15 were detailed in the report and appendices, along with a number of new approvals and virements.

Council Tax collection (£66m), Business Rates (£70m) and sales ledger income collection (£27m) were all slightly behind target for the year. However, debt would continue to be collected after the end of the financial year, with all recovery avenues being explored.

Summaries of the outturn on revenue and capital, along with major variations, were appended to the report.

The Council faced an even more challenging year in 2014/15, and the report highlighted a number of key issues and cost pressures, along with measures being taken to control and monitor expenditure.

## **RESOLVED**

- (a) to RECOMMEND to COUNCIL that
- (i) the Revenue out-turn position and related virements for 2013/14, shown in Appendix 3 of the report (and subject to audit by the Council's external auditors); the transfer to reserves detailed in paragraph 5.3 of the report; and the earmarking of the 2013/14 general contingency as a specific draw-down budget available to Adult Social Services in 2014/15 be approved;
  - (ii) the Capital out-turn position and related supplementary estimates, virements and re-phasing, shown in Appendix 4 of the report, be approved;
- (b) that performance against income targets be noted;
- (c) that the initial pressure areas identified for 2014/15 be noted.

### **CB-5            NON-ACCOMMODATION SERVICES PREFERRED PROVIDER FRAMEWORKS**

**Key Decision** identified as **Non-Accommodation Services Tender** in the Notice of Key Decisions published on 23 May 2014.

Councillor P.R. Watling, Cabinet Member: Children, Young People & Families, presented the report of the Assistant Director: Family, Cohesion & Commissioning, which sought approval to tender a preferred provider framework for non-accommodation services.

Non-accommodation services were put in place to provide help to families with children at risk of going into care, and to support young people already in the care system. Services included therapy, psychological assessment, parenting assessment, family group conferencing and mediation. These services were currently provided on a spot basis (ie as and when required) via a number of external providers on a number of different terms and conditions. The preferred provider framework would use the Council's new contract terms and conditions, and incorporate an outcome focussed specification. The framework would be open to all West Midlands local authorities to join, and this could lead to an increased number of providers becoming available to Telford & Wrekin. The new framework would result in an increase in costs, but these would be offset by a reduction in the costs of care by preventing children coming into care in the first place.

A question was asked about whether there were benefits from working with other local authorities to procure these services. The Cabinet Member advised that all options would be looked at, but that it was important that the right

services were procured at the right time – and that any delay in the process could impact on the outcomes for children and young people. The Commissioning Contracts Manager added that the Framework would provide more flexibility. Members welcomed the emphasis on early intervention and prevention, but that there needed to be close monitoring to ensure that the Framework delivered value for money and met its planned cost improvement target.

**RESOLVED –**

- (a) that a tender for a preferred provider framework to secure non-accommodation services for children, young people and families be approved;**
- (b) that the preferred provider framework to be tendered on the basis that it can be used by other authorities in the West Midlands;**
- (c) that authority be delegated to the Assistant Director: Family, Cohesion & Commissioning, in consultation with the Cabinet Member for Children, Young People & Families, to award qualifying providers entry to the Preferred Provider Framework for a period of 3 years, with the option of extending the framework for a further 1 year;**
- (d) that authority be delegated to the Assistant Director: Law, Democracy & People Services to execute all documentation required to give effect to the agreements reached in relation to (a) above.**

**CB-6      DOMICILIARY CARE PREFERRED PROVIDER FRAMEWORKS**

**Key Decision** identified as **Domiciliary Care Preferred Provider Framework Update** in the Notice of Key Decisions published on 23 May 2014.

Councillor A.R.H. England, Cabinet Member: Adult Social Care, presented the report of the Assistant Director: Family, Cohesion & Commissioning, which sought approval to award qualifying providers entry to the Preferred Provider Framework for domiciliary care.

Adult Social Care had domiciliary care arrangements for over 1800 older and vulnerable people within Telford & Wrekin. Such care focussed on allowing people to stay in their own home, and was a more cost effective alternative to residential or nursing care. The majority of the care was delivered by independent and not-for-profit providers under spot purchasing arrangements. However, the current spot contract arrangements were not in line with good practice, and to achieve savings there was a need to reduce the demand for and the cost of the care. The preferred provider framework would use the Council's new contract terms and conditions, and incorporate an outcome focussed specification. It would also improve market management in terms of

supply and transparency of pricing. Through the tender process, the Framework would accredit service providers and ask for costs that were below £14.00 per hour for general domiciliary care. The spot average rate in 2013/14 was around £15.00 per hour, and it was estimated that this needed to reduce to between £13.50 and £14.00 per hour in order to achieve the savings targets that had been set in the Financial Recovery Plan. Arrangements for domiciliary care and support for children and young people with a disability had been incorporated into this tender in order to further rationalise the Council's contracting arrangements.

Councillor A.J. Eade (Conservative Group Leader) expressed concern that by cutting costs there could be an adverse impact on the quality of care provided to elderly and vulnerable people. The Interim Director: Care, Health & Wellbeing advised that the award of contracts would be based on quality standards as well as price. If monitoring of the contracts by the in-house team revealed that quality was not good enough, the Council would be able to remove a provider from the Framework list. It was also stated that lower costs did not necessarily equate to lower quality.

#### **RESOLVED –**

- (a) that authority be delegated to the Interim Director: Care, Health & Wellbeing, in consultation with the Cabinet Member for Adult Social Care, to award qualifying providers entry to the Preferred Provider Framework for a period of one year, with the option of extending the framework annually for a further 3 years;**
- (b) that authority be delegated to the Assistant Director: Law, Democracy & People Services to execute all documentation required to give effect to the agreements reached in relation to (a) above.**

#### **CB-7            A NEW APPROACH TO SUPPORTING HOUSING OPTIONS**

##### **Non-Key Decision**

Councillor C.F. Smith, Cabinet Member for Housing, Development & Borough Towns, presented the joint report of the Assistant Director: Development , Business & Employment and the Assistant Director: Family, Cohesion and Commissioning, which set out proposals to launch a new web based housing assessment tool.

The Council had a number of statutory housing responsibilities in respect of homelessness and the adoption of a Housing Allocations Policy. Since 2006, the allocation of social housing in the Borough had been provided via the choice based letting system – 'Choose Your Home' – which was managed by Wrekin Housing Trust. The Trust had given notice that it would cease to manage 'Choose Your Home' from 4 July 2014, after which they would have a new system for allocating their own properties via their website. The Council (and other housing providers) therefore needed to implement their own processes for managing housing allocations in the Borough.

It was proposed to launch a new web-based housing assessment tool on 7 July 2014. This would provide a bespoke housing options appraisal to every applicant including advice across the full range of housing options, adaptations and financial support. There would be links to Telford Homefinder – a new TWC managed Lettings Agency website – which would provide accredited accommodation in the private rented sector. Incentives would be offered for landlords to join the Homefinder scheme, but they would have to attend a training course within 6 months of joining. It was proposed that one-off and ongoing costs arising from these initiatives would be funded from within existing budgets and reserves.

Members welcomed the proposals, and noted that this would be a more person-centred approach to dealing with housing need compared to the outgoing 'Choose Your Home' scheme. Councillor W.L. Tomlinson (Lib Dem/Ind Group Leader) expressed concern that not everyone would be able to access the website, and what other forms of help would be available? The Home Improvement Team Leader advised that Housing Options Advisors were available at First Point for face-to-face advice, and that service would continue to be provided. Advice on housing would also be available at the various 'Job Junctions' around the Borough.

#### **RESOLVED –**

- (a) that authority be delegated to the Assistant Director: Development, Business & Employment, in consultation with the Cabinet Member: Housing, Development & Borough Towns, to implement the proposals set out in paragraph 4 of the report;**
- (b) that the one-off and ongoing expenditure being incurred by the Assistant Director: Development, Business & Employment and the Assistant Director: Family, Cohesion & Commissioning from the funding sources outlined at paragraph 5 of the report be approved.**

#### **CB-8        WEST MERCIA ENERGY JOINT AGREEMENT**

**Key Decision** identified as **Extension to West Mercia Energy (WME) Joint Agreement** in the Notice of Key Decisions published on 23 May 2014.

Councillor W.A.M. McClements, Cabinet Member: Finance & Enterprise, presented the report of the Assistant Director: Law, Democracy & People Services, which asked Cabinet to consider an extension to the current West Mercia Energy (WME) Joint Agreement which expired on 31 March 2016.

WME was formed in 2012 as part of a Joint Agreement with Shropshire, Herefordshire and Worcestershire Councils to purchase and supply energy. The business had been very profitable and brought good returns to the Council – for example, a £344k dividend in 2013/14 – which was £144k more than the budgeted target. Returns were predicted to increase again in the current financial year. In order for the business to continue to expand and to

allow longer term planning and purchasing, the WME Joint Committee were recommending an extension of the current Agreement to 31 March 2020.

It was also proposed to use the general power of competence under the Localism Act 2011 to allow WME to provide services to a wider market. Investigations were taking place into the possibility of establishing WME as a trading company in the future.

**RESOLVED -**

- (a) that authority be delegated to the Assistant Director: Law, Democracy & People Services to agree and execute amendments to, and an extension of, the West Mercia Energy (WME) Joint Agreement along with the three other owning Authorities as detailed in the report, and as recommended by the Joint Committee responsible for the strategic management and oversight of WME;**
- (b) that it be noted that further investigations are taking place into the possible transformation of WME into a trading company, and that decision making in respect of this issue be delegated to the Cabinet representatives on the WME Joint Committee at the time when/if the issue comes forward for consideration.**

**CB-9            ANNUAL GOVERNANCE STATEMENT 2013/14**

**Non-Key Decision**

Councillor R.A. Overton, Cabinet Member: Public Health & Public Protection, presented the joint report of the Assistant Director: Finance, Audit & Information Governance and the Monitoring Officer, attached to which was the draft Annual Governance Statement for 2013/14.

Under the Accounts & Audit Regulations 2011, the Council was required to produce an Annual Governance Statement, and it was best practice that it was signed by the Leader and Managing Director of the Council. The Statement included an action plan to ensure that the Council continued to improve its existing governance arrangements. The action plan attached to the 2012/13 statement (implemented during 2013/14) had been reviewed and updated and was appended to the report.

The Annual Governance Statement outlined that the Council had been adhering to its Local Code of Corporate Governance, continually reviewing and improving its procedures to maintain and demonstrate good corporate governance, and that it had in place robust systems of internal control. The Council could be assured that during 2013/14, including during organisational changes, the existing governance framework had continued to support proper governance. Assurance for the Annual Governance Statement was provided by all areas of the Council including senior management, Members, the Chief Financial Officer, the Monitoring Officer and internal audit.

**RESOLVED** – that the Annual Governance Statement 2013/14, as shown at Appendix A of the report, be agreed.

**CB-10      SCRAP METAL DEALERS ACT 2013**

**Non-Key Decision**

Councillor R.A. Overton, Cabinet Member: Public Health & Public Protection, presented the report of the Service Delivery Manager: Public Protection, regarding the delegation of authority to Officers to carry out compliance and enforcement functions in relation to the Council's powers under the Scrap Metal Dealers Act 2013.

Since the implementation of the Act, the Council had issued 10 Scrap Metal Site Licences and 27 Scrap Metal Collectors' Licences. The Act put requirements on licence holders to keep proper records and documents, and gave local authority officers powers to enter and inspect both licensed and unlicensed sites. The Council would therefore be carrying out compliance checks at the sites it had licensed, and would potentially need to take enforcement action in relation to unlicensed sites. Appended to the report was a schedule of the Officers to whom authority was to be delegated.

**RESOLVED** – that authority be delegated to Officers as listed in Appendix 1 of the report to carry out compliance and enforcement functions under the Scrap Metal Dealers Act 2013.

**CB-11      APPOINTMENT OF REPRESENTATIVES TO OUTSIDE BODIES 2014/15**

**Non-Key Decision**

The Leader presented the report of the Assistant Director: Law, Democracy & People Services, which set out the appointments to outside bodies that the Council was required to make for 2014/15.

The list of outside bodies for which appointments were required for 2014/15, and the nominations received, was appended to the report. Nominations had been sought from the political groups for those appointments that were not by position. There had been a minor change to the nominations for Telford & Wrekin SACRE, and this was shown in a revised Appendix that was tabled at the meeting.

**RESOLVED** – that the nominations to represent the Council on Outside Bodies for 2014/15, as set out in the amended Appendix 1 of the report, be approved.

Before consideration of the next item, Councillors S Davies, A England and K Sahota, having previously declared an interest, withdrew from the meeting room. The Vice Chair presided for this item.

**CB-12      UPDATE ON DAWLEY SOCIAL & MEMORIAL CLUB, KING STREET, DAWLEY**

**Non-Key Decision**

Councillor W.A.M. McClements, Cabinet Member: Finance & Enterprise, presented the report of the Assistant Director: Development, Business & Employment, which provided an update regarding the Dawley Social & Memorial Club, and proposals relating to the refurbishment and ultimate disposal of the property.

The Club had around 600 members, and provided a base for a range of social functions and community services. The building was currently held in the PIP under a 20 year lease. In early 2012, the roof over half the hall collapsed, causing significant damage and undermining the Club's ability to generate income. Since then the Club had been unable to raise enough funds to repair the roof, partly due to a restrictive covenant on the property which limited its value as security for any lending. The Club had now asked the Council, as landlord, to consider undertaking refurbishment works on the back of an enhanced rent, with the freehold of the building and associated site passing to the Club upon repayment of the refurbishment works.

The report set out the terms for the Lease and Agreement for Sale that had been discussed and agreed in principal with the Club. The cost of the repairs had been estimated at £179,500, and this would be funded from the PIP's capital budget. Associated fees would be covered by a payment from the Club. It was proposed that the Club enter into a new lease with the Council for 16 years, and would pay an initial one-off rental premium of £10,000 plus rent which would be set to recover the costs of the refurbishment works plus interest. At the same time as entering into the lease, the Club would enter into an agreement for sale. Great Dawley Town Council were committed to the long-term future of the Club, and would be meeting on 15 July to decide whether to act as guarantor to the Lease.

During the ensuing discussion, Councillor A.J. Eade (Conservative Group Leader) expressed concern that a guarantor was not yet in place, and any agreement to the proposals should be subject to its confirmation. The Cabinet Member responded that, while it was recognised there were risks associated with the proposals, these were deemed to have been mitigated to a large extent through the measures summarised in the report. On balance, the investment would safeguard a valuable community asset whilst avoiding ongoing liabilities associated with a redundant building, returning it to a fully functional building as quickly as possible. Members accepted that there was a risk as identified, but were confident that Great Dawley Town Council would agree to act as guarantor to the proposed lease.

**RESOLVED –**

- (a) that authority be delegated to the Assistant Director: Development, Business & Employment, in consultation with the**

**Cabinet Member: Finance & Enterprise, to implement the proposals outlined in section 4.5 of the report;**

- (b) that authority be delegated to the Assistant Director: Law, Democracy & People Services to agree and execute all necessary documentation to give effect to the proposals contained within the report.**

The meeting ended at 6.00 pm.

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

**Jonathan Eatough  
Assistant Director: Law, Democracy & Public Protection  
Date: 2 July 2014**

**Signed: .....**

**Date: .....**

## **CABINET**

**Decision Notices and Minutes of a meeting of the Cabinet held on Thursday, 10th July, 2014 at 5.00 p.m. at the AFC Telford Learning Centre, Haybridge Road, Wellington, Telford**

**PUBLISHED ON WEDNESDAY, 16th JULY, 2014**

**(DEADLINE FOR CALL-IN: MONDAY, 21st JULY, 2014)**

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

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

**CB-13      APOLOGIES FOR ABSENCE**

None

**CB-14      DECLARATIONS OF INTEREST**

None

**CB-15      PROTECTING JOBS IN THE BOROUGH: DEVELOPMENT OF A LOGISTICS HUB AT MoD DONNINGTON**

**Key Decision** identified as **Development of a Logistics Hub at MoD Donnington** in the Notice of Key Decisions published on 11 June 2014.

**Part Recommendation to Full Council – decision (a) below not subject to Call-in**

Councillor W.A.M. McClements, Cabinet Member: Finance & Enterprise, presented the report of the Director: Development, Business & Customer Service, which provided Members with an update on the Ministry of Defence's Logistics, Commodities & Services (Transformation) Project, and sought approval for the Council to fund, on a commercial basis, the development of a Logistics Hub at MoD Donnington.

As Members were aware, in 2011 the Ministry of Defence announced a proposal to consolidate their warehousing and distribution facilities at one of the two current sites in the UK – Donnington being one of the sites. Delivery of the new National Defence Gateway would be through a new operational contract for warehousing and logistics, with the preferred solution being identified through a procurement process which was currently ongoing. Selection of the preferred bidder, and therefore ultimately the location for a

new Defence Gateway, would be determined by the MoD in September. As part of the bid evaluation process, the MoD would assess all areas of the bids (including planning, funding and land assembly) as part of due diligence.

In terms of planning, Telford's position had been significantly strengthened following the granting of planning permission for warehousing and associated buildings.

A major part of the MoD assessment would be around security of funding and would require bidders to demonstrate that they had the necessary funding in place to deliver proposals. Following the report to Cabinet in February 2014, a set of Heads of Terms had been developed and issued to all bidders. Central to the Heads of Terms was an offer to provide capital funding for the investment in Telford on the basis that the Delivery Partner uses the funding to construct the facility to meet their requirements. Approval for a maximum funding amount of £120m was being sought. Details of the proposed Finance and Lease Agreements were outlined in the report. The lease payments would be set at a level to ensure that the income received was sufficient to cover the costs of Council borrowing and repay the principal sum invested over the term, as well as delivering a small return for the Council. The MoD would guarantee all lease payments if there was a default.

In relation to land assembly, bidders were required to demonstrate that they had secured unencumbered land on which to deliver the development proposals. The Council had previously secured an option to buy a parcel of land, as shown in an appendix to the report, to facilitate development. This option would be exercised only if Telford was chosen as the location. There were also a number of small parcels of land associated with the development which could be acquired to allow for a more efficient approach to land assembly and potential operational activities.

The lead Cabinet Member and others further highlighted the importance that securing the MoD's Logistics Hub in Telford would have in terms of the local economy, jobs and prosperity, and that the Council needed to do all it could to facilitate this outcome.

## **RESOLVED**

- (a) to RECOMMEND to COUNCIL that the investment as outlined in the report and the approval of prudential borrowing of up to £120m to fund this commercial investment, and all associated changes to the capital programme, be approved.**
- (b) that subject to appropriate Council approval being secured as detailed above, authority be delegated to the Director: Development, Business & Customer Service, in consultation with the Cabinet Member for Finance & Enterprise, to approve the final business case for investment, and that it be noted that any such approval will be contingent upon the business plan demonstrating that risk has been properly managed through securing necessary agreements from the Delivery Partner and the MoD to ensure that,**

under the terms of the agreement, the Council will be fully indemnified against its own obligations to satisfy the terms of its borrowing;

- (c) that authority be delegated to the Director: Development, Business & Customer Service, in consultation with the Cabinet Member for Finance & Enterprise, to negotiate and agree the necessary land deals, loan documentation and other commercial and contractual arrangements with all interested, directly and indirectly, parties to ensure that, should a bid using the proposed Telford site be successful, it can be fully implemented within the programme;
- (d) that authority be delegated to the Assistant Director: Law, Democracy & People Services to execute all documents in accordance with the Council's Constitution so required to give effect to the proposals contained in this report.

The meeting ended at 5.09pm.

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

**Jonathan Eatough**  
**Assistant Director: Law, Democracy & People Services**  
**Date: 16 July 2014**

**Signed:** .....

**Date:** .....

## **TELFORD & WREKIN COUNCIL**

**CABINET**                      **24 JULY 2014**  
**FULL COUNCIL**              **11 SEPTEMBER 2014**

### **PROPERTY & HOUSING INVESTMENT PROGRAMME**

#### **REPORT OF DIRECTOR: DEVELOPMENT, BUSINESS AND CUSTOMER SERVICES**

**LEAD CABINET MEMBERS – CLLR BILL McCLEMENTS & CLLR SHAUN DAVIES**

### **PART A) – SUMMARY REPORT**

#### **1. SUMMARY OF MAIN PROPOSALS**

The Property & Housing Investment Programme will deliver a number of objectives throughout the development of 425 new homes and over 4,500m<sup>2</sup> of commercial and retail space on Council owned land. This will enable the Council to utilise brown field and stalled sites, stimulating economic growth and regeneration, creating a number of jobs during the construction and operational phase of the programme.

Although the proposals are to address the housing need within the Borough and create regeneration, any revenue income that the Council receive from the proposals will be invested in the protection of essential frontline services. In addition, the asset will to appreciate over the project life which lead to a significant capital receipt should the assets be disposed.

This report follows on from the Cabinet report of the 25th April 2013 to commence a full feasibility and viability assessment to deliver a major housing programme, referred to as Stage 1. The report delivers the findings from the Stage 1 viability and provides recommendations for Stage 2 which seeks a number of approvals to deliver the programme.

#### **2. RECOMMENDATIONS**

- 2.1 That Cabinet recommends to Full Council the approval of the investment of Council held land valued at £6,775m to facilitate the housing and commercial developments set out in this report which includes part disposal of the Madeley Court site (identified in blue – appendix 1, page 27).**
- 2.2 That Cabinet approve the establishment by the Council of a Wholly Owned Company to assist in the delivery of the Council's housing development and regeneration objectives based upon the general principles of governance and operation of the Wholly Owned Company as set out in the legal section of this report. If approved, this will form part of the Final Business Case and will be developed into legal agreements and company formation documents. The Final Business Case is to be brought back to Cabinet for final approval.**
- 2.3 That Cabinet recommends to Full Council the approval of prudential borrowing of up to £52m to fund the investment in Housing and Commercial developments as set out in this report.**

- 2.4 That if circumstances require, the Cabinet delegate authority to the Director of Development Business and Customer Services in consultation with the Cabinet Members for Finance & Enterprise & Neighbourhood Services, Employment & Skills to enter into contracts to deliver the construction element of the programme, otherwise the Cabinet note that the Wholly Owned Company will independently enter into the necessary contracts to deliver both the construction element of the programme and thereafter the ongoing operation and maintenance of the properties.
- 2.5 That Cabinet recommends to Full Council the approval of the necessary changes to the capital programme and revenue budget to account for the housing and commercial developments as detailed within this report.
- 2.6 That Cabinet delegate authority to the Director of Development Business and Customer Services in consultation with the Cabinet Members for Finance & Enterprise & Neighbourhood Services, Employment & Skills to award all future phases of the programme not included within the tender, but within the approved budget proposals contained within the report.
- 2.7 That Cabinet delegate authority to the Assistant Director; Law, Democracy & People Services to set up a company limited by shares for the purposes of carrying out the aims set out in this report and to execute all legal agreements and documents necessary pursuant to the set up and subsequent operation of such a company.
- 2.8 That Cabinet delegate authority to the Assistant Director: Law, Democracy & People Services to execute all documents in accordance with the Council's Constitution so required to give effect to the proposals contained in this report as approved by Cabinet.

## SUMMARY IMPACT ASSESSMENT

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	Regenerate those neighbourhoods in need and work to ensure that local people have access to suitable housing and amenities.  The proposals will create jobs within the retail sector during the operational phase and through the construction phase.
	Will the proposals impact on specific groups of people?	
	No	
<b>TARGET COMPLETION/DELIVERY DATE</b>	Indicative timescales: Commencement on site: Spring 2015 Release of first units for rent: Autumn 2015 Completion of construction phase: Autumn 2016 Full operation: Autumn 2016	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes	Full details are covered in the financial section of the report
<b>LEGAL ISSUES</b>	Yes	Full details are covered in section Legal

		Section of the report
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	Yes	Full details are covered in Section 7
<b>IMPACT ON SPECIFIC WARDS</b>	Yes	Southwater – Malinslee Ward – Cllr K Sahota & Cllr S Davies Hollinswood Strip and Randlay Lorry Park – The Nedge Ward – Cllr N England, Cllr B McClements & Cllr C Turley Woodlands – Woodside Ward – Cllr K Guy & Cllr R Evans Newport South – Cllr A Meredith Madeley - Cllr Paul Watling & Cllr G Green

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

### **3. INFORMATION**

#### **3.1 Background**

The Property and Housing Investment Programme will deliver a number of objectives by delivering a significant number of quality private rent and affordable rent homes, responding to the housing needs in the Borough. The programme will develop sites which are owned by the Council, bringing forward development and creating regeneration opportunities. The project will create a number of jobs during the construction and operational phase stimulating economic growth. During the operational stage of the project, the programme will deliver income and capital growth for the Council for frontline services.

In addition to housing investment opportunities, during the viability stage further sites have been appraised to establish further opportunities that would deliver an enhanced investment as part of regeneration. As a result, mixed use commercial developments have been included, which will provide best consideration for the asset value of the Councils land and provide a sound investment opportunity.

The cabinet report of 25th April 2013 gained approval to commence a full feasibility and viability assessment to deliver a major housing investment programme, this report delivers the key findings and seeks approval to commence with Stage 2 of the proposals, including the delivery and implementation. The cabinet report of the 25th April 2013 was based on the option of the programme being financed by a private investment fund through a Council Wholly Owned Company (WOC). The report required alternative funding options and structures to be investigated and assessed to provide the most favourable delivery route for the Council. The full assessment is within section the Legal of this report which supports the recommendations.

To take the programme forward, consultants have been appointed to undertake key areas of work which in summary were, design, develop scheme proposals to planning stage, undertake market research and manage the procurement process. Under the Council's guidance, the Consultants have developed each of the sites to a position where a full planning application could be submitted. It has been decided through the viability process these applications will not be formally registered, to allow Contractors to submit a variant tender based on their own designs, so as to deliver the most economic solution as further efficiencies may if the contractors use their own house types to deliver the programme.

Other Councils embarking similar initiatives and private rental landlords which operate similar schemes have been contacted and visited throughout the viability to gain further market experience and knowledge. The Cabinet report identified a number of sites as being potential development sites. As part of the viability these

have been tested and investigated to identify if they are viable and present an investment or regeneration opportunity to the Council. A number of sites originally identified in the report have been discounted as part of the viability due to cost restraints arising from site difficulties and abnormalities, sites being allocated for an alternative use, or from a risk perspective due to flooding the market leading to a negative effect on the rental opportunities.

The sites that are recommended and those that will form the programme under this report are shown in table 1 below. The layout and description of the proposals is contained within Appendix 1 of this report and delivers 425 housing units and a number of commercial developments as shown below:

Site	Development Type	Description
Southwater (Apartments) including retail and associated car parking	Mixed use development	115 Apartments with associated car parking, 2x circa 600m2 double height retail units on the ground floor,
Hollinswood Strip	Housing Development	12 market rental / 32 affordable rental units
Randlay (lorry park)	Housing Development	31 market rental units
Woodlands (former Woodland Primary School)	Housing Development	101 market rental units
Madeley Court (former Madeley Court and Leisure site)	Mixed Development	50 market rental housing units, 2x supermarkets and fast food restaurant
Newport, Springfields	Housing Development	29 affordable rental units
Matlock Avenue, Malinslee (former Malinslee Primary School)	Housing Development	30 market rental units
Wildwood, Woodside	Housing Development	25 affordable rental units

Table 1

The Cabinet report of April 2013 included land at St Quentin Gate (apartments) and land at Malinslee (adjacent to the NFU). These sites have been discounted at this stage due to difficulties in developing the sites.

Financial Consultants have been appointed to undertake a full assessment of the proposals, their brief being to test the financial model for robustness and advise on the most efficient structure for the delivery. They have provided advice on the model cash flows and the accounting of company structures, working alongside legal advisors who are in the process of developing similar proposals with other Councils. The financial and legal comment provides a full analysis. The report summarises further investigation into the available funding routes. Different routes have been investigated and the recommended route and the full analysis of the funding routes are identified within the financial section.

It is proposed that the non residential, mixed use developments will be retained by the Council as this would be the most viable option with regards to accounting. The assets would be held within the existing Property Investment Portfolio (PIP) and not form part of the Wholly Owned Company (WOC) structure. In readiness for the delivery and to gain a level of cost certainty for the project tenders have been sought for Southwater Apartments, Hollinswood Strip, Randlay Lorry Park and Woodlands (identified in blue, table 1). This is explained in more detail within the legal section of the report.

The results of the tender have been included as part of the financial comments and form the figure used in the projected costs. Where additional sites have been included within the programme and not included within the tender, costs are based on the tender returns for other sites and costs provided by Quantity Surveyors or construction professionals.

## **4. FINANCE COMMENT**

### **4.1 Introduction**

During the viability phase of this project, extensive financial modelling work has been performed in consultation with sector specialists and financial advisors. PriceWaterhouseCoopers (PWC) have been engaged to provide commercial and financial advice on the programme, to include consideration of the taxation related advice, in consultation with the outputs from external legal advisors.

Model inputs have been interrogated and confirmed by the following advisors:

- Savills – rental values, lettings phasing, benchmarking of operating costs of Private rented estate
- MACE – construction cost analysis, benchmarking of maintenance charges
- TWC property investment – rental values of commercial units

The analysis has involved extensive financial modelling of the project cash flows to ensure that optimisation of project returns is achieved. The results of the modelling have confirmed that a different delivery vehicle is required for the two classes of assets which the project is delivering, being:

- Housing – The Council will establish a wholly owned General Fund Special Purpose Housing Company (“Wholly Owned Company” WOC) to develop new homes on Council owned land. The Council will invest in the Housing Company by transferring land from its General Fund in return for shares in the WOC. They will also lease a number of flats above the retail units (Southwater) for the WOC to manage as part of its portfolio.
- Commercial – The Council deliver all commercial units through its existing Property Investment Portfolio (PIP).

The Finance section which follows draws distinction between these two different assets in terms of the funding route and accounting treatment.

### **4.2 Funding Route**

As part of the investigation of the available options a number of different funding routes for the project have been investigated. This has demonstrated that the private investment route is not the most financially viable long term funding route and has disadvantages to other options that are available, the main ones being the limited control over the estate, the step-in rights and power of the private investor and the borrowing profile of a bond financed route which, if linked to inflation over the life of the borrowing, could prove to be uneconomical in the latter years of the project.

The two main options considered have included the raising of external finance (linked to movements in RPI), and the drawdown of Public Works Loan Board (PWLB) funding. The advantages and disadvantages of each route have been appraised internally drawing on the expertise of external financial and legal consultants. The appraisal has supported the use of PWLB finance on the basis that the use of this finance will provide the ability of the Council to deliver the programme in a flexible way whilst maintaining control of the overall estate. Furthermore, the use of fixed rate PWLB financing, which is not linked to RPI reduces the risk of future interest rate movements which may adversely affect the return to the authority, providing that

rental incomes increase during the operation phase of the programme are as the project assumptions it will result in an increased return.

#### 4.3 Financial Modelling

The key financial assumptions underlying the housing and PIP elements of programme modelling are shown in the table below. The financial assumptions are based on information provided by property and financial consultants utilising industry benchmarking and data.

Activity	April 2013 Cabinet	Viability Outcome
<b>Housing Developments</b>		
Funding rate/ term – Housing units	3.5% (plus RPI) over 35 years	Interest only, 30 year maturity 4.18%. Based upon rates as at 15th July 2014
Annual rent increase (housing)	2.5% per annum in line with RPI	1.5% per annum
Annual maintenance/ operating cost rate increase	2.5% per annum in line with RPI	2.0% per annum
Void Rate/ Bad debts	4% of gross rental per annum	5% of gross rental per annum
Management fee	9% of gross rental income per annum	9% of gross rental income per annum
Maintenance charge	£11 per sqm per annum	£10 per sqm per annum
WOC operating costs		3% of gross rental income per annum
House Price inflation	2.5% per annum	2% per annum
<b>Commercial Developments</b>		
Funding rate/ term – PIP investments		4.18% fixed term. MRP over 60 years on an annuity basis.
PIP assets – rental inflation		Rental increases vary and are based on RPI / CPI.

##### 4.3.1 Capital cost and Source of Funds

The table below details the current capital cost estimate for the consolidated programme (housing and commercial), compared to the April 2013 cabinet report, and the anticipated sources of funding.

Projected Cost (£'000s)	Current Proposal	Cabinet Report
Construction Estimate (including fees and s106s, and interest during construction)	55,173	53,900
Land Value and retention of Council owned land for commercial developments	6,775 (2,650)	8,260
<b>Total Cost</b>	<b>59,298</b>	<b>62,160</b>
<b>Source of Funds</b>		
PWLB Borrowing (PIP)	6,180	
PWLB Borrowing (Housing)	45,743	
Capital receipt	4,625	
Developer Contribution	2,750	
<b>Total Funding</b>	<b>59,298</b>	

The capital costs contained in the current tender exercise amount to around two thirds of the total construction estimate, which will provide cost certainty for this element of the build. The projected costs associated with the scheme include for the construction of an extension to the multi storey car park in Southwater. This would provide the spaces required for the apartments and associated retail. There are alternative options and solutions for car parking which are being explored and could prove beneficial which will not increase the capital or revenue costs for the project above those which have already been identified.

The Council will dispose of the land on which the housing is to be built to the WOC in return for a capital receipt which will be used to acquire equity shares in the WOC to an equivalent value. With respect to the land upon which the commercial units are to be built,

- The Council dispose of part of the Madeley Court site (outlined in blue – Appendix 1) to a third party for development.
- The Council will retain ownership of the land upon which the remaining commercial is delivered and return an enhanced position on those assets.

#### 4.3.2 Annual Project Cash flows

Key financial data is summarised in the following table, which demonstrates the annual consolidated position of the programme once all the units have been built and let to assumed void rates. Based upon the current estimated build profiles and letting start dates, the position would be achieved in the fourth year of operation.

The establishment of a WOC will result in the payment of corporation tax on any company profits arising at the applicable rate. The table demonstrates that the net income from rental (after allowance for corporation tax on WOC profits), Council Tax, New Homes Bonus and Business Rates is sufficient to cover the costs of borrowing, property management and maintenance, and to generate a surplus to the Council (The business rate growth is included in the Council's budget strategy). The figures below are not directly comparable to the April 2013 Cabinet Report, as they include an increased proportion of commercial development.

Year	Net Rental income *	Funding Payment	Net income after funding	Council Tax	NHB	Business Rates	Net revenue income retained by Council
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Year 4 (2017/8)	2,711	(2,201)	510	384	487	136	1,517
Year 5	2,742	(2,208)	534	384	487	136	1,541
Year 6	2,676	(2,130)	546	384	487	136	1,553
Year 10	2,900	(2,177)	723	384	0	136	1,243
Year 15	3,211	(2,199)	1,012	384	0	136	1,532
Year 20	3,546	(2,172)	1,374	384	0	136	1,894
Year 30	3,306	(1,199)	2,107	384	0	136	2,627

Note: net rental income is stated after management and maintenance costs, corporation tax on WOC profits and WOC operating costs. The funding payment includes interest and capital sweep payments. Year 30 incomes reflect the phased disposal of housing sites.

The above table starts at year 4, with this being the first year of expected full occupancy following construction. During years 1- 4 the phased rental income is sufficient to cover the cost of borrowing, therefore there is no net cost to the authority during these early years.

New Homes Bonus would also be due on the housing delivered for six years at approximately £487k per annum, £2,922k cumulative during the period. It should be noted that the New Homes Bonus income could be affected by changes to Government policy.

The finance model includes revenue benefit from New Homes Bonus (NHB), which has been assumed to be received in financial years up to and including 2022/23. Should the allocation of NHB be extended or curtailed, the model will be refined accordingly. The business case allows for the growth in income to the Council from Council Tax and Business Rates on the developments throughout the modelling period (30 years). There is a risk that future changes to the Local Government Finance system will reset the base for both Council Tax and Business Rates and that this will have the effect of reducing the additional income from these taxes. Currently there are indications that the Local Government Finance System may be reset in 2019/20 taking effect in 2020/21. However there is no information currently available to allow the implications of any reset to be reflected in the model.

#### 4.3.3 Cumulative Project Cash flows

<b>Year</b>	<b>Net Rental income</b>	<b>Funding Payment</b>	<b>Net income after funding</b>	<b>Council Tax/ Business Rates/ NHB</b>	<b>Net income retained by Council</b>	<b>Asset Value</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>
5	7,714	(6,326)	1,388	2,862	4,251	68,800
10	21,583	(17,096)	4,487	6,970	11,456	74,800
15	37,007	(28,064)	8,943	9,568	18,509	81,400
20	54,054	(39,001)	15,053	12,163	27,215	88,600
30	92,449	(58,817)	33,632	17,357	50,989	103,700

Note: net rental income is stated after management and maintenance costs, corporation tax on WOC profits and WOC operating costs. The funding payment includes interest on the loan and capital sweep payments back to the Authority.

#### Residual Asset Value

The consolidated asset value at the end of the development period of circa £103.7m, demonstrates an enhanced capital value to the Authority based on an average house price and commercial property value increases in future years. The base funding model assumes that the housing assets will be disposed of at the end of the 30 year period in order to repay any outstanding debt to the Council from the WOC. This will also generate one-off investment income of £41m to the Council at that point. Other options would be available at the end of the programme which could include refinancing or part sale to clear the WOC debt.

#### Stage 1 Costs

The Cabinet Report of April 2013 approved the allocation (Recommendation 2.1 and 2.2) of £1.174m of capital funding to support the Stage 1 viability assessment. To date costs of £0.964m have been incurred and expenditure will be contained within the allocation up to the date of the Cabinet approval.

However, it is anticipated that due to changes in the nature and timing of the programme, additional capital costs of up to £500k would be incurred between July Cabinet 2014 and Full Council decision in September 2014 to proceed. This would allow for ongoing work towards planning applications prior to the award of the Construction Contract, which will ensure that programme delivery dates are not put at risk. Such costs would be recovered should the project proceed. These costs will be funded from the capital receipts site preparation existing budget within the approved capital programme. However should the programme not proceed for any reason these costs will have to be written back as a cost to the revenue budget.

## 5. LEGAL COMMENT

The previous Cabinet Report was based on a model and the legal opinion of external advisors. As part of the viability study further works were undertaken on the private investment route, the construction contract, property management agreements, taxation and legal options, to inform the model and the programme.

### 5.1 Options Analysis

The Cabinet report required the viability of a number of funding and delivery structures to be investigated. A number of options with the potential to deliver the Council's project objectives have been examined by the Project Team whilst applying knowledge and best practice from similar projects developed by other local authorities. The table below shows the potential options available to deliver the project and the initial analysis:

	OPTION	DESCRIPTION & ANALYSIS OF OPTION
1	Build housing through HRA	<p>The Council is no longer a Housing Authority and as such does not operate a Housing Revenue Account (HRA). In order to progress this option the Council would have to seek Government approval to 're-open' a HRA and would thereafter be subject to the very many stringent statutory and financial controls.</p> <p>This option would involve the Council delivering housing through the use of both borrowing headroom contained in the HRA (unknown until the reopening of the HRA) and the annual free cash flow arising each year in the business plan.</p> <p>New build under the HRA is a conventional option for local authorities to provide traditional 'Social Housing'. However it will not provide a mix of tenures and due to the type of tenancy that would have to be offered each and every property in the scheme would be subject to the Right to Buy and Right to Acquire provisions.</p> <p>Where the Right to Buy is exercised the tenant would be entitled to a discount on the market value of between 35% up to a maximum of 70% but restricted to a limit of £77,000. An amount of the monies received by the housing authority is also payable to the Government.</p> <p>As the amount of borrowing in the HRA is limited this means that the Council would only be able to build a finite number of homes in the early years and would then need to rely on the annual free cash flow to build a modest number of homes per annum. One local authority calculated that it may take between 15-20 years for that council to build 1,000 homes.</p>

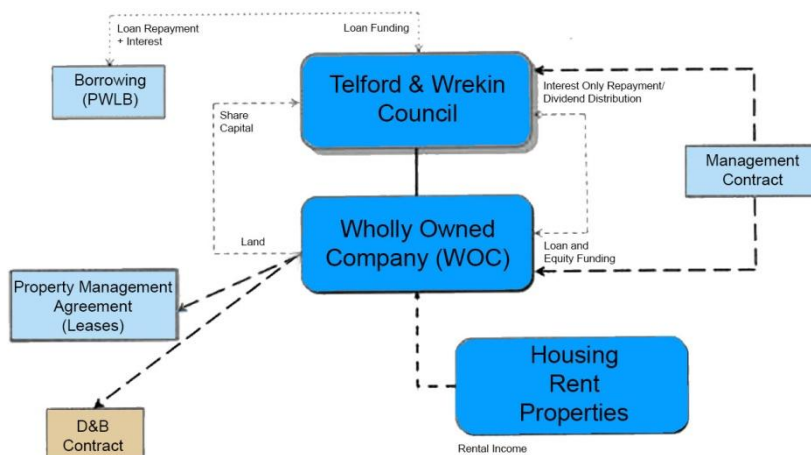
2	Wholly owned company	<p>This option involves the Council creating a Wholly Owned Company (WOC) which will develop the desired level of housing which would be managed and let by the Company until such time that properties could be disposed of.</p> <p>The general power of competence (GPC) under the Localism Act 2011 allows for local authorities to “do anything that individuals generally may do”. Councils need not identify a statutory function upon which to ‘hang’ their ‘trading’ activity. In other words, local authorities are allowed to expand their trading activities into areas not related to their existing functions (eg banking, housing and development). However whatever level of trading activity is contemplated by a local authority, if a surplus income is made the activity can only be carried out by a company set up in accordance with the Companies Act 2006. It also effectively removes geographical boundaries to local authority activity so that they can set up a trading company that can trade anywhere in the UK or elsewhere.</p> <p>A WOC will provide a vehicle through which the Council's criteria can be met within the proposed timescales whilst providing total control of the estate to the Council and the greatest degree of flexibility for the management of the portfolio.</p> <p>A WOC will serve to isolate some of the financial risks associated with the project. The proposed company structure will also provide absolute clarity that the properties are not to be operated as traditional social housing therefore whilst operating a high degree of affordable market rent properties there will be no Right to Buy or Right to Acquire therefore maintaining and protecting the whole asset as an investment.</p> <p>There are also numerous statutory controls and requirements that apply to the operation of a local authority WOC that need to be addressed in terms of the WOC's own governance and how that links to the Council's existing governance arrangements.</p>
3	Joint Venture	<p>This option would involve the Council entering into a Joint Venture (JV) arrangement with a private sector partner to develop housing on identified Council sites. The JV would operate the homes until such time that the properties were disposed of. A Joint Venture company would be considered attractive for its ability to bring in third party development expertise and resourcing and to share an element of the risk of development.</p> <p>The vehicle could operate properties until such time they are sold on to a third party or some other destiny agreed. However there are a number of drawbacks. The level of return required to the vehicle is likely to be high reducing the overall viability and having a detrimental impact on the number of homes which could be provided.</p> <p>Additionally the Council will be required to enter into procurement for a private sector partner. This would add at least 12-18 months to the timetable which will impair the ability of the Council to deliver on its timescales. Also the ability of a Joint Venture to intervene in the market and step back out is</p>

		<p>limited by the need for such decisions to be jointly agreed by both parties (who may have conflicting objectives in this regard). This would not give the Council the required flexibility and ability to make speedy decisions to respond to housing needs and market requirements in the area.</p>
4	Sale and Leaseback	<p>An institutional investor would purchase land from the Council, provide upfront funding to build and subsequently own the housing. The investor would then lease the properties to the Council which would use the net rental income plus any surpluses to pay for the lease.</p> <p>A sale and leaseback model also has attractions. The Council would be able to use the net rent plus any annual surpluses to make a lease payment for properties funded by an institutional investor and thereafter take the income produced.</p> <p>However from the model initially considered in the previous report it is unlikely that any institutional investor would give the Council any flexibility in the management and control over the estate that we would require to provide a good mix of tenures. In addition to these strict operating constraints the investor would impose strict step in rights which could force the sale of some or all of the estate to repay their investment.</p> <p>The investor would retain full ownership and control of the estate for the leaseback period (i.e. up to 30 years) during which time the Council could only expect to receive the 'income' achieved after payment of the lease payment and impose strict step in rights.</p>

## 5.2 Preferred Delivery Vehicle

The Wholly Owned Company (WOC) has emerged as the most appropriate method of delivering the project and, whilst each of the other options have their merits in delivering housing investment, each has a particular weakness which reduces its appeal for the Council. Although it offers less potential to share risk than the other options which involve a private sector partner, overall it was shown to best meet the project criteria.

Fig. 1: Wholly Owned Company - Possible Structure for consideration



The homes would be provided on Council owned land from the General Fund with funding primarily provided through General Fund prudential borrowing on-lent to the

Company at an increased interest margin to satisfy State Aid requirements. The principal aim of the company will be to develop housing for rent.

The Company will act as an investment company retaining the properties developed by the Company for letting under assured and assured shorthold tenancies to fall outside of the Right to Buy and Right to Acquire provisions under the Housing Act 1985. This will not replace the need for 'social rented' properties let under secure tenancies but will meet a different need by responding to a wider demand for accommodation for those people that would not normally qualify for a Registered Social Landlords property.

### 5.3 Constitution and Governance

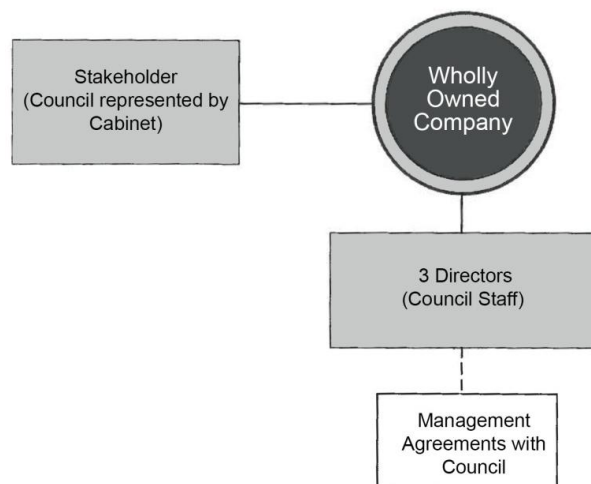
It is proposed that the Company will be constituted as a company limited by shares and will not be a charity or other "not for profit" entity. The Council will own the entire share capital and it will thus be a wholly owned subsidiary of the Council and the Council will have ultimate control of the Company.

There are certain legal requirements that will apply to the Company, some of which are statutory such as the obligation to file annual returns and accounts or the requirements of local government legislation (such as the Local Government and Housing Act 1989 and the Local Authorities (Companies) Order 1995, with respect to local authority companies); others, the Council will be able to determine itself.

These include the governance of the Company. As a minimum one director, who can also be the company secretary, will be required to run the Company's affairs. At this stage it is suggested that these posts could be fulfilled by Council officers but this will require further examination and, for example, a Board of Management may need to be set up, representing the Council as shareholder, to give strategic control over the management of the business.

At present it is thought that there should be a minimum of three directors with a quorum of two, with one of their number acting as company secretary. Although they will be directors for the company in its own right, it is proposed that they will be existing appointments from within the Authority and not new created posts. The officers will need to be given independent legal advice on their duties as directors, their obligations to the WOC and the management of conflicts of interest. The officers will also need to have appropriate insurance for their actions either in the form of liability insurance or an indemnity from the Council. The governance structure will be further developed as part of a full business case.

Fig. 2: Company Structure and Management



As set out above, the Company will be controlled by the Stakeholder (Cabinet) and its Directors. Overall supervision of the Company and the scope that the Directors

have in conducting the affairs of the Company will be controlled through the proposed structure and more particularly through the constitutional documents and the Business Plan.

The Cabinet will be the strategic supervisory body with ultimate responsibility for ensuring governance of the Company and compliance with the Business Plan. This role will be without prejudice to Cabinet's normal decision making powers and the role of Overview and Scrutiny as set out in the Council's constitution. Cabinet will also have responsibility for safeguarding the Council's equity investment and lending to the Company by undertaking more detailed monitoring of the Business Plan and progressing recommendations to Directors.

The Directors will review and report on performance under the Business Plan to Cabinet to promote a full understanding and awareness of the activities and performance of the Company. In relation to specific development proposals the Directors will undertake and bring forward details of development proposals identified within the Business Plan.

#### 5.4 Business Plan

The governance process set out above will be supported by the Business Plan and an associated review process which will ensure developments and their subsequent operations are monitored and reviewed, and approval obtained for any major variations at key stages.

The business plan review process will include both the Company and Cabinet. The first stage will be approval of the Final Business Case which will be produced upon the approval of the recommendations in this report. Following this the Company will be formed and thereafter the Company Directors will review the Business Plan at least at six monthly intervals or whenever exceptional circumstances necessitate a review. They will then present this review, or exception report, to the Cabinet who will consider any proposed revisions to the Business Plan and make recommendations back to the Company as appropriate. Once re-approved by Cabinet, the revised Business Plan will then form the basis of future reviews by the Company Directors and the cycle will continue.

#### 5.5 Management Arrangements

It is intended that, the Company will not have a high profile identity separate from the Council, and that, operationally, it will be a "light" organisation.

Under the Wholly Owned Company structure a delivery model is proposed which uses Council staff and resources to support the Company in its activities. Council staff as appropriate will provide a complete package of development management services to enable the development of each scheme, the lettings process and the subsequent tenancy management and rent collection and maintenance of the properties under a Management Agreement, whereby the Company will be charged by the Council for the services provided. Work has commenced in identifying the functions and services which the WOC will require under the Management Agreement. Where the WOC uses any Council resource this must be paid for on a full 'commercial' basis.

It is expected that setting up and running the Company in this way, or through a similar structure, will isolate development and operational risk, and will help tax efficiency. The impact on staffing capacity should be low but equally will improve efficiency and maintain employment whilst providing a motivating opportunity for staff to develop new skills of a commercial nature. At present it is thought that direct appointments to the WOC should be avoided. A suggested company structure is shown in Fig 2.

## 5.6 Procurement

The proposals involve the construction and use of land assets. This will be classified as a public works contract and as such subject to public procurement requirements.

The WOC itself, being wholly owned by the Council, will also be considered subject to public procurement requirements. Therefore in terms of any contracts that it proposes to award, proper procurement procedures will need to be followed.

To comply with the procurement requirements the Council has invited bids for the design and build of the properties through the Construction West Midlands (CWM) Framework Agreement which is compliant with public procurement requirements set up by Birmingham City Council and is made available for other Local Authorities.

This is an EU compliant framework which allows early engagement of the four approved contractors. As part of the procurement selection route meetings and interaction with the four prospective tenderers has taken place and a formal tender exercise has been undertaken on Southwater Apartments, Hollinswood Strip, Randlay Lorry Park and Woodlands (identified in blue, table 1).

Utilising a contractor framework reduces the expenditure and work required in carrying out a full EU procurement exercise. One of the four contractors has withdrawn from the process due to their current workload. This has been checked by the Council's Legal and Procurement Team, and the three submissions by the remaining contractors will provide a valid tender.

As part of the tender process there is a requirement for contractors to demonstrate their commitment to providing opportunities for apprentices and graduates and utilising local labour where possible, through their supply chains.

In terms of the Management Agreement this would not require a formal procurement process as the Council would rely on the principles of the 'Teckal' exemption which enables the direct award of a contract to the Council where the company is wholly owned by the Council.

## 5.7 Legal Agreements

Legal documentation will have to be prepared by the Council's legal advisers with the in-house team in relation to the constitutional, governance and delivery proposals that develop. These include Articles of Association, Land Transfer/Development Agreement and Management Agreement together with a draft tenancy agreement. These will be finalised following agreement of the proposals set out in this report.

## 5.8 Consents and Clearance by External Organisations

Discussions have been held with the External Auditors in respect of the accounting treatment of the Company. However final sign off will have to await preparation of the Final Business Case, it is considered that all issues raised by the auditors to date have been addressed satisfactorily.

Further approvals/consents will follow approval by Cabinet of the Final Business Case. These will include HMRC clearance on tax treatment of the Company and consent from the Secretary of State in accordance with legislation giving the Council powers to provide the housing on the sites identified and to set up the Company as proposed.

## 5.9 Ongoing Legal Work

Bond Dickinson is working with Price Waterhouse Cooper (PWC) to establish the most efficient company structure for this Council's proposals. The principal issues being considered for which advice notes will be prepared are:

- 1) Local authority powers to undertake the proposal;
- 2) Constitutional and governance matters;
- 3) Land transfer mechanism;
- 4) State aid and ancillary issues;
- 5) Any consents required, especially in relation to land transfer and borrowing and on-lending to the Company;
- 6) Company structure and membership and management;
- 7) Review of accounting papers produced by financial advisors; and
- 8) Operational arrangements and contractual documentation.

Legal Services have considered the proposal(s) to date and will continue to advise on the proposals as further details are developed in the next stages.

## **7 IMPACT ASSESSMENT – ADDITIONAL INFORMATION**

### **7.1 Risks and Opportunities**

The opportunities and risks associated with a project of this size and complexity are significant. As part of the viability these have been considered and mitigated or reduced. The key risks can be categorised into Financial, Operational and Legal.

#### **7.1.2 Financial Risks**

- Construction Costs – exposure to construction cost increases will be reduced through the tender process and a contingency sum has been allocated within the budgets for the proposals. The risk associated with the non tendered elements of the programme will be reduced as the house type will be replicated across the batch with the only elements to be costed being utility connections and substructure works where ground conditions vary. The upturn in the economy (see below) may also affect future schemes.
- Upturn in the economy leading to increased construction capital costs - Undertaking the tender exercise has mitigated some of this risk however future schemes which have not formed part of the formal tender exercise which are included within this report may be affected by inflation increases and would need to be assessed on their own merit.
- Changes to PWLB Interest Rates – The financial analysis is based on the current PWLB rates. Should these increase then the revenue and capital funding streams within the project would be affected.
- Voids / Debtors - An assumption has been made in the model for voids and bad debtors. This equates to 5% per annum of the gross rental income. The level of voids / debtors has been derived from market intelligence and external consultant advice. If Cabinet recommend proceeding with the proposals, the marketing strategy for the housing units will commence to pre-let as many units as possible during construction, which should reduce risk. With regards to the commercial and retail proposals, draft agreements have been made with prospective tenants for the Madeley proposals with a number

of major organisations. In Southwater all the commercial units that have been constructed as part of the initial proposals have all been let which demonstrates the future need.

- External S106 contributions – The funding model is dependant upon an estimate of contributions to S106. These are subject to planning approval. Should they not be approved, then the capital funding streams would be revised accordingly. If the estimate compared to the final position is different then the investment would have to be re-assessed.
- Programme / Delivery - Funding will need to be in place during the construction period and the model has been established on drawing down PWLB on a phased basis to minimise interest during construction. Any delay in construction will increase the interest repayments during construction.
- Changes in future Company tax regulations which would have an impact on the cash projections

#### 7.1.3 Legal Risks

- Challenges to planning decisions – Although a risk to the delivery phase of the project the project, has been reduced through pre application discussion the Local Planning Authority. Many of the sites have secured already planning consents for residential / commercial use.
- State Aid – State Aid can arise when a public body, such as the Council, gives financial or other assistance to an organisation/company that can distort competition. In terms of this project this could relate to the provision of funding for the project and the provision of services to the Wholly Owned Company. In order to address these risks the Council will ‘on-lend’ funding at an acceptable interest rate and all services provided to the Company will be under formal Management Agreements and charged at a commercial rate.
- Secretary of State does not give consent to the development of properties proposed, and or creation of WOC – Several other local authorities have progressed similar housing development schemes to the SoS for approval in the recent past and all have been granted the required approval.

#### 7.1.4 Operational Risks

- Repair & Maintenance (R&M) - The project will require robust R&M procedures to be in place. This will require the appointment of a contractor to ensure that Key Performance Indicators (KPI's) are in place, to ensure high quality service to our customers.
- Changes to private rented market sector demand leading to lower rents – market research is showing demand increasing within the private rental sector (PRS) with the trend expected to continue. The Southwater development is a new offer within the PRS market within Telford and is untested, so does carry some risk regarding occupancy.

- External influences such as changes to central Government policy may affect the business case. Changes could occur with regards New Homes Bonus, Council Tax, Business Rates retention policy or changes to the Local Government Finance System. There is no information currently available to allow the implications of any Policy Changes to be reflected in the model.

#### 7.1.5 Opportunities

- The proposals present an opportunity for regeneration within the Borough and a means of providing high quality private rented accommodation. By intervening with the development of vacant / stalled sites owned by the Council it is envisaged that this activity will stimulate economic growth, maximise the use of the land asset and at the end of the programme will present a significant capital asset for the Authority to retain or dispose of in the future as a long term investment opportunity.
- The proposals provide a capital asset that the authority could choose to dispose of in part pay down debt at anytime during the life of the project however disposing the assets could have implications on the revenue income stream for the investment. It should be noted however that any disposal would have to ensure that it did not affect the business case for the WOC, which would still need to demonstrate it is a profitable company.
- Additional revenue income for the Authority through rent, new homes bonus (subject to Central Government Policy) and Council Tax.
- Economic opportunities in relation to material supplies and jobs during the construction period and subsequent maintenance.
- Opportunity to continue the Southwater regeneration and develop Council owned sites within the Borough.

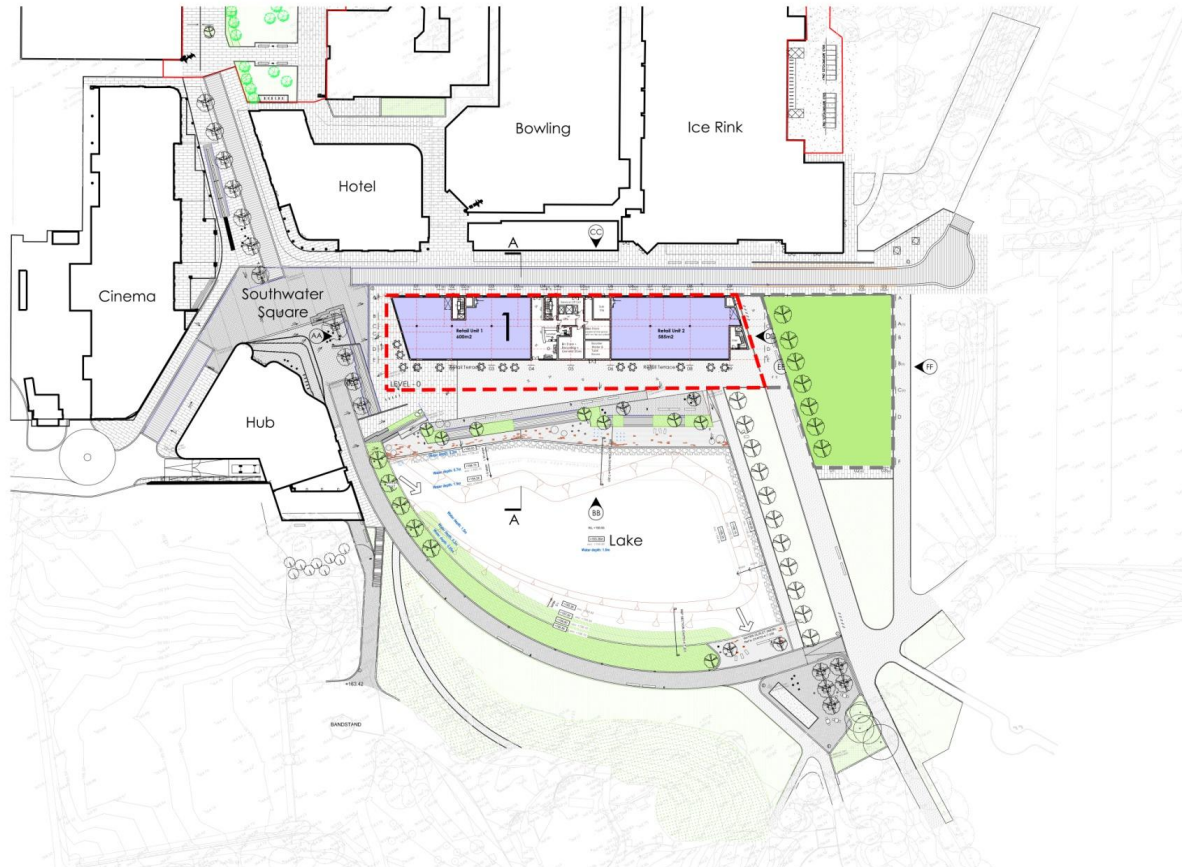
## 8. PREVIOUS MINUTES

Housing Investment Programme Cabinet report 25<sup>th</sup> April 2013

**Report prepared by Matthew Taylor, Service Delivery Specialist –  
Housing Investment, Telephone: 01952 384305**

### Southwater Proposals

The site gained outline approval as part of the overall southwater development in 2009. The proposed development consists of two, circa 600m<sup>2</sup> double height retail with 7 floors of apartments above on plot 1. The apartments will provide 115 private rental apartments.



Southwater Core - Level 0  
Scale: 1:500 @ A1



TYPE	STOREYS	AREA (M <sup>2</sup> )
RETAIL UNIT 1	01	650
RETAIL UNIT 2	01	585
<b>TOTAL</b>		<b>1,185</b>

Note: Area includes Mezzanine level

TYPE	NUMBER OF RESIDENTIAL UNITS	AREA (M <sup>2</sup> )	STOREYS	TOTAL	% MAX
M1A	1	42.7	01	37	31
M1A	1	56.0	01	54	46
M1B	1	70.0	01	67	56
M1C	1	70.0	01	67	56
<b>TOTAL</b>		<b>138.7</b>		<b>130</b>	

Note: Area includes Mezzanine level

TYPE	STOREYS	AREA (M <sup>2</sup> )
RETAIL UNIT 3	01	800
<b>TOTAL</b>		<b>800</b>

Note: Area includes Mezzanine level

TYPE	NUMBER OF RESIDENTIAL UNITS	AREA (M <sup>2</sup> )	STOREYS	TOTAL	% MAX
M1A	1	42.7	01	37	31
M1A	1	56.0	01	54	46
M1B	1	70.0	01	67	56
M1C	1	70.0	01	67	56
<b>TOTAL</b>		<b>138.7</b>		<b>130</b>	

Note: Area includes Mezzanine level

52534-1 D01 B

THIP  
TELFORD

DESIGN

SITE 1 - SOUTHWATER  
SITE LAYOUT PLAN  
LEVEL 0

PJS NW  
1:500@A1 SEPT 2013

52534-1 D01 B

**BVA** Architecture  
28 Pickford Street - Birmingham - B5 5QH  
T:0121 431 0000 F:0121 431 0000 E:enquiries@bva.co.uk

# Hollinswood Strip Proposals

The proposal is to construct 12 market rental and 32 affordable rentals on the site which is located adjacent to the existing Hollinswood housing estate. The development will consist of a number of 1/2 bedroom apartments and 2/3 bedroomed houses.



JOB NUMBER	REVISED NUMBER	PROJECT
52534.8	D01	D

**NOTES:**

1. Position of existing drainage and easement zone indicative position only. Subject to detailed scan.

THIP	
TELFORD	
CITY OF Telford	
DESIGN	
SITE 8	
HOLLINSWOOD STRIP	
SITE LAYOUT PLAN	
Drawn by	Checked by
KZ	NW
Date	Scale
1:500@A1	SEPT 2013
Job Number	Project Reference
52534.8	D01

**BIV Architecture**  
28 Pickford Street, Birmingham, B3 1JL  
T: 0121 631 9300 F: 0121 631 9306 E: design@biv.co.uk



# Randlay Lorry Park Proposals

The proposed development gained outline approval as part of the Southwater application in 2009. The development consists of 31 no. 2/3 bedroom houses for private rent.



52534.4	D01
<p>LEGEND</p> <ul style="list-style-type: none"> <li>○ existing trees to be retained</li> <li>○ existing trees to be removed</li> </ul>	
<p>THIP TELFORD</p> <p>DESIGN</p> <p>SITE 4 RANDLAY SITE LAYOUT PLAN.</p> <p>BR KZ</p> <p>1:500@A1 JAN 2014</p> <p>52534.4 D01</p>	

**BVA** Architecture  
 28 Pickford Street, Birmingham B5 5QH  
 T: 0121 832 0000 F: 0121 832 0100 E: info@bva.co.uk



## Woodlands (former Woodlands Primary) Proposals

The proposed development is located on the former Woodlands Primary site adjacent to the new Abraham Darby Academy / New Woodlands School. The development consists of 101 private rental houses with a mix of 2/3/4 bedroom houses.



**LEGEND**  
 ● planting location - see schedule  
 ○ existing trees to be retained

job number: 52534.3 drawing number: D01 revision: E

W. Woodlands (Site 3)  
 WOODLANDS (FORMER WOODLANDS PRIMARY)

revision	date	drawn by
A. F100 area - site amended	20/09/13	KZ
B. Alterations area - retained. Site retained	28/10/13	KZ
C. add 3448 units	11/10/13	PS
D. Alterations to Highways comments	10/11/13	GP
E. Final scheme	20/11/13	AV

client: THIP TELFORD  
 design: DESIGN  
 site: SITE 3 WOODLANDS SITE LAYOUT PLAN  
 drawn by: KZ  
 checked by: NW  
 scale: 1:500@A1  
 date: SEPT 2013  
 job number: 52534.3 drawing number: D01 revision: E

**BMA Architecture**  
 28 Pickford Street, Birmingham, B5 5QH  
 0121 625 2000 • 0121 625 2001 • www.bma-arch.co.uk

## Madeley Court (Former Madeley Court School) Proposals

The proposals are to create a mixed use development consisting of:

50 Private rental houses

Public House (outlined in Blue will be disposed of as a capital receipt)

2x Supermarkets

Fast food Restaurant

Doctors surgery (part of site disposal outlined in dashed red and does not form part of this investment).



### **Matlock Avenue Proposals**

The proposed Development is to construct circa 30 market rental properties on the former Malinslee Primary School site. The long term proposals could deliver circa 80 units.



**Report of the Health and Adult Care Scrutiny Committee  
Review of the Meals on Wheels Hot Meals Service  
(Community Meals Service)  
May 2014**

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## **Chair's Foreword**

This has been a challenging piece of work in a number of ways but I am satisfied that the conclusions and recommendations from this review will improve the services that are available for vulnerable older people in Telford and Wrekin. The benefit of the hot meal service is so much greater than the provision of food. The interviews Councillors carried out with people who use the Hot Meals Service found that people do value the meals that are provided but the regular contact with someone coming to their home was just as important. This provided reassurance both to the person receiving the meals but also to their relatives and it was reported that this enabled family members to work because they feel confident that some will be visiting their relative during the day. The review also demonstrated that service users understand the pressures the Council is facing and we should not be afraid to talk about the costs of services when consulting service users. All the service users who discussed an increase in price during the interviews said that they would continue to use the service if the price was increased.

I have been extremely impressed by the commitment and dedication of the RVS volunteers and the way the RVS have responded to our review. Our conclusion has been that rather than reduce the service provided by RVS volunteers this is an opportunity to expand the services. While this will involve some ongoing cost to the Council I believe that if the hot meals service ceased the additional care costs to the council would be far greater than the savings made.

I want to thank everyone who has contributed to this review. The Scrutiny Committee has made sure that the views of service users and volunteers have been heard as part of the wider review of the Community Meals service. As a Scrutiny Committee we cannot make decisions but this report will be considered by Cabinet when making the decision about the future of the service

Cllr. Derek White  
Chair of Health and Adult Care Scrutiny Committee

## **Background**

During the scrutiny of the service and financial planning 2012/13 to 2014/15 (budget proposals) the Budget and Finance Scrutiny Committee recommended that the Health and Adult Care Scrutiny Committee review the proposals relating to the Community Meals Service. This issue was included in the work programme for the Health and Adult Care Scrutiny Committee in August 2012.

When planning the Scrutiny Work programme it was agreed that the Scrutiny Committee would take a policy development approach to this piece of work so that it would run in parallel to the Service Review.

The Scrutiny Committee held the scoping meeting when the work commenced on the Service Review in February 2013.

## **Membership of the Scrutiny Committee**

Cllr. Derek White (Chair)

Cllr. Veronica Fletcher

Cllr. John Minor

Cllr. Roy Picken

Cllr. Adrian Meredith

Cllr. Jacqui Seymour (2012/13)

Cllr. Chris Turley (2012/13)

Cllr. Jackie Loveridge (2012/13)

Cllr. Jayne Greenaway (2013/14)

Cllr. Rae Evans (2013/14)

Cllr. Francis Bold (2013/14)

Dilys Davies - Co-opted member

Jean Gulliver - Co-opted member

Cllr. Ralph Perkins - Town Council Co-optee

Richard Shaw - Co-opted member

## **Scope of the Scrutiny Review**

The Scrutiny Committee met with the Council officers tasked with carrying out the service review to deliver the £57,000 savings agreed within the Council's budget. A summary of the evidence presented at this meeting and the work agreed by the Scrutiny Members is given below.

Any person over the age of 65 who lives in Telford and Wrekin Borough can use the Community Meals (Meals on Wheels service). There are two organisations with contracts to deliver the Meals on Wheels service.

The Royal Voluntary Service (RVS) provides a Hot Meal Service – the frequency of this service varies across the Borough from 2 to 5 days a week. Service users can choose to have 1-5 hot meals delivered daily. The RVS also offers a service to provide frozen meals for the 2 days they do not deliver hot meals. The meals are prepared at a number of locations across the Borough some are freshly prepared and some are regenerated frozen meals. There was some discussion about the choice available with the hot meal service – it was recognised that while special dietary and religious requirements are met the choice is limited. The Council owns and maintains some vehicles that volunteers use to deliver the meals. Some

volunteers use their own vehicle and claim mileage ( this may be at peak demand there are not enough 'fleet' vehicles or the volunteers preference to drive their own car)Members asked about implications of tax on mileage claims and ensuring that vehicles were insured for business use.

Appetito provides the frozen meal service – This service includes the provision of a table top freezer (if required) and serve therm to heat food. This ensures that the meal is heated to the correct temperature without the need to defrost first. Most meals are currently delivered fortnightly (some are delivered weekly). It was recognised that while many people with a sensory or physical disability can use this equipment people with dementia will require additional support.

When using the frozen meals service the service user is offered a menu they can order from. When the meals are delivered the service user pays cash for the meals provided. It was recognised that this may cause problems for the service user ensuring the correct money is available; it can delay the person delivering who is running on a tight schedule and the associated risks with cash handling.

Appetito work to national standards to ensure quality of the food. This 5 year contract will end in April. It was recognised that when the contract is renewed the increase in food priced and transport costs will have to be included. The Council has previously been successful at keeping the price down.

During 2011/12 there were approximately 439 people who used the service including hot and frozen meals. It was reported that there has been a drop in the number of people accessing the service. The is a standard charge for the meals - £2.65 per meal (£2.10 for a main meal and £0.55 for a pudding). It was reported that approximately 100 people receive hot meals. (The Committee recognised that the number of service users changes on a daily basis. At the time of producing the report there were 70 service users. The numbers changed on a daily basis and it was highlighted that there were 8 service users who were temporarily cancelled the service due e.g. due to a stay in hospital)

The table below shows the service provision and costs for 2012:

<b>2012 - Meal Activity</b>	<b>Hot Meals (WRVS)</b>	<b>Frozen Meals (WFF)</b>	<b>Total</b>
Meals sold:	15212 ( of which 3691 frozen)	31094	46306
Income from clients @ £2.65 per meal:	£40,312	£82,399	£122,711

Information about services in some other authority areas was provided:

West Midlands

- Shropshire CC- frozen £3 per meal
- Staffordshire CC-hot £3.55 per meal, frozen£2.52
- Birmingham CC- sign post to provider list

- 

#### Other Authorities

- Gloucestershire CC- hot £3.50 per meal, frozen £2.50
- North Somerset C-Hot £3.80 per meal
- Wiltshire / Norfolk CC's- no meal service just sign post

When considering the costs it was highlighted that service users pay the same price for hot and cold meals (hot meals are more expensive to provide) reported that the price has not increased for a number of years. It was recognised that the hot meal service is subsidised and further work is being carried out to investigate this further. Work will also be carried out on the price sensitivity of the service – what are people able / prepared to pay for this service?

Members discussed a number of other organisations that provide a meals service – e.g. Donnington Learning Centre, local churches and religious organisations the Salvation Army and Pub clubs. It was suggested that another option could be to sign post people to these other providers.

It was also commented that some people may only need meals delivered for a short period of time e.g. following discharge from hospital or bereavement. If the appropriate support is provided people may gain the confidence to shop independently or learn cooking skills. It was also recognised that there is an opportunity to link to other services that people may receive in their home. Other service models were also discussed that could provide greater choice for service users.

Options could include:

- Contact Register
- Pub clubs
- Cafe / Restaurant
- Cooking Club
- Group Takeaway
- Shopping assistance
- Cooking Assistance/ skills support

It was reported that the RVS is keen to engage in the review and consider alternative models of service delivery.

The issues identified regarding the hot meal service were:

- Time / Temperature Control – Delivery
- What time people choose to consume their meals is limited on the hot service
- No/ limited choice of Hot Meals (special diets and religious and cultural meals are provided).
- Small Delivery Window- 90 mins
- Cash Collection and Handling
- Inequity of service delivery of hot meals across Borough

Members agreed that a fundamental part of the review must understand the needs of the service users – both the long term and short term users. It was discussed that in any change management process it is important to consider the individual need – this service cannot be delivered using a ‘blanket approach’. It was also recognised that while the review must provide the savings required it must be carried out taking service users views into account – if this does not happen then the service will fail or a second review will be necessary.

It was discussed that there is no means testing for the service and the greatest costs for the service are:

- Provision of the hot meals ( subsidy)
- Service Level Agreement with RVS
- Running and maintaining vehicles and volunteer expenses
- Overheads ( further work is being carried out to identify admin costs for the service)

The opportunity to link this work to ‘My Life’ portal were discussed. It was suggested that Members might want a demonstration of this system at a future meeting.

Following this presentation and discussion Members identified the following key issues as the focus for the Scrutiny Review:

- Equity of Service Provision
- Getting the views of service users who receive the hot meal service
- Getting the views of RVS and volunteers who currently provide the service
- Ensuring quality and nutritional content of food

Following the Scoping Meeting RVS have provided information on how the Meals on Wheels Service is linked to the Good Neighbours Service. It was also highlighted that the RVS provides continuity for support for service users from the community and into hospital and on their return to the community through the RVS volunteers at PRH. It is a priority for RVS that the work of the volunteers continues – in total there are 262 volunteers involved in these schemes. ( Meals on Wheels 103, PRH Volunteers 110, Newport Helpline 44 and Luncheon Club 5)

## Views of RVS Volunteers

Members of the Health and Adult Care Scrutiny Committee met with RVS volunteers on 14<sup>th</sup> June 2013. The volunteers supported both the Community Meals Service and the Good Neighbours Service. A summary of the key points from the volunteers is given below:

- The Meals on Wheels service delivered hot 1000 meals in May 2013 to over 200 people across Telford and Wrekin. For some people this is the only person who comes to the house providing social contact, meals and checking on health and safety.
- The Good Neighbours Service is managed from Shropshire Council – this service needs to be developed in Telford.
- If any issues that volunteers identify are reported to RVS and recorded. Volunteers have a delivery sheet and make notes on this and return to RVS – if the issue is urgent the volunteer will phone the office where it is followed up. Clients rely on RVS volunteers with help addressing anti-social behaviour problems.
- The volunteers get to know the clients well and know their likes and dislikes. The volunteers also make links with other services that can support the client and can provide practical support for people with disabilities e.g. opening cartons
- The people the RVS volunteers deliver food to have hot meals – one man needed pureed food and this was delivered as a frozen meal. Wiltshire farm food deliver frozen meals every 2 weeks. Volunteers expressed concern that the drivers do not follow up if someone does not answer to receive the food – where as RVS volunteers will contact the office who can phone the house or family. There was a case the previous week - after a call from the RVS a family member visited and found the person had fallen and could not get up.
- While the frozen meal service meets the need of some service users – there are some people who would have difficulty using a microwave to heat up meals.
- Volunteers expressed frustration at the bureaucratic processes around the payment of expenses paid by service users on the good neighbour's scheme. The volunteer has to collect the money from the service user – deliver this to the office which involves another journey. The volunteer then receives a payment from RVS for this amount. The volunteers recognised the need to be able to account for the money and audit this – but felt that this was too complicated and would put people off volunteering.
- Volunteers were not opposed to putting up the cost of food – but not increasing the cost of a meal to more than £3.50
- The van is expensive – the cost of the service can be reduced if volunteers use their own vehicles. Using the van also involves additional time for volunteers to collect the van and return it to the depot.

- Develop wider usage of the service – this could include other vulnerable individuals e.g. adults with learning disabilities, families with children with special needs, family emergencies and discharge from hospital.
- Need to promote the service more widely – meals on wheels and Good Neighbours service. The Good Neighbours Service does not get referrals from Telford – most of the clients for the Good Neighbours Scheme are in Bridgnorth, Albrighton and Shifnal.
- All organisations need to work together – including Council and NHS. The RVS has an Emergency Resilience Team – these needs to be linked in to the work of the Council.
- It is important to encourage people to volunteer with RVS. There was positive feedback about the volunteer centre at Meeting Point House but there should be other ways to find out about volunteering e.g. to include information about volunteering when staff are planning retirement.
- The Good Neighbours Scheme is more time intensive. It was discussed that ideally the referral would be made to a volunteer who lived near by – however this also has to fit with volunteers' availability. If there were more volunteers then it would be easier to match people who lived close to each other – this would make the service more efficient as there would be less travel time and it would be easier for the volunteer to make more frequent visits.
- It is essential that the clients' needs are at the centre of the service – not budgets. It was recognised that there is a budget to run the service – but the volunteers did not see that it was their role to understand the detail of this. The primary concern for the volunteers is for the client.
- Many of the service users are very vulnerable and some RVS clients have a lot of problems with phones and volunteers help with this.
- Volunteer reported that some clients with dementia so not recognise the volunteers but let them in to their home.

Volunteers asked how the views of services users about the service they receive is fed back to the Council. Further information was provided by the RVS on work in other areas. A summary of this information and the implications for this report are attached at Appendix 1.

### **Views of Hot Meals Service Users**

The Members of the Health and Adult Care Scrutiny Committee met with 12 people who used the community meals hot meals service. These people had responded to an invitation to talk to a member of the committee when completing the questionnaire that had been sent as part of the wider service review or had been asked by the RVS if they would like to take part in the interviews. Seven of the service users were male and five were female. There were two married couples (4 service users) included in these numbers. The age range of 9 of the service users was recorded – this was 76 years to 93. The average age was 85.5 years. The service users lived in the following areas:

- Donnington
- Dawley
- Leegomery
- Madeley
- Wellington
- Oakengates
- St. Georges

### **Frequency of Meals and Length of Service Provision**

The length of time people had received the service was between a few months to 20 years. Most service users had received the service for a couple of years.

Not all the service users said how they found out about the service. Of the 7 interviews where this information was recorded 6 said they found out about the service from family / friends / neighbours. One service user had been referred by a professional (diabetic nurse)

The majority of service users had hot meals delivered 5 times a week. One service user commented that he /she would like the service 7 days a week. 2 service users said they had frozen meals over the week end (one service user said that a carer heated this in the microwave for her), 2 others has meals provided by family / carers, one person went to a church club once a week that provided a hot meal and others catered for them selves e.g. jacket potato or sandwiches or a fish and chip dinner from the shop.

### **What do Service users think of the Service?**

The majority of service users were very pleased with the service – the comments from 7 service users indicated they were very happy and the comments from 3 more indicated they were happy but some aspects of the service could be improved. The positive comments were about the meals but equally about the reassurance that the visits by the volunteers provide to the service user and their family. The positive comments covered the following issues:

- Quality of the meals is good / excellent. Service users were not given a choice of meals but the two service users who commented on this said were happy with the meals provided
- Enables the person to remain independent in their home.
- Helping recovery following illness. One service users said that following an illness she had lost her appetite and had lost weight. Since receiving the service she had regained both
- There is a good selection of veg and meat
- The people delivering the meals are nice / the staff are excellent.
- Service users are re-assured that they are seen every day and if some thing is wrong it will be reported. One service users had required assistance from the emergency services.

- One service users said that he daughter was able to go to work because she know that someone would visit during the day
- Don't have to spend time shopping and cooking which would be difficult and enables a couple to spend more time together
- Several off the service users said they had recommended the service to others
- Two service users said that volunteers did other tasks e.g. buying magazines and posting letters or delivering a prescription

The following comments were made by 5 service users:

- The meals are “not too bad but they do vary.... meals are bland”
- The meals were “generally not very good and not good value for money..... some of the meals have been burnt”
- Meals are luke warm
- Two service users commented that they were not able to cut up food due to weak wrists. Some of the volunteers did cut up food– but not all. One service users said that if it was not cut she had to tear it with her fingers.
- Two service users said that they do not have much conversation with the volunteers who deliver the meal. One service users said the volunteers are very pleasant but “just plonk the meal on the table and go”
- The ready meals from the supermarket – there is more choice.

### **How service could be improved**

While the majority of service users seemed to be happy or very happy with the service when further questions were asked they did identify things that could be improved. These comments included:

- The vegetables are not adequate- too many potatoes
- I would like more fish products, particularly on a Friday
- A weekly planner would be nice
- Someone to come and chat with the service user

The issue regarding the quality of the meals is difficult to analyse further as meals are provided by different organisations. Meals also varied for individual service users – it was identified that this may related to school holidays. It was also identified that two service users who lived close to each other did not have the same range of meals (one had fish the other did not).

### **Value for Money**

Of the 12 service users interviewed 11 responded to the question whether the meal was value for money. 8 of the 11 responses said it was good value for money and 3 service users said it was not good value for money or it was “not too bad.”

Of the 12 service users interviewed 10 responded to the questions increasing the price of the service. All 10 said they would pay more if the price was increased. The comments in relation to any increase in the cost of the meal varied:

- One service user made the comparison that you would not be able to get a two course meal at a restaurant for less than £10.00.
- One service user said she wouldn't mind paying extra as the quality of the food / people is high.
- Another service user said he would pay more – but he had no alternative.
- One service user did express concern that if the price did increase it would be difficult and another service user said that an increase might make the service that this may make it unaffordable for some service users.
- One service user said that the meals were not good value for money and sometimes he / she throws the meal away.

Only two of the service users were aware that the Council subsidises the service

### **Other Help**

All of the service users who were interviewed were had some level of support. For 4 of them this was low level support which included:

- Family member shopping
- 2 reported that they had pendent alarms
- Milkman delivering other food
- Chemist delivering prescriptions
- Using aids and adaptations e.g. stair lift and walkers

8 of the service users had a higher levels of support:

4 service users had paid carers coming into their home. The number of visit by carers varied ( twice a day, once a day and twice a week). Some of these service users also had support from family, friends or neighbours. One service user reported needing regular healthcare and, on occasions, needed to be admitted to hospital. Two of the service users who had a higher level of support also had additional help cleaning or gardening (one couple reported that this was through Age Concern). One service user lived in warden supported accommodation and had family support.

There were two married couples who supported each other in their home. One couple were particularly independent and had previously turned down personal care support.

One service user was very isolated and the only help reported was that a family member did the shopping.

### **Alternatives to the Hot Meal Service**

This was discussed in three of the interviews if the service user would consider the frozen meals service. Two of the service users said they would use either but one said he wanted to retain the hot meals service.

### **Quotes from Service Users**

Some of the comments that highlight the views of the service users are:

- “ Do not attempt to guild fine gold”
- “Each individual person is different and each person should be treated as such. It shouldn't be assumed that everyone's need are the same”
- “The whole point is that the (the meals) are delivered each day..... that is the pleasure. You're seen by somebody. If anything goes wrong, they (the volunteers) will report it.”
- “100% for service of food, chat to workers, cooking of food”
- “It is an essential service and ensures that old people are seen once a day.”
- “Some one comes to say 'hello'. First class people.”
- “ It saves such a lot of work”

### **Frozen Meals Service**

Members of the Health and Adult Care Scrutiny Committee met with a representative of frozen meal provider, Appetito. It was explained that once a person is referred to the service a member of staff from the company will visit them in their home and explain the service and how the equipment works. The service user can order using the order form or meals can be ordered online. All the meals meet the nutritional standards for the National Association of Care Catering. As part of the service Appetito provides a table top freezer and a smart microwave. Each meal is labelled with a number code – the service user does not have to set the microwave power and timer. Once this code is used the microwave will heat the meal in the required way including the 'pause' during the heating process.

The contract with the Council sets out how the service is provided. All the delivery drivers are trained and work to the company policy manual. This sets out what to do in different situations. E.g. if the delivery driver does not get an answer when the meals are being delivered there is a procedure to follow to contact next of kin, the local authority or emergency services. The drivers deliver to their customers in their area and so get to know them well - it was recognised that for many of the service users this contact with the delivery driver is important. The drivers all receive dementia awareness training and the company has procedures in place to support service users. E.g. a photograph of the driver can be left in a prominent place in the house so if the service users is confused and does not recognise the driver or remember that meals have been ordered this can be used as a prompt. It was discussed that the Council and other organisations can work with Appetito so that the delivery drivers can provide information to service users e.g. key messages during severe hot or cold weather.

There is no net cost to the Council for the provision of this service and all service users are charged the same rate for their meals. The charge to the service users covers the full cost of the service. Some of the meals are more expensive to produce such as special dietary requirements and pureed meals – but this additional cost is balanced across the service. Service users can use this service on a long term basis or for short term respite or rehabilitation. Appetito want to work with other organisations to encourage people to access the service a part of their rehabilitation.

Members were informed that if a service user has not paid for the service, after 4 weeks Appetito will contact the Council.

Appetito can also provide a hot meals service where the frozen meals are heated in specifically designed vehicles that heat the meals in different 'chambers' that come on at different times so that the meal has been heated for the right length of time and is still hot when it is delivered. Examples were given of how this service operates in different authorities. However service this would be more expensive than the standard frozen meal service.

Members asked if the Local authority areas worked together if this would reduce the cost of the service and were informed that this would be the case. It was also discussed that Town and Parish Councils may want to contribute towards the service if it can be demonstrated that there is an uptake in their area.

The Committee were informed that the national estimate of the cost of malnutrition in the UK is about 6.5 billion in the UK e.g. the increased risk of slips, trips and falls. This would equate to around 4 million in Telford and Wrekin.

Members commented that the meals once heated in the microwave were very hot. It was reported that there had been no incidents reported to Appetito where this had been an issue. Members tested some of the meals including the pureed meals. It was noted that the meals were presented to look like a standard meal e.g. the pureed carrots were shaped like carrots. It was discussed that the appearance of food is an important part of the eating experience.

### **Financial Information on the Community Meals Service**

Members received evidence on the financial information for the Community Meals Service (this included the income and expenditure for both the hot and frozen meals service. )From this information it was difficult to determine the exact income and expenditure for the hot meals service. However based on the figures provided it was found that cost to the Council for the hot meals service minus the cost of the meals is around £58,000. This figure includes costs for Council employees, Council premises, Council transport, Council Supplies and Services, Support services and the RVS Service Level Agreement.

### **The Older Population in Telford and Wrekin**

The Telford and Wrekin population profile provides statistical information about the local population. The full report is available on the Council's website at [http://www.telford.gov.uk/downloads/file/3825/telford\\_and\\_wrekin\\_population\\_estimates\\_and\\_projections\\_2011](http://www.telford.gov.uk/downloads/file/3825/telford_and_wrekin_population_estimates_and_projections_2011)

Some of the key statistics relating to older people in Telford and Wrekin from this document are:

- Around 8,800 people aged 65+ are living alone (2010) ( p.5)
- The 65+ cohort accounts for 14.5% of the population compared to 16.5% nationally ( p.6)
- In terms of the older population, females significantly outnumber males with 1,900 females aged 85+ compared to 900 males. (p. 6)

There are a number of key findings from the ethnicity projections:

- The BME population of Telford and Wrekin is younger than the overall population, with 25.5% aged under 16 (20.1% Borough wide) and just 7.2% aged 65+ (14.5% Borough wide).
- By 2026 the BME population is projected to have grown by some 6,700 people from 15,200 to 21,800, an increase of around 43%. In overall terms BME groups will account for 11.1% of the total population by 2026, an increase from 8.9% on 2010. (p. 8)

## **Nutrition and Health**

The Committee were aware of the general advice regarding the benefits of a balanced diet on health and wellbeing. In addition to this the Committee received evidence on the specific effects of malnutrition in older people.

### **Malnutrition Task Force Report**

The Malnutrition Task Force is an independent group of experts across Health, Social Care and Local Government united to address the problem of avoidable and preventable malnutrition in older people. The report Prevention and Early Intervention of Malnutrition in Later Life sets out the issues regarding malnutrition identifies best practice and guidance. The full report is available from:

<http://www.bda.uk.com/news/130509GuideLocalCommunityApproach.pdf>

Some of the key information in this report is set out below:

### **What is malnutrition?**

According to NICE (National Institute for Health and Care Excellence) guidance in Nutrition support in adults (CG32), 6 malnutrition is defined as:

- a body mass index (BMI) of less than 18.5 kg/m<sup>2</sup>
- unintentional weight loss greater than 10% within the last 3–6 months
- a BMI of less than 20 kg/m<sup>2</sup> **and** unintentional weight loss greater than 5% within the last 3–6 months

Those who have eaten little or nothing for more than five days and/or are likely to eat little or nothing for five days or longer are at risk and should also be considered for nutrition support.

Malnutrition is both a cause and consequence of disease and illness and there can be many contributing factors. Whilst some causes of malnutrition might be the result of underlying ill health, disease or the body's inability to absorb nutrients, malnutrition can also be linked to other experiences or factors in a person's life. These include depression or anxiety, social exclusion, poor access to transport or mobility difficulties, poverty, difficulties with shopping, dental problems or the influence of medication on appetite. This list is not meant to be exhaustive but highlights many of

the contributing factors. Malnutrition can be a result of one or a combination of factors.

### **Scale of the challenge**

- At any given time, more than three million people in the UK are either malnourished or at risk of malnutrition
- The vast majority of these (approximately 93%) are living in the community, with a further 5% in care homes and 2% in hospitals
- It is estimated that 1 in 10 people over 65 are malnourished or at risk<sup>8</sup> The population of people over 75 is at highest risk of malnutrition and is projected to double in the next 30 years
- As many as 33% of older people are already malnourished or at risk on admission to hospital and 37% of older people who have recently moved into care homes are at risk too
- It is imperative to identify and treat people as quickly as possible. If we do not put mechanisms in place now to address malnutrition, the numbers of malnourished people and the associated human and financial costs could spiral in the future. (p.9)

### **Consequences of malnutrition**

- Research has found that individuals who are malnourished will experience: increased ill health, increased hospital admissions, increased risk of infection and antibiotic use, longer recovery time from surgery and illness and increased risk of mortality<sup>11 12 13</sup>
- When compared with well nourished people, malnourished individuals in the community saw their GP twice as often, had 3 times the number of hospital admissions and stayed in hospital more than 3 days longer<sup>14</sup>
- Malnutrition in care homes has been linked to increased hospitalisation, readmission and long term ill health<sup>11 15</sup>

### **Cost of malnutrition**

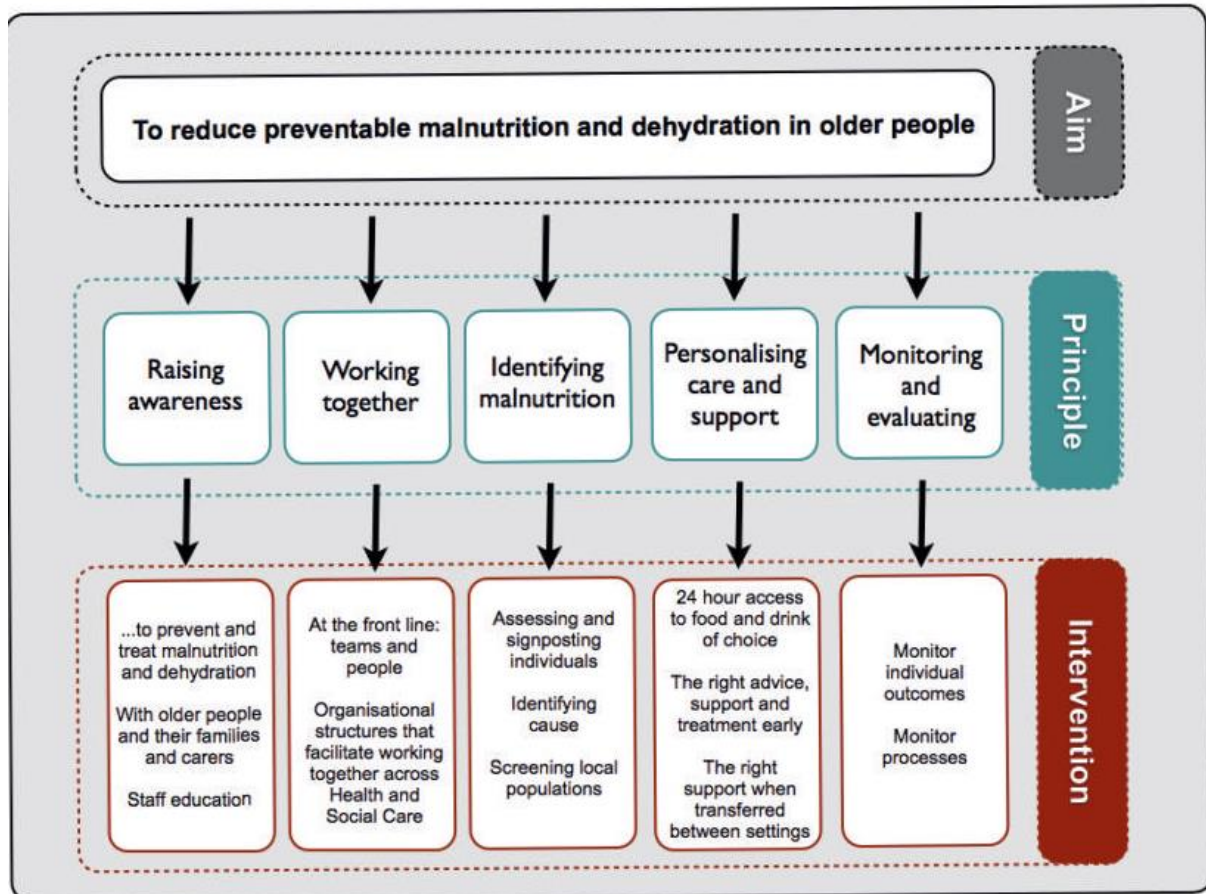
- Malnutrition leads to increased use of health and care services and the national estimated costs run into billions of pounds.<sup>1</sup> Addressing it could lead to really significant savings
- Severely malnourished patients identified in general practice incur additional health care costs of £1,449 per patient in the year following diagnosis<sup>14</sup>

### **Carers**

- Carers UK found that, out of 2,000 carers providing substantial care to frail, ill and disabled people, one in four carers were looking after someone who was underweight.<sup>24</sup>
- one in six carers were looking after someone at real risk of malnutrition
- but were receiving no nutritional support.<sup>24</sup>

The diagram from the Malnutrition Task Force report shows the model developed to reduce malnutrition and dehydration in older people. While the scope of this Scrutiny

Review did not cover all aspects of this model it does illustrate the role and opportunities for the community meals service to reduce the risk of malnutrition and dehydration.



From Prevention and Early Intervention of Malnutrition in Later Life p. 28

## Royal College of Nursing

Further information about the financial cost of malnutrition is available on the Royal College of Nursing Website which set out:

- Disease related malnutrition costs in excess of £13 billion per annum, based on malnutrition prevalence figures and the associated costs of both health and social care (Malnutritionpathway.co.uk 2012, p 4.).
- Malnourished inpatients stay in hospital longer (National Institute for Health and Clinical Excellence 2006). A saving of just one per cent of the annual health care cost of malnutrition to the NHS would amount to £130 million annually (NHS Institute for Innovation and Improvement 2010)

From: [http://www.rcn.org.uk/development/practice/nutrition/key\\_challenges](http://www.rcn.org.uk/development/practice/nutrition/key_challenges)

### **National Institute for Health and Clinical Excellence (NICE)**

The importance of preventing, identifying and addressing malnutrition in older people within the NHS has been identified in two sets of guidance produced by NICE that relate to nutrition and malnutrition in older people:

Guideline to help the NHS identify patients who are malnourished or at risk of malnutrition.

[http://www.nice.org.uk/niceMedia/pdf/2006\\_006\\_nutrition\\_guideline\\_launch.pdf](http://www.nice.org.uk/niceMedia/pdf/2006_006_nutrition_guideline_launch.pdf)

Nutrition support in adults

<http://publications.nice.org.uk/quality-standard-for-nutrition-support-in-adults-qs24>

### **Telford and Wrekin Health and Wellbeing Strategy**

While nutrition for older people was not a specific priority identified within Telford and Wrekin's Health and Wellbeing Strategy the service provided by the Community Meals Services does contribute towards the following priorities and principles of the strategy:

- Priority 7: Improving Carers Health and Wellbeing
- Priority 9: Supporting People to Live Independently
- Priority 10: Supporting People with Dementia
  
- Principle of Early Intervention and Prevention  
A strong focus on prevention, rather than treatment, to deliver greater overall increases in both life expectancy and quality of life, including an early intervention approach to supporting families, sustained lifestyle behaviour change, awareness raising of symptoms and early detection and treatment of risk factors which cause ill-health

## Conclusions

Members found this a very valuable piece of work in a number of ways. It has provided an opportunity to meet with people using the community meals service who may otherwise not have the opportunity to meet with Elected Members and to consider how the Council is working with other organisations and volunteers to meet the needs of some of the most vulnerable people in the Borough. This work has also been inline with Scrutiny's approach to contributing to policy development and while the timescales have been challenging this work demonstrates the value Scrutiny can add.

The main findings of the Committee were:

The provision of food to people in their home for those who would otherwise be unable to provide food for themselves and do not have carers who can provide this for them is a fundamental service. The Committee concluded that many service users depend on this as their main meal and benefit from it. Having a nutritious meal is a basic requirement for physical and mental wellbeing for the individual and is key part of any preventative and re-ablement support provided by the Council and NHS. Members also specifically recognised the importance of access to healthy meals at home following hospital discharge.

Service users value the hot meals service and that the regular contact with someone who comes to their home is as important as the meal itself

The frozen meal service is a valuable service for people who are able to manage heating the meals themselves or have support to do this and do not need the reassurance of a regular contact with someone calling to their house. The Committee recognised that the frozen meal service provided a greater range of meals and were assured that the delivery drivers do receive appropriate training to meet the needs of vulnerable service users. There are opportunities to work with the frozen meals provider to get key information to people who may otherwise be isolated.

Any change to the community meal service must be based on the needs of the service users. Members recognised the need to make savings but concluded that any short term savings could be lost by longer term care costs. Members did consider the feasibility of providing a frozen meal only community meals service but concluded that this would not be in the best interest of the service users who have physical / sensory disabilities and would not be able to use the microwave. Other service users may have dementia and would have difficulty in remembering to heat the meals. While the Members of the Committee are not trained to assess the specific needs of the service users they visited, they concluded that there is a high risk that some of the older people currently receiving the hot meal service would struggle to be able to live in their own homes if they had to rely on a frozen meal service. In addition to the risk for the individual service users, the Committee also identified the longer term cost implications for the Council if they were unable to remain at home and the Local Authority was responsible for the cost of their care. Members concluded that this was a significant risk that should be seriously considered in any future planning for the hot meal service. If the service did change to a frozen service, if this resulted in two people no longer being able to live at home

and needing residential care that was funded by the local authority this would negate the savings made by the transition to a frozen only meal service. When the hot meal service was withdrawn in another local authority area the RVS reported that, of the people who had previously received the hot meal services, about 30% were able to manage with the frozen meal service, 30% were 'boarder line' and struggled to manage with the frozen meal service and 30% required additional support in the home which included local authority funded care.

There is an opportunity to develop the Community Meals service and make it work more efficiently. This will be described in the service model set out below. This will provide choice and personalisation for service users, support existing local food outlets, fit with the co-operative model for service delivery

It was identified that, while it was reported that the number of people using the Community Meals service has declined, Members noted that of the 12 service users interviewed only 1 referral had been made by a professional. Based on the statistics for the older population ( see p 13) Members concluded that there is an opportunity to develop and expand the service ensuring that all health and social care professionals know how to recommend the Community Meals service and the Good Neighbours Service as it develops. The Committee support the continued open access to these services so that family and individuals can access the services directly without a referral from a professional.

While the Community Meals Service is currently available to any one over the age of 65 Members recognised that are other groups and individuals who could benefit from this service either on a long term (e.g. some people with learning disabilities living independently) or a temporary basis (e.g. people of any age who require some support when recovering at home after an operation.)

Within the scope and timescales for this review it was not possible to explore in detail how the local NHS organisations work with and support the community meals service. However, given the strength of evidence of the health benefits of ensuring older people living at home have good nutrition the Committee believe that there is an opportunity to gain greater synergy through the Community Meals service through partnership working with the NHS.

Members were pleased to have the opportunity to engage with the RVS in this review and have the opportunity to meet with volunteers. The Committee commend the dedication and commitment of the RVS volunteers enabling some of the most frail and vulnerable people to live independently in their home through the Community Meals Hot Meals Service ( Meals on Wheels) and the Good Neighbours Service. It was recognised that Telford and Wrekin has an excellent volunteer base and the work of the volunteers is supported by an organisation that had effective systems to monitor the service provided. When the Chairman met with RVS staff he was impressed with the approach that the RVS had taken to seek opportunities to develop their services and meet the individual needs of their service users. Having considered all the evidence the Committee concluded that there is an opportunity to develop a different model for the provision of hot meals as part of the Community Meals Service which fits with the Council's co-operative values, enables the development of a Good Neighbours Service and develops a truly person centred service. The model, set out below, will require financial resources, but the Committee

believe that the investment in this service will avoid increased care costs for people at home and reduce the residential care costs in the long term.

### **Proposed Model for Community Meals Service**

The current costs to the Council for the hot meals service should not be taken as a saving but re-invested in developing a Good Neighbours Service. This would involve ceasing the use of Council fleet vehicles . Volunteers will use their own vehicles and it will be essential that arrangements are put in place to ensure appropriate car insurance cover is maintained.

The procurement of the frozen meals service continues as agreed by Cabinet in September 2013.

In the process of developing this new service model all existing and future community meals service users should , where possible, be given the opportunity to choose to between the following services:

- Receive the frozen meal service without additional support
- Receive the hot meal service delivered by the RVS through the Good Neighbours Service \*
- Receive a hot meal service provided by a local provider
- Receive the frozen meal service with additional support from the RVS to heat the meal and maintain social contact.

\*the Committee recognise that the hot meal service does not currently operate in all areas of the Borough, however based on the evidence received in this report the Committee concluded that there is a demand and need for this service and an opportunity to expand.

Encourage local food providers including cafes, pubs and schools to consider developing a local hot meal service ( an example that the Committee has considered is the service provided by the Donnington Life Long Learning Centre)The Council should support these providers to develop a high quality service by developing a service standard. This would not form a contract with the Council but ensure that local providers are aware of the necessary health and safety requirements etc and that service users know what level of service to expect. This service standard should include methods of payment e.g how to pay by direct debit / standing order or how cash collection will be managed.

The options for the future provision of Community Meals and the potential for the RVs is set out below:

Meal Service	Potential Role for RVS
Frozen meal delivered in line with contract arrangements agreed through procurement of this service	None
Frozen meal delivered in line with contract arrangements agreed through procurement of this service	Through Good Neighbours Service where a service users needs support to heat a frozen meal this could be provided by RVS volunteers
Hot Meals service delivered through RVS Good Neighbours Service	Building on the good practice of the current Community Meals Hot Meals Service delivered by the RVS hot meals would be delivered
Hot Meals Service provided by local food provider	There may be an opportunity for the local food provider to work with the RVS to deliver the meals

The Committee recognise that the options set out above are a significant expansion on the current services provided by the RVS. The exact scope of the service and the contract arrangements will have to be agreed through a commissioning process. The commissioning process may identify other efficiencies that could reduce the cost of the service e.g. the suggestion from RVS volunteers to reduce the transport costs by removing the use of fleet cars and volunteers using their own vehicles. The Committee also recognise that there are significant costs of the community meals service that are outside the RVS contract. The frozen meal service contract is currently going through a procurement process and the Committee expect that when other contracts relating to the hot meal service come to the end of their term they will go through a procurement process that will ensure value for money.

## Recommendations

### The Health and Adult Care Scrutiny Committee recommend that:

1. The Council works with RVS to develop the Good Neighbours Service model as set out above which will include the continuation of a hot meal service based on service users need and demand. This will involve negotiating a realistic cost and contract / SLA for this service through a commissioning process.
2. Town and Parish Councils should be encouraged to promote, and where possible, financially support the Community Meals Service.
3. Opportunities for sponsorship for the Community Meals Hot meals service should be explored.
4. The current service should continue until a robust and sustainable service model is developed and can be implemented by all necessary partners.
5. The Council and RVS explore opportunities to work with the NHS to develop the Community Meals Service as part of the Good Neighbours Service.
6. The price of the hot meals procured by the Council should be increase by up to 50 pence to around £3.15 and annually thereafter inline with the increase in the State Pension. The Committee recognise that the price of hot meals provided by independent local providers will not be determined by the Council.
7. Under the new service model the RVS would be responsible for promoting the service to the public and ensuring up to date information is available to health and social care professionals to increase the number of people referred to the service. Other organisation should support the promotion of the service through websites, leaflet displays etc. Increasing the number of service users, and the number of meals provided combined with the proposed increase in price can, in the future, reduce the reliance on Council funding. It may be possible to work with the RVS to develop this longer term service model.
8. Information about the Community Meals service should be available on the Council's Care First system and My Life Portal. Information about the Good Neighbours Services should be included in the Adult Care Assessment Process and Resource Allocation Management System. Access to the Good Neighbours Service should not be means tested and should be available to people who are eligible for local authority funded care and people who are self funding.
9. The Council and NHS work in partnership with the frozen meals provider to ensure that key messages are communicated to service users. This should include key public health messages e.g. flu jabs.
10. When other contracts that relate to the Community Meals Service come to the end of their term they should go through a procurement process to ensure value for money for the Council and service users.

11. The Committee feel very strongly that a hot meal service should continue. However, if the Council's Cabinet decide to remove the hot meals service and provide a frozen meals service alone, then the Committee set a clear expectation that all hot meals service users are individually assessed to ensure that their needs are met and their risk of social isolation and poor nutrition is not increased.

### **Developing a Good Neighbours Service with RVS in Telford**

During the review on the Community Meals Service the Health and Adult Care Scrutiny Committee have also considered the RVS Good Neighbours Service. There is an opportunity for the Council to re-invest the funding currently used to fund the Community Meals Service and develop a Good Neighbours Service in Telford. The Committee has concluded that this would improve the service for the people of Telford and Wrekin and also in the medium and long term save the health and social care economy a significant amount of money.

- Telford and Wrekin has an excellent volunteer base. The RVS currently has over 260 volunteers in the Borough – 103 of these volunteer with the community Meals Service.
- Telford and Wrekin currently does not have a full Good Neighbours Service. The RVS are funding a Good Neighbours Service to some service users in Telford. Telford volunteers are keen to develop a Good Neighbours Service and are currently supporting some service users who live outside Telford and Wrekin.
- Working with voluntary organisations is an essential part of the co-operative Council's approach to meeting the financial challenges – the Good Neighbours Service is an opportunity to put this into practice within Adult Services.
- When the RVS Hot Meals service was withdrawn and replaced with a frozen meals service in another local authority area the RVS reported that of the hot meal service users about 30% were able to manage with the frozen meals service, 30% were 'border line' and struggled to manage with the frozen meals service and 30% required additional support in the home to which included local authority funded care.
- The figures above reflect the views of the Members in relation to the service users they interviewed as part of the Scrutiny work.
- When establishing the Good Neighbours Service in another authority it was agreed that social workers would be the primary referral route. In Telford & Wrekin there is an opportunity to link the Good Neighbours Service to the Assessment Process that will inform the Resource Allocation System. People who are not eligible for Council funded services can be referred to the RVS Good Neighbours Service.
- When developing the model for a Good Neighbours Service in Telford this can include an element of the Hot Meals Service for service users who need it but can also incorporate good practice from the RVS Hospital to Home service in Leicestershire.
- The Hospital 2 Home service in Leicester received 603 referrals in the first year and over this time 5600 interactions with older people were carried out, 448 referrals were made to other organisations, readmission rates for older people was 7.5% ( half the national rates)

- The Red Cross currently provide time limited support ( 6 weeks) to people on hospital discharge. There is no time limit on the Good Neighbours Service
- There is an opportunity to raise the benefits of a Good Neighbours Service with local NHS organisations
- The RVS works in partnership with other 3<sup>rd</sup> Sector organisations which supports the Cooperative model for the Council.

**TELFORD & WREKIN COUNCIL**

**CABINET – 24 JULY 2014**

**RESPONSE TO SCRUTINY REVIEW OF MEALS ON WHEELS HOT MEALS SERVICE (COMMUNITY MEALS SERVICE) AND DEVELOPING A NEW APPROACH TO SERVICE DELIVERY**

**REPORT OF ASSISTANT DIRECTOR FAMILY, COHESION & COMMISSIONING**

**LEAD CABINET MEMBER – CLLR ARNOLD ENGLAND**

**PART A) – SUMMARY REPORT**

**1. SUMMARY OF MAIN PROPOSALS**

- 1.1 This report provides recommendations to Cabinet on the Community Meals service currently provided by Telford and Wrekin Council to people who live in the Borough. It provides a response to the Health and Adult Social Care Scrutiny Committee *Review of Meals on Wheels Hot Meals Services (Community Meals Service)*. The report addresses Community meals – both ‘hot’ and ‘frozen’, developing a single model approach to future service delivery and development.
- 1.2 The report proposes changes to reduce the cost of the service, in line with the savings which were originally proposed in 2013-2014 but not achieved.
- 1.3 In supporting the move to a new service model the paper proposes a pilot, to support longer term involvement with the voluntary sector.

## **2. RECOMMENDATIONS**

It is recommended that:

- 2.1 Cabinet considers the Health & Adult Care Scrutiny Committee report entitled *Review of the Meals on Wheels Hot Meals Service* and approve the response shown at Appendix 1.**
- 2.2 That the Assistant Director, Family, Cohesion and Commissioning is granted the authority to:**
- (a) Enter into a contract with the Royal Voluntary Services (RVS) for a time limited period of up to nine months to support the Council in a pilot project to develop a model Befriending/Good Neighbour Service, which will then be tendered across the voluntary and/ or commercial sector**
- (b) Following the proposed pilot and tender exercise, if proposed, the Council enters into a contract with the chosen tenderer(s) for the provision of the Befriending/Good Neighbour Service post Spring 2015**
- (c). Approve an increase in the existing cost charged for a meal from £2.65p to £3.15p, as recommended by the Scrutiny Review. This represents an increase of 19%. The actual cost of a meal in the future will reflect the outcomes of procurement activity currently in hand**
- 2.3 That the Assistant Director: Law Democracy & People Services be authorised to execute all necessary contract documentation in accordance with the Constitution, including the affixing of the common seal of the Council as appropriate or to delegate this as per Article 14 of the Constitution**

## **3. SUMMARY IMPACT ASSESSMENT**

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes/No	<ul style="list-style-type: none"><li>• Protect and support our vulnerable Children and Adults.</li><li>• Improve the health and wellbeing of our communities and address health inequalities.</li></ul>
	Will the proposals impact on specific groups of people?	
	Yes/No	Community meals are provided to a range of people, including a mix of those who are eligible for council support due to frailty and/or vulnerability and those

		<p>who simply access the service. In making changes, the needs of those who are vulnerable and eligible for services will be safeguarded.</p> <p>For those individuals who are not eligible for social care support, they will receive advice and support to establish a direct link between them and the successful Provider.</p>
<b>TARGET COMPLETION/DELIVERY DATE</b>	June 2015.	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes/No	<p>The net budget for Community Meals for 2014/15 was established including savings originally brought into the budget in 2013/14 of £57k intended to remove any subsidy from the service. The net result is a net income budget of £13k.</p> <p>In 2013/14 the income generated from meals was not sufficient to cover the cost of the meals, and with other costs of operation generated net expenditure of £24k. Therefore, savings incorporated into the budget in 2013/14 were not met.</p> <p>The template of actions proposed in the report refer to the need to generate a saving of £57k and this remains the target. Any future model of delivery must be designed within existing funding available. Any one off costs estimated at £18k incurred in delivering the pilot referred need to be met from one off funding which is available within Adult Social Services.</p> <p>RP 02072014</p>
<b>LEGAL ISSUES</b>	Yes/ No	<p>The contract for the provision of Community Meals - Frozen meals will be tendered as originally proposed in a report to Cabinet (September 2013) during Summer 2014, and broadened to incorporate the delivery of hot meals.</p> <p>The proposal to run a pilot to establish a Befriending/Good Neighbour Service will be undertaken by the RVS within the current contract, with an extension for a further nine months allowing sufficient time to establish a robust and innovative 'service model'. This Befriending/Good Neighbour Service could then be retendered more widely across the</p>

	<p>voluntary sector or due to it being under threshold value be awarded directly to RVS under Article 9 of the Constitution (“Special Exemption”) , provided that such an application can be justified and best value obtained) to ensure continuity.</p> <p>With contracts for services above the current EU procurement threshold (currently £173,934), including Part B services that are above this threshold consideration must be taken of the Public Services (Social Value) Act 2012 (“the Act”) section 1 (3) of which requires an authority to:</p> <p>(a) consider how what is proposed to be procured might improve the social economic and environmental well-being of the relevant area and</p> <p>(b). how, in conducting the process of procurement, it might act with a view to securing that improvement.</p> <p>(“the relevant area” means the area consisting of the area or areas of the one or more relevant authorities on whose behalf a public services contract is, or contracts based on a framework agreement are, intended to be made.)</p> <p>Section 1 (7) requires that, “The authority must consider whether to undertake any consultation as to the matters that fall to be considered under subsection (3).” The Act is silent on how, or with whom, consultation must be held but a presumption is that this could include the voluntary and community sector, along with other providers and interested groups.</p> <p><b>Best Value</b></p> <p>Section 3(1) of the Local Government Act 1999 imposes a general duty, “to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”.</p> <p>Section 3(2) requires that an authority, when deciding how to fulfil its duty under</p>
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	<p>S3 (1), must consult</p> <p>a) representatives of persons liable to pay any tax, precept or levy to or in respect of the authority,</p> <p>(b) representatives of persons liable to pay non-domestic rates in respect of any area within which the authority carries out functions,</p> <p>(c) representatives of persons who use or are likely to use services provided by the authority, and</p> <p>(d) Representatives of persons appearing to the authority to have an interest in any area within which the authority carries out functions.</p> <p>(3). For the purposes of subsection (2) “representatives” in relation to a group of persons means persons who appear to the authority to be representative of that group</p> <p>Public Sector Equality Duty.</p> <p>The Council must have due regard to the Public Sector Equality Duty as imposed by s149 (1) of the Equality Act 2010, which states:</p> <p>(1) A public authority must, in the exercise of its functions, have due regard to the need to—</p> <p>(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;</p> <p>(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;</p> <p>(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it</p> <p>Consideration needs to be given to carrying out an Equality Impact Assessment in respect of the intended proposal to encourage those users of the current service, (paid for directly by the</p>
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		users but provided on their behalf by Appetito under its current contract with the Council) to contract directly with the successful Tenderer on terms not negotiated by the Council, whilst other current or future users with assessed eligibility can continue to take advantage of terms negotiated by the Council.
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	Yes/No	Scrutiny Committee have a high regard for the RVS.  To avoid the unintended consequence of changes to the supply and delivery of community meals the scrutiny committee recommend the establishment of a Befriending/Good Neighbour Service, and this proposal is considered within the report.  RVS are informed and aware that in due course, the proposed Befriending/Good Neighbour Service is likely to be Tendered.
<b>IMPACT ON SPECIFIC WARDS</b>	Yes/No	Borough wide impact.

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

### **4. INFORMATION**

#### **4.1. Background**

Telford and Wrekin Council currently provides hot and frozen Community Meals to people living in the borough. The service 'Community Meals' is on the 'My Life' portal.

#### **4.2 Hot Meals**

The Royal Voluntary Service (RVS) collect hot meals and regenerated meals (frozen meals which are re-heated) from Kitchens around the borough and deliver them directly to individuals. Sometimes the hot meals are delivered in a van provided by the council and in other instances by volunteers in their own vehicles, with expenses for petrol recovered. The service does not currently cover the most rural areas of Telford and Wrekin and where meals are delivered, in some areas this service is not provided 5 days per week.

The social value of RVS is highlighted in the report of Scrutiny. As well as delivering meals, they also monitor the individuals and report on any

issues of concern. Also, RVS often hold the contact details of family and friends, who they can contact, if necessary.

The challenges linked to the current hot meals service relate to health and safety issues include:

- temperature of the food if it is not consumed at the time of delivery and left to go cold/then reheated,
- lack of flexibility around times of delivery,
- inability to cover the full geographical area of the Borough, and
- Choice.

Telford and Wrekin Council has held a contact with the RVS since 2006. The current contract is due to expire on 1<sup>st</sup> October 2014. The full year value of the contract is £25,000 pa.

#### **4.3 Frozen Meals**

Frozen meals are delivered by a company called Appetito. The contract has been in place since 2007. Currently, the cost of the service is met by the payment for meals, with a small net gain made per annum. The current contract is due to expire on 1<sup>st</sup> October 2014. A report to Cabinet on 19 September 2013 approved the re-tender of the contract. This process commenced in June 2014 and be completed by 30 September 2014.

#### **4.4 Responsibility and New Service Model**

The Council has a statutory duty to provide community meals to people who are 'chronically sick and disabled'. (s29, National Assistance Act, 1948), and this is interpreted to mean clients who are assessed as eligible due to vulnerability and/or frailty.

Therefore, this paper suggests that in evolving a new service model, the Council should only maintain direct responsibility for securing meals on behalf of individuals assessed as eligible due to frailty and/or vulnerability, thereby identified as eligible. In these cases the clients require the provision of a hot meal as part of their care support package.

Non eligible individuals who wish to access the same service will be advised to enter into a direct arrangement with the new provider. The Council will assist in facilitating this change. Individuals will also be able to 'self refer' to the new provider.

As referred to above, Cabinet has already approved the tender of the Frozen Meal service. The company that is awarded the Tender will be expected to undertake the following:

- Continue to deliver Frozen Meals to existing clients,

- work with the Council and clients to 'phase out' meals delivered to regeneration centres, and
- become responsible for the delivery of hot meals to the clients who are assessed as eligible and requiring the service.

It will be expected that the cost charged per meal will remain consistent for those with an assessed need and those without, where the meal is comparable. Individuals may elect to pay an additional cost for additional features offered by the Provider.

#### **4.5 Benefits of This Approach**

Benefits include:

- This approach removes the Council from any direct engagement in Community Meals for individuals who do not have an assessed need due to vulnerability and/or frailty.
- The provider will be able to promote the service and offer enhanced features which may incur additional cost, if the client wishes to purchase the offer.
- Other market options may begin to emerge which allows new market entrants and promote local community ownership,

Some individuals currently receiving Community Meals may also welcome opportunities to consider other alternatives, for example, joining 'Casserole Clubs', or going to a local club or pub offering hot meals at a reasonable price.

#### **4.6 Good Neighbour Service and RVS**

RVS will be asked to develop a proposal to inform the Council in developing a Volunteer visiting service to vulnerable and isolated people. This will enable Commissioners within Vulnerable Services to prepare a service specification as part of any Tender. The outcome will be the establishment of a Befriending/Good Neighbour service. The new service model is expected to support engagement with local community initiatives, which might include partnership work with Parish Councils

In summary, the pilot could assist in:

- Identifying those who would benefit from such a scheme;
- development of a Befriending/Good Neighbour service provided by the voluntary sector to support those who require support to prepare, or encourage eating meals at home;
- encouraging local providers of meals at local community venues or pubs to consider delivering meals to people in the immediate locality, who are unable to 'get out' to go to the club or pub themselves.
- Identifying the social 'added value' of voluntary sector engagement.

The pilot will run until spring 2015. (See proposed Action Plan, Appendix 2).

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

### **Legal Impact:**

An Equality Impact Assessment is generally a process to establish if the introduction of a policy, or function, has any adverse or unequal impact on the basis of a person's race, gender, disability, sexual orientation, religion/belief or age and thus ensure that there is no infringement of any relevant legislation.

In this context the Equality Impact Assessment will not only highlight any potential non-compliance of relevant legislation and address this, but will also consider the effect (if any) on those service users who move from currently accessing such services on terms and conditions directly negotiated by the Council.

Proposals are expected to have a positive impact on service users. Impact will be further assessed during the pilot phase of the befriending project.

### **Public Sector Equality Duty.**

Consideration needs to be given to carrying out an Equality Impact Assessment in respect of the intended proposal to encourage those users of the current service, (paid for by the users but provided on their behalf by Appitito under a contract with the Council) to contract directly with the successful Tenderer on terms not negotiated by the Council, whilst other current or future users with assessed eligibility can continue to take advantage of terms negotiated by the Council.

## **6 PREVIOUS MINUTES**

Meeting, September 2014.

## **7 BACKGROUND PAPERS**

Scrutiny Report on Community Meals  
Report requesting approval to tender the Frozen Meals Service  
(September 2013)

Report Prepared by: Kit Roberts  
Better Care Project Manager  
June 2014

## Appendix 1

### Cabinet Response to the Health and Adult Care Scrutiny Committee Review of Meals on Wheels Hot Meals Service in Telford and Wrekin

Recommendation	Response	Date by which action will be taken	Person responsible ( name and title)
<p>The Council works with RVS to develop the Good Neighbours Service model as set out above which will include the continuation of a hot meal service based on service users need and demand. This will involve negotiating a realistic cost and contract / SLA for this service.</p>	<p>The Council will extend the existing arrangement for providing a hot meal to allow more time to evaluate options for meeting any unintended consequences of replacing the current hot meal option, including evaluating the need and identifying options for providing a Good Neighbours Scheme. We will also proceed with a tender for frozen meals which will have the capacity to incorporate increase of the Frozen meals, and also, the potential to expand to incorporate hot meals. Any option will need to save £57k in line with the budget strategy for 2013/14.</p>	<p>Existing contract extended to October 2014.</p>	<p>Commissioning Team – Vivianne McKay Service Delivery Manager</p>
<p>Town and Parish Councils should be encouraged to promote, and where possible, financially support the Community Meals Service</p>	<p>The Council will work with other organisations including Town and Parish Councils to identify options for continuing with a community hot meals service for those that require one and for schemes like “befriending” to meet the unintended consequences of withdrawing the current daily service. If hot meals are provided as part of the Frozen meals contract, we will still seek to encourage befriending both through local Town and Parish councils and the RVS.</p>	<p>By Oct 2014</p>	<p>Commissioning Team – Vivianne McKay Manager, Service Delivery Manager.</p>
<p>Opportunities for sponsorship for the Community Meals Hot meals service should be explored</p>	<p>The Council will continue to investigate opportunities for seeking sponsorship to support a community hot meals option and/or alternative (as above), including working with large and smaller local retailers.</p>	<p>By April 2015</p>	<p>Commissioning Team – Vivianne McKay Service Delivery Manager</p>
<p>The current service should continue until a robust and sustainable</p>	<p>Agreed</p>		

service model is developed and can be implemented by all necessary partners			
The Council and RVS explore opportunities to work with the NHS to develop the Community Meals Service as part of the Good Neighbours Service.	The Council and Telford & Wrekin Clinical Commissioning Group is currently looking at options for building community capacity and enhancing community services as part of its commitment to the greater integration of health and social care through the Better Care Programme. This will include working with a range of voluntary sector organisations including the RVS. The programme is currently in the “start up” phase with a number of meetings planned over coming months.	Plans will be in place by June 2014 to implement in December 2014	Clive Jones, Assistant Director and Kit Roberts, Commissioner
The price of the hot meals procured by the Council should be increase by up to 50 pence to around £3.15 and annually thereafter inline with the increase in the State Pension. The Committee recognise that the price of hot meals provided by independent local providers will not be determined by the Council.	The Council will consider the need to increase charges when reviewing options above and take account of the rates charged for hot meals in other parts of the Region. The Council will also consider and take into account any impact that this would have on service users.	By October 2014	Commissioning Team – Vivianne McKay Manager, Service Delivery Manager
Under the new service model the RVS would be responsible for promoting the service to the public and ensuring up to date information is available to health and social care professionals to increase the number of people referred to the service. Increasing the number of service users, and the number of meals provided combined with the proposed increase in price can, in the future, reduce the reliance on Council funding. It may	The Council will consider this recommendation when reviewing options for extending the existing arrangements and in making proposals for any alternative option. The intention to increase the supply of meals will also apply to Frozen meals.	By October 2014	Commissioning Team – Vivianne McKay Service Delivery Manager

<p>be possible to work with the RVS to develop this longer term service model.</p>			
<p>Information about the Community Meals service should be available on the Council's Care First system and My Life Portal. Information about the Good Neighbours Service should be included in the Adult Care Assessment Process and Resource Allocation Management System. Access to the Good Neighbours Service should not be means tested and should be available to people who are eligible for local authority funded care and people who are self funding.</p>	<p>Once ongoing arrangements have been extended and any revised arrangements have been put in place the Council will ensure that these are advertised via the Council's Care First system and My Life portal.</p> <p>The pilot for the good neighbours service will consider the Identification of those who would benefit from such a scheme and access</p>	<p>actioned</p>	
<p>The Council and NHS work in partnership with the frozen meals provider to ensure that key messages are communicated to service users. This should include key PH messages e.g. flu jabs</p>	<p>The Council will explore with the existing and any future frozen meals provider the opportunity for key messages to be communicated in this way.</p>	<p>Ongoing</p>	<p>Vivianne McKay and Louise Mills (Public Health commissioning lead)</p>
<p>When other contracts that relate to the Community Meals Service come to the end of their term they should go through a procurement process to ensure value for money for the Council and service users.</p>	<p>The Council will follow best practice in terms of value for money to go through a procurement process. This process assists to test the market place with regard to other options and obviously price.</p>		
<p>The Committee feel very strongly that a hot meal service should continue. However, if the Council's Cabinet decide to</p>	<p>The Council agrees that those who have an eligible need should receive meals. For those who are eligible; the Council would like to offer them meal options whether it</p>	<p>Reviews will be undertaken between now and October</p>	<p>Adults Social Care</p>

<p>remove the hot meals service and provide a frozen meals service alone, then the Committee set a clear expectation that all hot meals service users are individually assessed to ensure that their needs are met and their risk of social isolation and poor nutrition is not increased.</p>	<p>is hot or cold. In introducing any changes the Council will review need of individuals to ensure we provide a service for those who are eligible. The Council will continue to work with the voluntary sector to support people who are socially isolated</p>	<p>Ongoing</p>	
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## Appendix 2

### High-level Project Plan – Befriending/Good Neighbour Service

	Task	Lead	Timeline
1	Gain approval to extend the work of RVS via a Grant agreement for nine months, whilst running a pilot to establish a model for a Befriending Service.	Assistant Director (CJ)	July 2014
2	Enter into discussion with RVS to commence with moving into a pilot phase with immediate effect. To confirm the pilot will work and in conjunction with local Parish councils and any locally based services linked to providing some form of community meals.	Commissioning/ Contracting	July
3	Review of existing users (work already in hand) receiving hot meals, and to also include frozen meals, determining level of need and eligibility.	Commissioning Social Workers and RVS	May – August
4	Interim report from RVS predicting future demand, cost and volume of support required from the voluntary sector, including cost, if any	RVS	October 2014
5	Final report from RVS taking account of the development of the service by a new Provider from 1 <sup>st</sup> October 2014. If a new costed service is required, the report will assist in informing: <ul style="list-style-type: none"> <li>• final model development;</li> <li>• commissioner consultation, and</li> <li>• Finalising a service specification.</li> </ul>	RVS	December 2014
6	Quality Monitoring of current approach	Quality Monitoring Officers	November 2014
7	If required, service user/carer consultation on proposed model of service	Commissioners	January 2015
8	Financial modelling	Finance	January 2015
9	Service specification finalised	Commissioning and Contracting	February 2015
10	Tender of service for Contract or Grant.	Contracting	March 2015

**TELFORD & WREKIN COUNCIL**

**CABINET – 24 JULY 2014  
COUNCIL – 11 SEPTEMBER 2014**

**2014/15 FINANCIAL MONITORING REPORT**

**REPORT OF THE ASSISTANT DIRECTOR: FINANCE, AUDIT &  
INFORMATION GOVERNANCE (CHIEF FINANCIAL OFFICER)**

**LEAD CABINET MEMBER: CLLR BILL McCLEMENTS**

**PART A) – SUMMARY REPORT**

**1.0 SUMMARY OF KEY ISSUES**

**1.1 2014/15 Revenue**

The net projected outturn position for 2014/15 is currently showing £0.5m overspend which is mainly a reflection of the continuing pressures in Adult Social Care and Safeguarding as they work towards meeting their savings targets. This is after applying £3.3m currently available in central contingencies pending any further commitments which may arise during the rest of the year. At this early stage in the financial year, projecting a minor net overall overspend is not unduly concerning as there is plenty of time for corrective action to be taken but it is important that all areas spend within budget by year end and where possible accelerate the delivery of savings which will support the Council's future position given the financial pressures which lie ahead. Considerable work is now underway within service areas to address areas of financial pressure and further "in-year" savings targets have been issued to Directors in order to help ensure that the Council is able to achieve a balanced financial position by year end and to address the remaining anticipated budget shortfall for 2015/16.

There are a number of variations from the approved budget, including some beneficial variances. The main areas to highlight are:

- A benefit of £0.9m arising from active treasury management which includes an early estimate of the benefit in year of reviewing the Council's MRP policy relating to "government supported" debt in the same way as was agreed for all prudential debt as part of the budget strategy for 2014/15;
- Additional dividend income from West Mercia Energy Purchasing Consortium of £0.1m;
- Adult Social Services are projecting an overspend of £6.3m relating to the cost of care packages. One-off balances of £3.3m (£2.5m approved corporately at year end and £0.8m Service Balances) are available to partly offset this. Progress in delivering savings is paramount to meet the shortfall in 2014/15 and to replace the use of one-off funds in future years;

- The cost of Children in Care Placements continues to be a significant pressure with an overspend of £1m being reported. This is being mostly offset by use of the draw down budget included in the 2014/15 base budget;
- The cost of supporting 16-18 year olds as they leave care is projecting an overspend of £0.5m;
- Cost pressures totalling £0.6m relating to the provision of Adults with Learning Disabilities in house services are currently projected – a review of the service is currently in progress which will reduce the overspend once implemented.
- Transport – commissioned by Family & Cohesion Services on behalf of client services; following the review of transport in 2013/14 client budgets were reduced to reflect savings identified. At this stage in the year overspends totalling £0.4m are being reported across client budgets pending delivery of the savings recommended. As savings are achieved the reported pressure should reduce.

## 1.2 Capital

The capital programme totals £133m which includes slippage from 2013/14. Spend at the time of compiling this report was around 5%.

The capital programme funding includes a significant amount of capital receipts anticipated to be delivered over the medium term. Failure to achieve, or delays to, the receipts has financial implications for the Council. The total value of receipts budgeted in 2014/15 is £40m; current monitoring shows that around £32m of these receipts will not now be received in 2014/15. The revenue impact of these changes is already included in the treasury projections in this report. Capital receipts included in the medium term budget strategy are under continual review and any changes will be reflected in future budget projections. Updates will be provided in future monitoring reports.

## 1.3 Corporate Income Collection

The collection levels for NNDR, council tax and Sales Ledger outstanding debt are all slightly behind the targets set for the year.

## 2.0 RECOMMENDATIONS

2.1 Members are asked to

- (i) **Note that 2014/15 revenue spend is currently projecting to be overspent. Senior Management Team are implementing action plans to ensure savings are delivered so that the budget is brought back into balance by year end**
- (ii) **Note the position in relation to capital spend and receipts and that Cabinet recommend that Council approve the new allocations and**

slippage detailed in Appendix 3 and the funding changes to the capital programme detailed in section 6.2

(iii) Note the collection rates for NNDR, council tax and sales ledger.

### 3.0 SUMMARY IMPACT ASSESSMENT

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Co-operative Council priorities?	
	Yes	Delivery of all priorities depend on the effective use of available resources. Regular financial monitoring helps to highlight variations from plan so that action can be taken to effectively manage the Council's budget.
	Will the proposals impact on specific groups of people?	
	No	
<b>TARGET COMPLETION/DELIVERY DATE</b>	To outturn within, or as close as possible to, budget at 31/3/15	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes	The financial impacts are detailed throughout the report.
<b>LEGAL ISSUES</b>	No	None directly arising from this report. The S151 Officer has a statutory duty to monitor income and expenditure and take action if overspends /shortfalls emerge.
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	No	
<b>IMPACT ON SPECIFIC WARDS</b>	No	

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

### **4.0 2014/15 REVENUE BUDGET**

- 4.1 Financial monitoring is the responsibility of budget holders and is supported by Finance staff using a risk based approach: following considerable reductions in finance resources through savings exercises more focus is given to higher risk areas (high value/highly volatile); less frequent monitoring is undertaken on budgets deemed to be lower risk.
- 4.2 Variations of more than £0.100m are detailed in section 4.3 for each Service Area. The overall 2014/15 budget position is summarised in the table below:

Service Area	Total Current Variation
	£
Children's Safeguarding & Specialist Services	1,005,112
Education & Corporate Parenting	257,531
Family & Cohesion & Commissioning Services	(190,000)
Development, Business & Employment	118,000
Neighbourhood & Leisure Services	209,162
Adult Social Services	3,356,982
Public Health, Well Being & Public Protection	(73,037)
Customer Services	365,436
Law, Democracy & People Services	0
Finance, Audit & Information Governance	(1,146,334)
Cooperative Council Delivery Unit	0
Council Wide	(134,000)
<b>Total Projected Variation</b>	<b>3,768,852</b>
Use of uncommitted balance in Corporate Contingencies	(3,286,077)
<b>Total Projected Variation after use of contingency</b>	<b>482,775</b>

- 4.3 Projected variances over £0.100m are highlighted below, other variances are detailed in Appendix 2.

Service Area	Variance £m
<b><u>Children's Safeguarding &amp; Specialist Services</u></b>	
<b>Children in Care (CiC)</b> – currently projecting £1.029m overspend; this reflects 304 CiC at the 31 May 2014 (309 at 31 March 2014, peak of 323 during last financial year). The financial strategy for 2014/15 includes an additional “draw-down” budget for Safeguarding to help meet the ongoing pressures on the service (see below). All placements are scrutinised and reviewed in line with the Action Plan and Placement Strategy to secure best value.	+1.029
<b>Draw down budget</b> – part of the £1.2m set aside when the budget was set to meet CiC pressures.	-0.914

<p><b>External Special Educational Needs Provision</b> – cost of external/out of county provision</p> <p><b>Care Leavers</b> – overspend relating to the cost of supporting 16-18 year olds as they leave care.</p> <p><b>Foster Carer Transport Costs</b> – payments to Foster Carers in relation to transport costs.</p> <p><b>Staffing</b> – underspends from vacancies held in the service area which is offset by spend on agency staff.</p> <p>The Service Area has a Cost Improvement Plan for 2014/15 which includes specific elements to reduce the reported overspends described above. Close monitoring by senior officers and members is in place to review progress against the Cost Improvement Plan targets set.</p>	<p>+0.112</p> <p>+0.480</p> <p>+0.112</p> <p>-0.132</p>
<p><b><u>Education &amp; Corporate Parenting</u></b></p> <p><b>Transport</b> – pressures on school transport following budget reductions in 2014/15.</p>	<p>+0.110</p>
<p><b><u>Family &amp; Cohesion Services</u></b></p> <p><b>Transport</b> – transport is commissioned by Family &amp; Cohesion Services and is provided to various client services: Adult Social Services, Education &amp; Corporate Parenting and Neighbourhood &amp; Leisure Services. Following the review of transport in 2013/14, client budgets were reduced to reflect the savings identified. At this stage in the year overspends totalling £0.420m are being reported by Client Services pending delivery of the recommendations in the Transport Review (£0.240m in Adult Social Services; £0.110m in Education &amp; Corporate Parenting; £0.070m in Neighbourhood &amp; Leisure Services). As savings are achieved the reported pressures should reduce.</p>	
<p><b><u>Adult Social Services</u></b></p> <p><b>Purchasing budgets</b> – an overspend of £6.3m is currently being projected. Included in the total savings target of £7.7m for all Adult Social Care Services (including ALD) is £4.051m targeted at purchasing budgets which have been reduced. Plans to mitigate the overspend are in place: including an additional savings target of £500K as a result of remodelling how vulnerable adults are accommodated and supported, introduction of robust financial and community care processes (1% efficiencies equates to £500k). Capita have</p>	<p>+6.292</p>

<p>been commissioned to provide a review of the robustness of the recovery plan and the capacity and capability of the current management structures to deliver. A PA register has been commissioned to support the increase in the use of PA's, continued progress is being made on reviews, assistive technology and direct payments, to deliver further savings. We are also reviewing high cost placements with our providers and examining contracts in detail to identify further savings and are also in the process of establishing a framework contract for domiciliary care which should improve quality of provision whilst reducing costs significantly. These savings initiatives total £2.4m and are currently in progress, close monitoring of their delivery will continue to identify any change in the figures expected.</p> <p>One off Funds – includes £0.8m Service balances plus £2.5m one off reserve set aside as a specific draw-down budget at year end.</p> <p><b>Supporting People</b> – delay in achievement of savings.</p> <p><b>Transport</b> – impact of the budget reductions following the transport review, mentioned above. A number of proposals have been agreed which, when implemented, will reduce the projected overspend, however a full year impact of the savings will not be achieved.</p>	<p></p> <p>-3.300</p> <p>+0.474</p> <p>+0.240</p>
<p><b><u>Public Health, Wellbeing &amp; Public Protection</u></b></p> <p>There are currently no variances over £100k to report.</p>	
<p><b><u>Neighbourhood &amp; Leisure Services</u></b></p> <p><b>Leisure Centres</b> – shortfall of income at Oakengates Leisure Centre as a result of the closure of the leisure facilities during the construction of the new school.</p> <p><b>Waste Disposal</b> – cost pressures associated with the disposal of wood and hazardous materials at CRCs; green waste at kerbside along with replacement bin costs.</p> <p><b>One off Reserves</b> – use of reserve set aside approved in the 2013/14 outturn report to meet additional waste costs pending the full implementation of the new waste contract.</p>	
<p><b><u>Development, Business &amp; Employment</u></b></p> <p><b>Regeneration &amp; Investments</b> – loss in Property Investment Portfolio investment income arising from the longer-term rationalisation of the property portfolio to secure a more</p>	

sustainable income position ongoing and service charge voids.	
<p><b><u>Customer Services</u></b></p> <p><b>ALD</b> – Carwood residential home – overspend on employees due to additional hours worked</p> <p><b>ALD</b> – Community Support – overspend on employees due to additional hours worked</p> <p><b>ALD</b> – Services &amp; Enablement – shortfall against savings target</p> <p>A review of internal ALD services is currently underway and the first phase of a restructure in this area was launched on 3<sup>rd</sup> July with the objective of delivering just under £1m savings.</p>	<p>+0.164</p> <p>+0.259</p> <p>+0.182</p>
<p><b><u>Finance, Audit &amp; Information Governance</u></b></p> <p>Treasury – Benefit of active treasury management seeking to maximise benefits from low interest rates and lower borrowing than anticipated in the early part of the year, net of the revenue impact of changes to the anticipated capital receipts; together with £0.8m from an early assessment of the benefit of extending the change in the calculation of Minimum Revenue provision applied to prudential borrowing in 2013/14 to include supported debt (government allocations) – this figure includes a back-dated and an ongoing element and will be refined as further work is undertaken over the next few months.</p>	-0.931
<p><b><u>Law, Democracy &amp; Public Protection</u></b></p> <p>Detailed monitoring has not yet been undertaken for this Service Area in accordance with the risk based monitoring approach being adopted</p>	
<p><b><u>Co-operative Council Delivery Unit</u></b></p> <p>Detailed monitoring has not yet been undertaken for this Service Area in accordance with the risk based monitoring approach being adopted</p>	
<p><b><u>Purchase Rebates</u></b></p> <p>Surplus dividend from West Mercia Energy relating to 2013/14 outturn performance.</p>	-0.134

## **CONTINGENCIES**

- 5.1 The 2014/15 budget includes a prudent contingency of £2.5m, which is set aside to meet any unforeseen expenditure plus an amount held centrally for contractual inflation totalling £1.487m which forms part of the approved revenue budget but is only allocated to specific budgets when the relevant inflation indices are available; plus specific amounts of £1.2m earmarked for Safeguarding and £2.5m earmarked for Adult Social Services. Given the exceptional cuts being made in the Council's budget it is imperative that the Council has a reasonable level of contingency in order to cover increases in demand for services (e.g. safeguarding which can be significant and occur with no warning) and to allow for any delays or shortfalls in the delivery of planned savings. The current position relating to contingencies is shown below:

	<b>£</b>
General Revenue Contingency	2,500,000
Inflation Contingency	1,487,210
Safeguarding draw-down budget	1,200,000
Adult Social draw-down budget	2,500,000
<b>Total Contingencies</b>	<b>7,687,210</b>
<b>Commitments:</b>	
Current Estimate of contractual inflation	987,210
Safeguarding draw-down budget applied to service overspend	913,923
Adult Social Services draw-down budget applied to service overspend	2,500,000
<b>Total Use of Contingency</b>	<b>4,401,133</b>
<b>Balance remaining in Contingencies</b>	<b>3,286,077</b>

The balance remaining in the contingencies at year end will benefit the overall bottom line position.

## **6.0 CAPITAL**

### **6.1 2014/15 Capital Programme**

The capital programme totals £133m updated to incorporate slippage approved as part of outturn.

The financial position is shown in the table below which shows spend at just over 5% of the budget allocation. Projected spend is currently shown at £119m (reflecting likely requirements to slip spend in to later years).

Priority	Budget £m	Spend To Date £m	% Spent	Projection
Education & Corporate Parenting	79.31	2.98	4	64.33
Dvpt. Business & Employment	20.00	3.30	16	23.57
Neighbourhood & Leisure	30.74	0.38	1	29.18
Adult Social Services	1.26	0.01	1	0.87
Customer Services	0.95	0.08	8	0.98
Cooperative Council Delivery Unit	0.53	0.00	0	0.53
Council Wide	0.12	0.00	0	0.00
<b>Total</b>	<b>132.91</b>	<b>6.75</b>	<b>5</b>	<b>119.46</b>

6.2 The 2014/15 capital programme relies on £40m of receipts as part of its funding. Current monitoring shows that around £32m of these receipts are probably not now expected to be received in 2014/15 (the majority being anticipated in 2015/16). It is therefore proposed that the funding of the capital programme is updated to reflect this latest position. This has the impact of additional short-term borrowing being required until the receipts are received which is already reflected in the treasury projections shown in this report. Capital receipts included in the medium term budget strategy are under continual review and any changes will be reflected in future budget projections. Updates will be provided in future monitoring reports.

6.3 New allocations and virements are detailed at Appendix 3 for approval.

## **7.0 CORPORATE INCOME MONITORING**

7.1 The Council's budget includes significant income streams which are regularly monitored to ensure they are on track to achieve targets that have been set and so that remedial action can be taken at a very early stage. The three main areas are Council Tax, NNDR (business rates) and Sales Ledger. Current monitoring information relating to these is provided below. The Council pursues outstanding debt vigorously, until all possible recovery avenues have been exhausted, but also prudently provides for bad debts in its accounts.

7.2 In summary, the overall position shows collection levels for all debts are slightly outside the target set.

<b>INCOME COLLECTION – May 2014</b>				
	<b>Actual</b>	<b>Target</b>	<b>Performance</b>	<b>Change in cash collected on last year</b>
<b>Collection Levels:</b>				
Council Tax Collection	19.55%	19.59%	0.20% behind target	+ £223,048
NNDR Collection	21.17%	21.97%	0.80% behind target	-£325,711
Sales Ledger Outstanding Debt	7.17%	5.50%	1.67% behind target	-£7,582,636

### 7.3 Council Tax (£67.8m)

The percentage of the current year liability for council tax which the authority should have received during the year, as a percentage of annual collectable debit. The measure does not take account of debt that continues to be pursued and collected after the end of the financial year in which it became due. The final collection figure for all financial years exceeds 99%.

Year end performance 2013/14	96.6%
Year End Target for 2014/15	96.6%

Performance is cumulative during the year and expressed against the complete year's debit.

Month End Target	Month End Actual	Last year Actual
19.59%	19.55%	19.59%

Council tax collection can now be realistically compared to collection rates during 2013/14 as we're now in the second year of the localised CTS scheme. Collection rates are at a comparable level at the end of May 2014 compared to May 2013, so early indications suggest a similar end of year collection rate. The council tax debit has risen by £1.8m over the last 12 months which is partly due to growth, but also a result of less benefit payments being made which in turn results in more council tax to collect.

Cash collection is £223k more than at this point last year.

### 7.4 NNDR-Business Rates (£72.1m)

The % of business rates for 2014/15 that should have been collected during the year. This target, as for council tax, ignores our continuing collection of earlier years' liabilities.

The measure does not take into account the debt that continues to be pursued and collected after the end of the financial year in which it became due. As a general rule the final collection figure for any financial year exceeds 99%.

Year end performance 2013/14	97.3%
Year End Target for 2014/15	97.3%

Month End Target	Month End Actual	Last year Actual
21.97%	21.17%	21.97%

NDR collection can tend to fluctuate in the earlier months of the financial year depending on whether some of the larger businesses make payment in the early part of the year. Due to the project which is ongoing to maximise the business rate base, there will also be debts which have been recently raised, but the businesses will not have had a chance to make payment.

#### 7.5 **Sales Ledger (£27.7m)**

This includes general debt and Social Care debt. Debt below 2 months is classified as a normal credit period.

The target percent is set relating cumulative debt outstanding from all years to the current annual debit. The targets and performance of income collection for 2014/15 are as follows:

Age of debt	Annual Target %	May 2014	
		£m	%
Total	5.50	1.99	7.17%

Sales ledger performance continues to show improvement with regard to the amount of outstanding debt, although work continues in trying to reduce this further.

#### 8.0 **PREVIOUS MINUTES**

27/4/14 – Full Council, Service & Financial Planning Strategy

26/6/14 - Cabinet, Service & Financial Planning Report – 2013/14 Outturn and 2014/15 Update

#### 9.0 **BACKGROUND PAPERS**

2014/15 Budget Strategy / Financial Ledger reports

#### **Report Prepared by:**

Ken Clarke, Assistant Director: Finance, Audit & Information Governance (Chief Financial Officer) – 01952 383100;

Pauline Harris, Corporate Finance Manager – 01952 383701

### Summary of 2014/15 Projected Variations

Service Area	Total Current Variation
	£
Children's Safeguarding & Specialist Services	1,005,112
Education & Corporate Parenting	257,531
Family & Cohesion & Commissioning Services	(190,000)
Development, Business & Employment	118,000
Neighbourhood & Leisure Services	209,162
Adult Social Services	3,356,982
Public Health, Well Being & Public Protection	(73,037)
Customer Services	365,436
Law, Democracy & People Services	0
Finance, Audit & Information Governance	(1,146,334)
Cooperative Council Delivery Unit	0
Council Wide	(134,000)
<b>Total Projected Variation</b>	<b>3,768,852</b>
Use of uncommitted balance in Corporate Contingencies	(3,286,077)
<b>Total Projected Variation after use of contingency</b>	<b>482,775</b>
check = 0	0

2014/15 Revenue Budget Variations over £50,000				
Description	Budget	Variation	Comments	
	£	£		
<b>Childrens Safeguarding &amp; Specialist Services</b>				
Children in Care Placements	8,560,341	1,028,693	The 2013/14 reported outturn position was £2.089m overspent. The budget strategy included a budget reduction of £1.2m for CiC Placements. A review of costs resulted in Cost Improvement Plan targets being set for both External Residential & External Fostering (£0.870m cost reduction in total). New arrangements are having an impact particularly on admissions for reasons of children's behaviour. A draw-down budget is held to meet demand from new admissions which results in unplanned placement costs.	
Care leavers Accommodation costs	597,650	480,351	The 2013/14 reported outturn position was £0.344m overspent and a target has been set in the Cost Improvement plan to achieve a reduction of £0.160m from this amount. Work is underway to review care packages and develop a wider range of cost effective options to deliver savings in this area for remainder of the year. Progress will be monitored as part of the placement cost improvement plan	
External Provision for Children with Statements of Educational Needs	1,816,100	112,230	The 2013/14 reported outturn position was £0.344m overspent. A target has been set for the service area to achieve a balanced budget for 2014/15, using the cost improvement model of action planning and review as per the placement budget	
Staffing	3,525,303	(132,132)	The 2014/15 Cost Improvement Plan includes a target to reduce the use of Agency Social Workers. The final 2013/14 Safeguarding overspend included £465k for the net cost of agency staff. The current agency forecast is for an outturn of around £551k in 2013/14, this is offset by vacancies held in the service area. Current number of agency staff 9 (Cost improvement plan target 5 until September 2014). One of the key drivers for the use of Agency SWs is the level of demand for SW services which remains high; this is being tackled in a number of ways both Strategic and Operational.	
Foster Carer - Transport Costs	25,649	111,851	Relates to transport costs paid to Foster Carers which is largely to support children's contact arrangements with their parents. This is partly the consequence of increase in numbers of children placed with internal foster carers rather than in external placements. The 2013/14 reported outturn position was £0.092m overspent and a target has been set in the Cost Improvement plan for the Fostering service to achieve a reduction of £0.010m from this amount. Managers are currently analysing the budget in detail with a view to identifying options to make savings	

2014/15 Revenue Budget Variations over £50,000				
Description	Budget	Variation	Comments	
	£	£		
Joint Adoption Service	328,725	58,147	This overspend relates to the Joint Adoption Service hosted by Shropshire Council. Savings of £0.040m have been taken from this budget which are currently not forecast to be delivered.	
Variations under £50k	5,520,895	259,895		
Childrens Safeguarding draw-down budget		(913,923)	A draw-down budget is available as part of the budget strategy for 2014/15 and was set at £1.200m for possible use across CiC Placements budget lines. Residential Placements is forecast not to use £0.286m of this, this is due to the exceeding of the Cost improvement plan target for this budget line in 2014/15. Both other budget lines (External & Internal Fostering) are forecast to fully utilise the draw-down allocation.	
<b>Total Children's Safeguarding &amp; Specialist Services</b>	<b>20,374,663</b>	<b>1,005,112</b>		
<b>Education &amp; Corporate Parenting</b>				
Miscellaneous Special	34,338	66,470	Some additional premature retirement costs and remissions expenditure forecast compared to budget	
Education Services Grant	(2,680,000)	(62,477)	ESG is primarily determined by the number of pupils in schools, particularly maintained schools, which is somewhat higher than budgeted. The notified allocation from the Education Funding Agency of £2,792,477 would deliver £112,477 more than budgeted, but this has been adjusted downwards by £50,000 to take account of the possible impact of academy conversions during 2014/15. A much lower level of ESG per pupil is paid for academies	
Multicultural Development Team	21,205	84,572	Lower expected buy-in by schools and lack of agreed de-delegation from schools have led to a significant shortfall against budgeted income.	
Transport		110,000	Pressure arising on School Transport following budget reductions in 2014/15-see comment included in Family, Cohesion and Commissioning Services below.	
Other	13,770,097	58,966		
<b>Total Education &amp; Corporate Parenting</b>	<b>11,145,640</b>	<b>257,531</b>		

2014/15 Revenue Budget Variations over £50,000				
Description		Budget	Variation	Comments
		£	£	
<b>Family, Cohesion &amp; Commissioning</b>				
Transport		373,869	(65,000)	The commissioning of Transport Services provided to Adult Social Services and Education and Corporate Parenting is delivered by the Commissioning Unit of Family, Cohesion and Commissioning. Public Transport is managed within Neighbourhood & Leisure Services. The respective transport budgets are held by Adult Social Services, Education & Corporate Parenting and Neighbourhood & Leisure, with Management and staffing budgets held by FCC. A transport review was undertaken in response to the requirement to deliver significant savings targets. The review has recommended actions to deliver savings which have been adopted by the Council in a range of between £644k and £784k. The respective Transport users are undertaking to deliver these actions to reduce the costs of transport in line with the recommendations. The Period 2 monitoring report includes the impact of the budget reduction and reports spending pressures in the respective service areas therefore, pressures are reported within Adult Social Services, Education and Corporate Parenting and Neighbourhood & Leisure. The underspend reported within FCC has arisen from a restructure of the service resulting in staff savings which is part of the agreed package of savings referred above. This saving offsets pressures reported on Transport elsewhere in this report. As the year progresses, and savings are achieved the reported pressures across all areas should reduce.
Family Connect		846,206	66,467	Pressures arising on funding sources in 2014/15
Cohesion		2,672,184	(76,000)	Savings already being delivered following recent restructure within Cohesion and Housing from vacant posts etc
Youth Offending Service	One off savings		(73,000)	The Council contributes to the Regional Youth Offending Service, and the 2013/14 outturn for that service has just been reported as a surplus of income over expenditure. The income includes contributions made by Regional Authorities. The surplus is being returned to the funding partners in accordance with the level of contribution made in year. Therefore, a one off sum of £73k will be returned to the Council this year and this is unbudgeted
Variations under £50k		4,947,011	(42,467)	
<b>Total Family, Cohesion &amp; Commissioning</b>		<b>8,839,270</b>	<b>(190,000)</b>	

2014/15 Revenue Budget Variations over £50,000				
Description	Budget	Variation	Comments	
	£	£		
<b>Adult Social Services</b>				
Purchasing-all types of care for all client groups including purchase of in house services	39,659,041	6,292,020	an overspend of £6.3m is currently being projected. Included in the total savings target of £7.7m for all Adult Social Care Services (including ALD) is £4.051m targeted at purchasing budgets which have been reduced. Plans to mitigate the overspend are in place: including an additional savings target of £500K as a result of remodelling how vulnerable adults are accommodated and supported, introduction of robust financial and community care processes (1% efficiencies equates to £500k). Capita have been commissioned to provide a review of the robustness of the recovery plan and the capacity and capability of the current management structures to deliver. A PA register has been commissioned to support the increase in the use of PA's, continued progress is being made on reviews, assistive technology and direct payments, to deliver further savings. We are also reviewing high cost placements with our providers and examining contracts in detail to identify further savings and are also in the process of establishing a framework contract for domiciliary care which should improve quality of provision whilst reducing costs significantly. These savings initiatives total £2.4m and are currently in progress, close monitoring of their delivery will continue to identify any change in the figures expected.	
Use of one off ASS funding	0	(800,000)	Use of One Off reserves held within Adult Social Services	
Adult Social Services draw-down budget		(2,500,000)	Set aside as a specific draw-down budget for Adult Social Services as part of 2013/14 year end	
Supporting People	1,962,050	473,880	This overspend is a direct result of the additional savings agreed with WHT in 2012 and taken from budgets in 2013/14. These savings were expected to result from a claim against Housing Benefit by the WHT for eligible services reducing the call on the Council funding support for vulnerable adults in WHT accommodation. However, success has been limited and a significant balance of savings expected remains unachieved. Plans are in place to effect further savings but the majority of this spending pressure will remain in 2014/15.	
Transport	632,637	240,287	The 14/15 ASS transport budget was reduced by £229k as a result of the recommendations made in the recently concluded transport review. A number of proposals have been agreed to be delivered in 2014/15, and where achieved these will reduce overspends such as this and those reported elsewhere in this report. However, it is unlikely that the impact will fully achieve the target because a full years savings will now not be achieved. See Comment included in FCC.	
Other variations under £50k	(2,181,404)	(349,205)	Vacant posts make up £220k of this underspend. Any recruitment to these vacancies will reduce this underspend.	
<b>Total Adult Social Services</b>	<b>40,072,324</b>	<b>3,356,982</b>		

2014/15 Revenue Budget Variations over £50,000				
Description		Budget	Variation	Comments
		£	£	
<b>Public Health, Wellbeing &amp; Public Protection</b>				
<b>Public Health</b>				
Staffing and operational budgets		1,093,953	(73,037)	Vacancies and underspends re staff not at top of scale.
Variations under £50k		6,541,858	-	
<b>Wellbeing &amp; Public Protection</b>				
Variations under £50k		1,850,090	-	
<b>Total Public Health, Wellbeing &amp; Public Protection</b>		<b>9,485,901</b>	<b>(73,037)</b>	
<b>Neighbourhood &amp; Leisure Services</b>				
Transport & Highway Development	Public Transport & Concessionary Travel	1,959,675	70,000	Service transferred from Family & Cohesion - savings to mitigate this are shown below
			(70,000)	Management action to withdraw subsidy on evening & weekend bus services.
Leisure Facilities & Services	Oakengates Leisure	228,070	106,000	Impact on Income as a result of the construction of new school and subsequent closure of Leisure facilities during key building works.
	Horsehay Golf	165,070	53,443	There has been a national downturn in the use of Golf courses which has impacted on this shortfall of income in addition to competition from other courses.
Waste & Neighbourhood Services Performance Management	Waste Disposal - TWS contract	757,670	249,719	The existing TWS contract pressures for disposal of Wood & Hazardous at CRC's; Green Waste at Kerbside, along with bin replacement costs.
			(200,000)	One off use of waste reserves set aside at closedown.
<b>Total Neighbourhood &amp; Leisure Services</b>		<b>3,110,485</b>	<b>209,162</b>	
<b>Development, Business &amp; Employment</b>				
Regeneration & Investment	Southwater Car Park - Income PIP & Service Charges	(348,000)	58,000	Delayed opening of Southwater Car Park.
			200,000	Ongoing rationalisation of the PIP resulting in an in year pressure on Income and Service Charge voids.

2014/15 Revenue Budget Variations over £50,000				
Description		Budget	Variation	Comments
		£	£	
Business & Development Planning	Employees	497,760	(75,000)	Vacancy Management savings.
Property & Design	Administration Buildings	3,119,450	60,000	Increase in Darby House rent due to higher levels of occupancy and other Premises costs.
Other Variations < £50k	Other variations		(125,000)	Planned use of one off reserves.
<b>Total Development, Business &amp; Employment</b>		<b>3,269,210</b>	<b>118,000</b>	
<b>Customer Services</b>				
Carwood	Employees	420,998	163,794	Overspend on staffing due to additional hours worked by staff
Community Support	Employees	989,728	259,126	Overspend on staffing due to additional hours worked by staff
Shared Lives	Supplies & Services	424,260	54,781	Projected over spend on Adult Placements
ALD Services & Enablement	Savings Target	(550,000)	181,938	Shortfall against savings target which will be met from other savings made across Customer Services.
Variations Under £50k		4,721,676	(294,203)	
<b>Total Customer Services</b>			<b>365,436</b>	
<b>Finance, Audit &amp; Information Governance</b>				
Treasury Management		9,615,330	(931,000)	Active treasury management including an early estimate of the benefit from extending the change in the calculation of Minimum Revenue Provision applied to prudential borrowing in 2013/14 to include supported debt (government allocations) - this figure includes a back-dated and ongoing element and will be refined as further work is undertaken over the next few months.
Variations Under £50k		0	(215,334)	Underspend arising from a number of temporary vacant posts plus one voluntary redundancy.
<b>Total Finance, Audit &amp; Information Governance</b>			<b>(1,146,334)</b>	

2014/15 Revenue Budget Variations over £50,000				
Description	Budget	Variation	Comments	
	£	£		
<b>Law, Democracy &amp; People Services</b>				
Detailed Monitoring has not yet been undertaken for this Service Area in accordance with the risk based monitoring approach being adopted				
<b>Total Law, Democracy &amp; People Services</b>		<b>0</b>		
<b>Cooperative Delivery Unit</b>				
Detailed Monitoring has not yet been undertaken for this Service Area in accordance with the risk based monitoring approach being adopted				
<b>Total Cooperative Delivery Unit</b>		<b>0</b>		
<b>Council Wide</b>				
West Mercia Energy Purchasing Consortium		(134,000)	Estimated dividend from WME exceeds the budget set (final to be confirmed following the WME audit, so subject to change).	
<b>Total Council Wide</b>		<b>(134,000)</b>		
<b>Total Variations</b>		<b>3,768,852</b>		

**Capital Approvals - by Service Area**

<b>Virements</b>	<b>Service Area</b>	<b>2014/15</b>			<b>Comment/Funding</b>
		£			
Brookside	Development Business & Employment	100,000			Agreed Funding Top Up for Brookside Regeneration
Asset Management Plan - General Works & Survey	Development Business & Employment	- 100,000			Agreed Funding Top Up for Brookside Regeneration
Newport Fitness Facility	Neighbourhood & Leisure Services	75,000			Agreed Funding Top Up for Newport Fitness Facility
Asset Management Plan - General Works & Survey	Development Business & Employment	- 75,000			Agreed Funding Top Up for Newport Fitness Facility
Brookside	Development Business & Employment	- 6,000			Brindleyford Play Scheme
Brindleyford	Neighbourhood & Leisure Services	6,000			Brindleyford Play Scheme
Every Day Telford-Pride in your community	Neighbourhood & Leisure Services	- 1,000,000			Virement for Hollinswood Local Centre to KC AD area
Every Day Telford- Pride Hollinswood Centre	Regenerate those Neighbourhoods in Need and Work Hard to Ensure That Local People Have Access to Housing	1,000,000			Virement for Hollinswood Local Centre to KC AD area
Building Schools for Future	Education and Corporate Parenting	300,000			Contribution to Charlton School
All Other School Schemes	Development Business & Employment	- 300,000			Contribution to Charlton School
Building Schools for Future	Education and Corporate Parenting	36,000			Oakengates Leisure Centre Refurbishment
Asset Management Plan - General Works & Survey	Development Business & Employment	- 36,000			Agreed funding to deliver refurbishment works at Oakengates Leisure Centre
<b>Total</b>		<b>0</b>			

**New Allocations**

<b>Scheme</b>	<b>Service Area</b>	<b>14/15</b>	<b>15/16</b>	<b>16/17</b>	
		£	£	£	
Housing	Development Business & Employment	4,752,900.00			Green Deal Communities Fund
Housing	Development Business & Employment	100,000.00			Public Health Funding for Fuel Poverty
Loan Contingency Grant	Development Business & Employment	- 7,754.74			Reduction in funding due to early indemnity of loans
Social Care Capital Grant	Adult Care & Support	424,782.00			14/15 Government Allocation
Brindleyford	Neighbourhood & Leisure Services	41,664.32			Additional s106 funding for Brindleyford play area
Youth	Development Business & Employment	- 75,000.00			Funding write off, scheme no longer to be delivered from this funding
All Other School Schemes	Development Business & Employment	19,063.00			Various school grants
All Other School Schemes	Development Business & Employment	732,785.25			External school contributions
Building Schools for Future	Education and Corporate Parenting	350,000.00			Funding to deliver refurbishment works at Oakengates Leisure Centre
Building Schools for Future	Education and Corporate Parenting	-245,043.00			Funding write off, facilities no longer required at two schemes (PCT)
<b>Total</b>		<b>6,093,396.83</b>	<b>0</b>	<b>0</b>	

# WEST MERCIA YOUTH OFFENDING SERVICE



## YOUTH JUSTICE PLAN 2014/15



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## 1. INTRODUCTION

West Mercia Youth Offending Service was established on the 1<sup>st</sup> October 2012 and replaced the previous Shropshire, Telford and Wrekin Youth Offending Service and the Worcestershire and Herefordshire Youth Offending Service following a review of how youth justice services were provided across the West Mercia area.

Initially a core service was delivered through area based teams aligned to the Local Authority areas supported by a central team providing performance, commissioning and finance support. The core services are court facing services, assessment, planning interventions, monitoring and review functions, along with victim liaison and support of Community Panel Members. All other services, previously delivered by the Youth Offending Services, have been delivered in 13/14 by an interim provider services team whilst being subject to a commissioning process. The commissioning process was completed in October 2013, and a decision taken to integrate key services, including reparation, ISS, bail supervision, programmes and mentoring into the Youth Offending Service. A new service structure was implemented on 1<sup>st</sup> April 2014 to take account of the delivery of these services.

Initially West Mercia Probation Trust hosted the service on behalf of the Local Authorities and the Youth Justice Partnership. The dissolution of the Probation Trust from 1<sup>st</sup> June 2014 has led to the hosting arrangements being transferred on an interim basis, until March 2015, to Worcestershire County Council.

During 14/15 the Youth Justice Partnership will be undertaking a review in order to reach a decision regarding the future delivery arrangements from April 2015. Further work will be undertaken during the year to complete the transition from previous delivery arrangements including the restructure to integrate the commissioned services into the Youth Offending Service and the implementation of a single ICT system for the service.

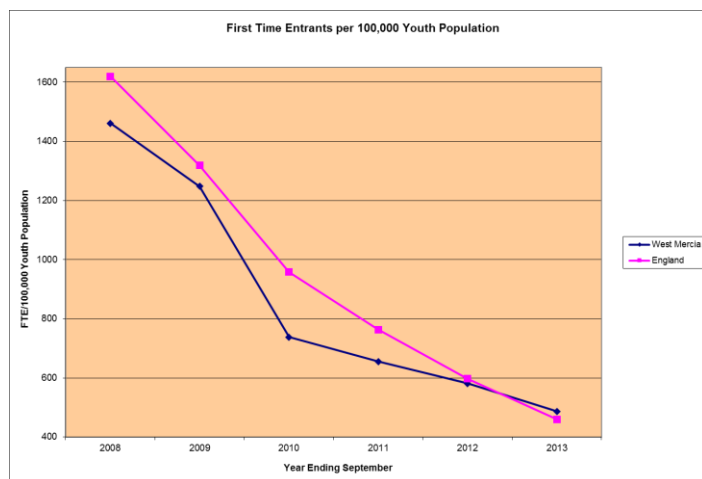
## 2. PERFORMANCE REVIEW

Youth Justice Partnerships are subject to three national indicators;

- First Time Entrants (FTE) to the Youth Justice System
- Use of Custody
- Re-Offending

### 1 First Time Entrants to the Youth Justice System (FTEs)

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (Youth Caution, Youth Conditional Caution or Conviction). A lower figure denotes good performance.



The rate of FTEs across West Mercia for the year ending September 2013 was 487, which is an improvement on the performance for year ending September 2012 when the FTE rate was 581. The performance for the year ending September 2013 is slightly higher national rate of 460 and the average for the family group at 440.

The percentage reduction in FTEs in West Mercia over the three year period between the year ending September 2010 and the year ending September 2013 was -34% compared to -59% for England and -50% for the family group.

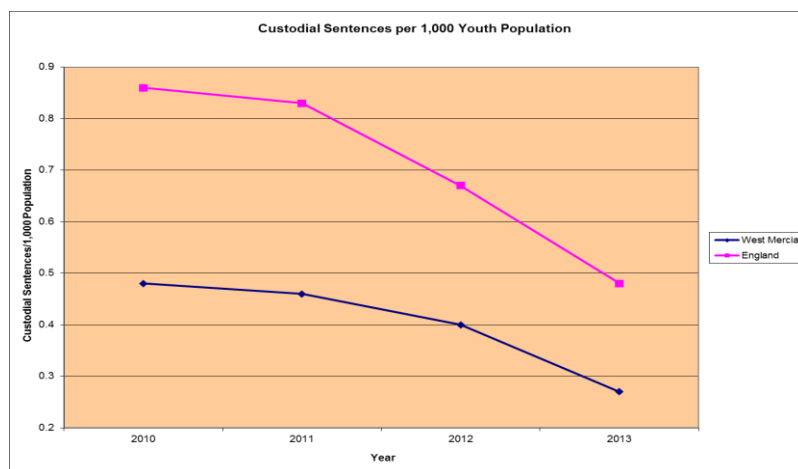
Within West Mercia there are differing FTE rates between the four Local Authority areas, with the highest being 589 and the lowest 329. Some initial analysis undertaken in 2013/14 demonstrated that the highest rate was in part, a result of higher detection rates and a lower proportional use of the informal

disposal of Community Resolution. Further analysis will be undertaken during 14/15 in order to better understand what is driving the differential rates. The Police policy on the use of Community Resolutions changes on 1<sup>st</sup> April 2014 and there is a risk that the policy change may lead to a slight increase in the number of young people entering the youth justice system for the first time, and the effect of this policy change will be monitored throughout 14/15.

Targeted prevention work is no longer delivered by the Youth Offending Service and forms part of the Early Help offer in each of the Local Authorities. In 2014/15 the YOS will be convening a task and finish group on behalf of the Office for Police and Crime Commissioner to seek assurance that those young people most at risk of entering the youth justice system are effectively targeted for intervention.

## 2. Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population. West Mercia has, historically, had a low rate of custodial sentences. A lower figure denotes good performance.



For the year ending December 2013 the use of custody rate for West Mercia was 0.27 against the rate for England of 0.48, West Mercia performance is, therefore, significantly better than the national performance but slightly worse than the family group rate of 0.22. The West Mercia rate for 2013 has improved from 2012 when it was 0.40.

Over the two year period of the year ending December 2013 and the year ending December 2011 the rate has reduced from 0.44 to 0.27, a reduction of -39% compared to a reduction of -42% over the same period nationally.

The actual fall in custodial sentences was from 54 in the year ending December 2011 to 31 in the year ending December 2013, a reduction of -43%.

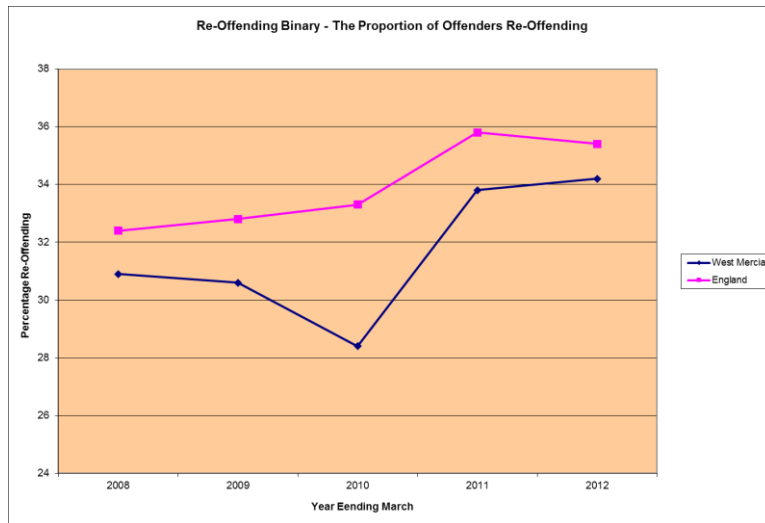
Intensive supervision and surveillance (ISS) is a community based alternative to custodial disposals and currently two ISS schemes operate across the area. In 14/15 the YOS will establish a single and consistent ISS scheme for West Mercia and develop a consistent Bail Supervision offer as part of the strategy to divert, where appropriate, young people from custodial remands and sentences.

### 3. Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. The most recent data for the re-offending measure is for the cohort identified in year ending March 2012. In both measures a lower figure denotes good performance.

For the year ending March 2012 the frequency measure performance for West Mercia was 0.96, compared to national performance 1.02. The range of performance across YOTs in England for the same period is 0.40 to 1.83. The West Mercia performance is slightly higher than for the family group which is at 0.91.



A comparison over the three year period of the year ending March 2009 and the year ending March 2012, shows an increase in the rate from 0.86 to 0.96 an increase of 12%. The increase in the frequency rate for England over the same period is higher from 0.90 to 1.02, an increase of 13%.

The binary measure performance for the year ending March 2012 for West Mercia is 34.2% compared with national performance of 35.4%. The range of performance for YOTs across England is 20.9% to 49.7%.

A comparison over the three year period of the year ending March 2009 and the year ending March 2012, shows increase in the rate from 30.6% to 34.2% an increase of 3.5 percentage points.

It has been recognised by the Youth Justice Board (YJB) that although significant progress, nationally, has been made in reducing first time entrants and reducing custody, the re-offending measure remains an area of concern. There is, currently, little research into the reasons for the decreases in the performance but it is thought that a large part of this may be down to the differences in the characteristics of more recent cohorts to the previous cohorts due to very significant decreases in first time entrants and the development of informal disposals for minor offences.

Analysis undertaken in West Mercia in 13/14 confirms that the cohort is changing in nature in West Mercia with the proportion of young people subject to out of court disposals, those with the lowest risk of re-offending, reducing by 10 percentage points between 2008 and 2012, the proportion of young people subject to community and custodial sentences, those with the highest risk of re-offending, rising by 7 percentage points.

It should be noted that the cohort size is falling, from 3039 young people in the March 2009 cohort compared to 1352 young people in the March 2012 cohort. The number of re-offences has therefore decreased over the same period from 2614 to 1296 a decrease of -50%.

The YJB is undertaking work with YOTs in order to understand more what is driving the trend in the re-offending performance and look at how YOTs can be supported in addressing reducing re-offending. In early 2014/15 the YJB will be publishing a revised re-offending tool kit to assist local areas in analysing their re-offending cohorts. Locally the West Mercia YOS will be utilising the tool kit to investigate the characteristics of cohort members and inform where resources are best targeted in order to reduce the current levels of re-offending.

### 3. RESOURCES

The Youth Offending Service has a complex budget structure comprising of partner agency cash, seconded staff and in kind contributions and the Youth Justice Good Practice Grant from the Youth Justice Board for England and Wales. The table below outlines the agreed contributions for 2014/15.

Agency	Staffing costs Secondees (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local Authorities <sup>1</sup>	0	68,000	1,426,470	1,494,470
Police Service	237,892	0	63,683	301,575
National Probation Service	168,088 <sup>2</sup>	0	62,043	230,131
Health Service	139,705	0	39,006	178,711
Police and Crime Commissioner	0	0	173,200	173,200
YJB Good Practice Grant	0	0	1,526,822	1,526,822
<b>Total</b>	<b>545,685</b>	<b>68,000</b>	<b>3,291,224</b>	<b>3,904,909</b>

In previous years there was an in kind contribution from the Probation Service for the provision of unpaid work for 16 and 17 year olds. From 2014/15 the responsibility for the provision of unpaid work for youth offenders transfers to YOTs, and the activity funded via a ring fenced grant from the YJB. At the time of writing the plan the amount of grant had not been announced. In 14/15 West Mercia YOS will receive a grant from the YJB in addition to the Good Practice Grant of £32,608 for the continued development of restorative justice.

The YJB Good Practice Grant is to fund developing good practice and will be used to deliver the priorities outlined in section 5 and the action plan outlined in section 6 of this plan. The allocation of funding to each priority and to activities will be outlined in a costed plan which will be submitted to YJB along with this plan in September 2014.

As part of the YOS review and establishment of the West Mercia service a target was set of achieving an overall saving of 20%, from a 2011/12 baseline, by 2015. The draft budget for 14/15 of £3,904,909 represents a 27% saving from the 11/12 baseline. This figure includes the Youth Justice Board Grant.

<sup>1</sup> Where YOTs cover more than one local authority area YJB Youth Justice Plan guidance requires the totality of local authority contributions to be described as a single figure.

<sup>2</sup> Note: This represents four Probation Officers, however there are currently only two Probation Officers deployed in the YOS and cash difference has been made available to the YOS as part of the delegated funds and used to directly employ two Case Managers. Previous practice has been for the whole Probation contribution to be transferred to the YOS and then the YOS re-charged for the salary, on costs and expenses for the Probation Officers.

#### 4. STRUCTURE, GOVERNANCE AND PARTNERSHIPS

The West Mercia Youth Offending Service comprises five multi-agency service delivery teams, aligned to the Local Authority areas (two teams in Worcestershire) to deliver the majority of services. These services are court facing services including the preparation of pre-sentence reports and remand management, and case management which includes assessment, planning interventions, the management of risk, monitoring and review of intervention plans and where necessary the enforcement of court orders. A central services team supports the area teams providing some services co-ordinated across the whole service including reparation and unpaid work, mentoring, and the co-ordination of Referral Order work, including the recruitment, training and management of Community Panel Members. A support team provides quality assurance, commissioning, data and finance support functions.

There are 85 full time equivalent posts in the service including support and administrative posts. The area based teams include Case Managers, Assistant Case Managers, Probation Officers, Health Workers, Police Officers, ISS Workers, Victim Liaison Officers, Substance Misuse Workers, ETE Workers and Administrators.

The YOS is managed on behalf of the Local Authorities and the YOS partnership by Worcestershire County Council. Day to day management of the Head of Service is provided by the DCS of Worcestershire County Council. The Youth Offending Service is accountable to the YOS Management Board. The Management Board comprises representatives of the right strategic level.

The Board is currently chaired by the Director of Children Services for Worcestershire County Council.

The Membership of the Board at 1<sup>st</sup> April 2014 is outlined in the table below:

Agency	Representative	Role
Worcestershire County Council	Gail Quinton	Director of Children Services
Shropshire Council	Karen Bradshaw	Director of Children Services
Telford and Wrekin Council	Laura Johnston	Director of Children and Family Services
Herefordshire Council	Jo Davidson	Director of Childrens Wellbeing
West Mercia Probation Trust	David Chantler	Chief Executive
West Mercia Police	Gareth Morgan	Assistant Chief Constable
Local Area Team – NHS England	Becki Hipkins	Project Manager
Office for the West Mercia Police and Crime Commissioner	Andy Champness	Chief Executive

In addition to the members a Youth Justice Board regional representative attends meetings in an advisory capacity

The Board has adopted the following purpose and underlying principles:

### **Purpose**

- To focus collaborative multi-agency effort on work to improve outcomes for Young Offenders by offering an exemplary service, with timely interventions and strong links and partnership across all local services including Children's Services, criminal justice and community safety sectors.
- To set strategic direction for the Youth Offending Service across West Mercia and agree and review local youth justice planning
- To provide support and challenge to the West Mercia YOS on operational performance.

### **Underpinning Principles**

- To demonstrate effective leadership, support and challenge to the West Mercia YOS.
- To ensure that the YOS is compliant with relevant national standards, including Youth Justice Board and local arrangements, and deals with exceptions/risks appropriately
- To ensure available resources are used efficiently to run an effective YOS.
- To ensure that Local Authorities jointly and singly manage the agreement with the host agency (WMPT).
- To provide the necessary governance to effectively steer the delivery of the service

In 2013/14 the Board has established a reference group to analyse issues relating to Looked After Children and Care Leavers who are in the Youth Justice System, the work of this group will continue throughout 14/15

The Management Board will ensure that, where relevant, commissioning across partner agencies take account of the needs of young people in or at risk of entering the youth justice system, and where appropriate explore joint commissioning arrangements.

## Priorities for 2014/15

The Management Board have agreed five main service priorities with a number of key areas of focus for each of the priorities for 2014/15.

The priorities and key areas of focus are outlined in the table below and outlined in more detail in section 5 of this plan.

Service Priority	Key Areas of Focus for 2014/15		
<b>1. Reduce Offending and Protect Communities from Harm</b>	<b>1a.</b> Reducing re-offending	<b>1a(i)</b> APIS	
		<b>1a(ii)</b> Management of Risk	
		<b>1a(iii)</b> Sexually Harmful Behaviour	
	<b>1b.</b> LAC and Care Leavers		
	<b>1c.</b> Diversion	<b>1c(i)</b> Out of Court Disposals	
		<b>1c(ii)</b> First Time Entrants	
		<b>1c(iii)</b> Custody and ISS	
<b>1d.</b> Restorative Process	<b>1d (i)</b> Reparation		
	<b>1d(ii)</b> Embedding RJ		
<b>1e.</b> Safeguarding			
<b>2. Enabling Staff to Deliver Now and into the future</b>	<b>2a.</b> Training and Development		
	<b>2b.</b> Communication and Engagement		
	<b>2c.</b> Management Oversight		
<b>3. Finish the Job</b>	<b>3a.</b> Fit for the future	<b>3a(i)</b> Development of Unpaid Work	
		<b>3a(ii)</b> Transition to Adulthood	
		<b>3a(iii)</b> Consistency in Practice	
		<b>3a(iv)</b> Arrangements for 2015	
	<b>3b.</b> ICT	<b>3b(i)</b> Implement single ICT system	
	<b>3c.</b> Accommodation	<b>3b(ii)</b> Upgrade Case Management System	
<b>4. Get Connected, Stay Connected</b>	<b>4a.</b> Pathways and Protocols	<b>4a(i)</b> Access to Services	
		<b>4a(ii)</b> SM, ETE and Parenting	
	<b>4b.</b> How we become more integrated		
<b>5. Know the Right Thing</b>	<b>5a.</b> QA and Performance	<b>5a(i)</b> Outcomes	
		<b>5a(ii)</b> Re-offending Analysis	
	<b>5b.</b> Voice of the Child		
<b>5c.</b> Policies and Procedures			

## **Partnerships**

The Youth Offending Service only has one outsourced service, the provision of Appropriate Adults for young people in Police custody. The service is provided by a local voluntary sector organisation YSS. Due to previous contracting arrangements with YSS, the organisation currently seconds 5 staff into West Mercia YOS who are deployed in the delivery of ISS, reparation and assistant case manager roles.

The YOS is a member of the four Safeguarding Children Boards and the Children's Trusts or equivalent partnerships. The YOS is represented on the Crime and Disorder reduction partnerships at the unitary or top tier authority level. The YOS is an active member of the West Mercia Criminal Justice Board.

The YOS is contributing to the Troubled Families programmes across the 4 areas and is represented at two of the strategic planning groups.

In setting the priorities for 14/15 the Management Board has ensured that these support three of the four strategic aims of the West Mercia Police and Crime Plan. The YOS will directly contribute to objective 5 of the Police and Crime Plan, to reduce re-offending and bring offenders to account, under which two of the success measures are the YOS First Time Entrant and Re-offending Indicators.

## **5. PRIORITIES FOR 2014/15**

### **1 Reduce Youth Offending and Protecting Communities from Harm**

The YOS is committed to ensuring that the risks posed by and to young people in the youth justice system are minimised through robust assessment and risk management. Key areas of focus under this priority for 2014/15 are reducing re-offending, looked after children and care leavers, diversion and restorative approaches and safeguarding

#### **1a Reducing Re-offending**

The re-offending performance is worsening, however the numbers in the cohort have been falling so there are significantly less re-offences. In 14/14 the YOS will concentrate on three areas, those of;

- 1a(i) Assessment and Planning – improving the quality of assessment and intervention planning and planning for the implementation of AssetPlus, the new national assessment tool for youth offending services.
- 1a(ii) Management of Risk – Reviewing and revising the risk management and DYO processes across the area.
- 1a(iii) Sexually Harmful Behaviour – Further implement and embed the AIM2 assessment and intervention work for young people demonstrating sexually harmful behaviour

#### **1b Looked after Children and Care Leavers**

Looked after children (LAC) and care leavers who are in the youth justice system have been identified as a particularly vulnerable subset of both the LAC population and the youth offending population. LAC form a significant proportion of young people on YOS case loads across the West Mercia area teams. There is also a significant proportion of LAC from other Local Authorities who are temporarily placed in Shropshire and in Herefordshire and managed by the YOS. An operational reference group, as a sub-group of the Management Board, was established in 13/14, comprising of representatives of the social care services and the YOS to analyse the joint issues and develop joint working in relation to LAC and care leavers. The group will refresh their work plan, which will include putting in place joint protocols between YOS and Social Care and establishing an area wide protocol to reduce the need to criminalise young people in the looked after system.

## 1c Diversion

- 1c(i) The new out of court disposal framework has been in operation for a year. A priority will be reviewing the current arrangements for joint decision making and further developing the intervention programmes for young people subject to cautions.
- 1c(ii) Diversion from the youth justice system through targeted interventions contributes to reducing the number of first time entrants to the youth justice system. With targeted prevention work moved from the YOS and included in early help services, the YOS will convene a group to ensure that those young people on the edge of the youth justice system and are effectively targeted for help.
- 1c(iii) Reducing custody is another area of focus and in 2014/15 the YOS will concentrate on developing robust alternatives to secure remands, establishing a consistent ISS offer across the area and developing resettlement support.

## 1d Restorative Approaches

The YOS has good reparation services and victim liaison arrangements. Despite this the proportion of victims participating in direct restorative processes remains low. In 14/15 the YOS will complete the RJ training programme that commenced in 13/14 and ensure that restorative practices become embedded in the work of the YOS

## 1e Safeguarding

In 14/15 the YOS will implement a comprehensive safeguarding action plan to ensure that the YOS is fully compliant with responsibilities under section 11 of the Children Act.

## 2. Enabling staff to deliver now and into the future

This priority is concerned with ensuring that staff have the right training, knowledge and support to deliver quality services for children and young people. Key areas for focus for 14/15 are training, communication and engagement and management oversight.

### 2a Training Strategy and Plan

In 13/14 two surveys were undertaken in the YOS, one on general training needs and the second on safeguarding training needs. These surveys are informing the training plan for 14/15.

## 2b Communication and Engagement

Staff have identified that communication within the YOS could be improved. In 14/15 it is intended to establish a staff communications group to develop and oversee a YOS communication strategy and plan.

## 2c Management Oversight

In the latter part of 13/14 it has been identified that management oversight is inconsistent across the service. In 14/15 the service will further define those activities where management oversight is required, and how that management oversight is achieved, ensuring this is consistent across the service. This includes ensuring that the new service supervision is implemented.

## 3 Finishing the Job

Although West Mercia YOS was established on 1<sup>st</sup> October 2012, at 1<sup>st</sup> April 2014 the YOS is implementing the second phase of the restructuring of youth justice services across West Mercia

### 3a Fit for Purpose

The YOS four main priorities under this key area of focus are;

- 3a(i) Unpaid Work - The development of an unpaid work scheme for when the responsibility for the delivery of unpaid work for 16 and 17 year olds transfers from provider of probation services to YOTs in June 2014.
- 3a(ii) Transition to adulthood - The YOS will seek to continue the previously planned work with the Probation Trust, with the new providers of probation services.
- 3a(iii) Ensuring consistency across the service - There are currently performance and quality differences between the area teams, and YOS intends to ensure that all teams are operating to the same high standard.
- 3a(iv) Service review - Reviewing the longer term service management and delivery arrangements for 1<sup>st</sup> April 2015 onwards

### 3b ICT

There are two main outstanding areas of implementation under this area of focus to be progressed in 14/15;

3b(i) Single ICT system – Implementation of a single ICT system for West Mercia YOS.

3b(ii) Implementing ChildView - Merging the two case management system data sets and upgrading the case management system.

### 3c Accommodation

In 2013/14 the new accommodation arrangements were established for the Telford and Wrekin and Shropshire Teams. In 14/15 it is the intention to relocate the Herefordshire Team and co-locate the two Worcestershire Teams.

## 4. Get Connected, Stay Connected

One of the service priorities is to promote better integrated working between the YOS and other children and family services with the shared aim of improving outcomes for young people in the youth justice system. Key areas of focus for this priority in 14/15 are pathways and protocols and how the YOS becomes more included.

### 4a Pathways and Protocols

4a(i) Protocols - In 14/15 the YOS will continue the work to define pathways for young offenders into targeted services so they to obtain timely and appropriate services with key agencies. These pathways will be underpinned by joint protocols.

4a(ii) Commissioning - The commissioning process will be completed for ETE, Parenting and Substance Misuse work

### 4b How we become more included

Promoting greater integrated and joint working between the YOS and other services is a key area of focus. Initially in 14/15 this will be focused, in particular, on the work to be undertaken on joint issues with LAC and care leavers, in ensuring linkages with the Troubled Families and Early Help developments and information exchange with the social care services.

## **5. Know the Right Thing**

Knowing the right thing is about ensuring that the YOS, the Management Board and other agencies have the information required to develop services and improve the outcomes for children and young people in the youth justice system and those at risk of entering the youth justice system.

### **5a Performance and Quality Assurance**

The service developed and agreed a performance and QA framework in 13/14, but has work to complete in terms of implementing and embedding the frameworks, developing some of the quality assurance tools and developing the quality assurance role of newly recruited Advance Case Manager team. Two particular areas of focus for 14/15 are;

- 5a(i) Outcomes – Informing a service improvement plan through undertaking a mock inspection, a National Standards audit and self assessment of key areas of work.
- 5a(ii) Re-Offending – Continuation of the analysis of the re-offending cohort in order to understand where and how resources are best targeted.

### **5b Voice of the Child**

A key area of focus will be the voice of child, ensuring that service users are involved in their assessment and planning processes, in evaluation and in helping to inform service development. Implementation of the Viewpoint feedback process for the Inspectorate will form part of work under this key area of focus.

### **5c Putting the right policies, procedures and guidance in place**

In 13/14 comprehensive case management guidance including a management of risk policy was put in place as well as a safeguarding policy, allegations against staff policy, out of court disposal guidance and supervision policy. In 14/15 further guidance will be developed, in particular comprehensive guidance on recording has been identified as a priority.

## 6. RISKS TO FUTURE DELIVERY – THE ACTION PLAN

Risk to Future Delivery	Action	Key Priority and Area of Focus	Owner	Timescale (by end of quarter)
Intervention plans not sufficiently addressing assessed risks leading to increased risk of re-offending	Review current use of intervention and risk plans, evaluate change to a single plan	1a(i)	TMT	Q2
	Develop and implement QA tool and process for intervention planning	1a(i)	CPM	Q2
	Implementation of Asset Plus – Prepare service for Asset Plus Implementation	1a(i)	TMT	Q2 –Q4
	Review and revise guidance regarding intervention and risk planning	1a(i)	TMT	Q3
Gap in knowledge in what promotes engagement and compliance leading to increased levels of breach	Recording of outcomes to be included in recording guidance	1a(i)	CPM	Q2
	Use analysis of breach statistics to inform whether to establish a compliance panel	1a(i)	CPM/ TMT	Q3
Inconsistent risk planning processes across the service	Review and revise key risk management processes to ensure consistency – Case Planning Forums and DYO processes and paperwork	1a(ii)	TMT/ TMH	Q2
	Review the role of YOS within IOM	1a(ii)	CPM	Q2
The training in assessment and intervention for young people engaged in sexual harmful behaviour (SHB) not embedded in practice	Development of learning circles and buddy arrangements for staff engaged in SHB work	1a(iii)	TMH	Q1
	Launch SHB processes via workshop	1a(iii)	TMH/ TMWN	Q2
Disproportionate criminalisation of LAC affecting FTE and re-offending rates	Agreement of multi-agency protocol to reduce criminalisation of LAC	1b	TMS	Q3
Lack of coherent remand strategy risks increasing the number of remands to custody	Development of a remand management strategy	1b	CPM	Q2
Inconsistent decision making across West Mercia in respect to out of court disposals	Establish joint YOS/Police out of court disposal protocol	1c(i)	TMWS	Q3
	Review out of court joint decision making framework	1c(i)	TMWS	Q3
Young people at risk of entering the YJS not effectively targeted for intervention	Establish the OPCC Task and Finish group to monitor prevention work	1c(ii)	HOS	Q1

Risk to Future Delivery	Action	Key Priority and Area of Focus	Owner	Timescale (by end of quarter)
Insufficient understanding of reasons for differential FTE rates and new Police CR policy leading to increased FTEs	Analysis of differential rates of FTE performance across West Mercia	1c(ii)	CPM	Q2
	Monitor proportionate use informal disposals and out of court sanctions	1c(ii)	CPM	Q1 – Q4
Inconsistent practice across West Mercia leading to increased use of custodial sentences and remands	Implementation of a centralised custody review process	1c(iii)	TMH	Q2
	Implementation of a West Mercia wide single ISS scheme	1c(iii)	TMH	Q2
	Development of a consistent bail support offer across West Mercia	1c(iii)	CPM	Q3
Inconsistent reparation practice across West Mercia	Implementation of a West Mercia wide reparation scheme	1d(i)	TMCS	Q1
Restorative processes not embedded in practice	Complete service wide RJ training for identified staff	1d(ii)	TMH	Q1
	Revise and agree the YOS RJ Strategy	1d(ii)	TMH	Q1
	Establish a service wide RJ service development group	1d(ii)	TMH	Q1
Insufficient risk management and planning with respect to vulnerability and safeguarding	Roll out safeguarding peer review across the service	1e	THWS	Q1
	Implement S11 action plans	1e	HOS	Q1 – Q4
No defined workforce development plan	Develop and implement service training plan for 14/15	2a	CPM	Q2
Inconsistent communication across the service	Establish YOS Communications Group	2b	HOS	Q1
	Develop YOS communication strategy and plan for 14/15	2b	HOS	Q1
Inconsistent supervision practices across the service	Ensure new supervision policy embedded by monitoring audits at 2 and 5 months	2c	CPM	Q3
Risk management guidance does not reflect revised processes for CPF and DYO	Review and revise risk management and case management guidance	2c	TMT	Q2
No provision for unpaid work requirements	Development of Unpaid Work scheme for 16 and 17 year olds	3a(i)	TMCS	Q2
Unplanned arrangements for young people moving between youth and adult systems	Ensure case transfer arrangements/protocols in place with new providers of Probation	3a(ii)	CPM	Q2

Risk to Future Delivery	Action	Key Priority and Area of Focus	Owner	Timescale (by end of quarter)
Risks associated with NPS having statutory responsibility for YOTs but the majority of transferred work being to CRC	Establish a YOS reference group to include representatives of NPS and CRC	3a(ii)	HOS	Q2
Inconsistent recording practices	Put in place revised recording guidance for case management system	3a(iii)	CPM	Q1
Inconsistent quality assurance practices between service teams	Implementation of cross service QA processes	3a(iii)	CPM	Q1
Insufficient range of programmes to address assessed risk factors	Development of Activity and Programme work across the service	3a(iii)	CPMWN	Q3
Uncertain delivery arrangements from 1 <sup>st</sup> April 2015	Scope and decide on management and delivery arrangements for 2015 onwards	3a(iv)	CMB	Q3
Two ICT systems create barriers to performance monitoring and management oversight	Implement YOS/WMP project plan for rolling out WMP hosted ICT across the service	3b(i)	PRMB	Q2
YOIS does not support the new assessment framework	Upgrade Client/Management Information system to ChildView	3b(ii)	CPM	Q4
Leases coming to end on some buildings	Relocation of Worcestershire and Herefordshire Teams	3c	CPM	Q4
Inconsistent and ad hoc arrangements with key partners	Development of agreed pathways/protocols into services where these do not currently exist, in particular; Sign off of the remand protocols with L.A.s, Protocols with Children's Social Care and joint protocol regarding YP in Police Custody	4a(i)	CPM	Q2
Robust arrangements not in place for some key areas of discretionary practice	Complete commissioning work and agree delivery arrangements for ETE liaison, Substance Misuse and Parenting	4a(ii)	CPM	Q3
Assessments not taking account of full range of information sources	Explore the possibility of access to Children Social Care information systems in areas where this does not exist	4b	CPM	Q3

Risk to Future Delivery	Action	Key Priority and Area of Focus	Owner	Timescale (by end of quarter)
YOS does not have compliant structure if commissioned out	Investigate with DCSs secondment of social workers	4b	HOS	Q3
YOS not inspection ready	Commissioning independent mock inspection to inform improvement plan	5a(i)	CPM	Q1
YOS not NS compliant	Undertake National Standard audit	5a(i)	CPM	Q2
Future plans not evidence based	Undertake self audit on key areas of work to inform future planning	5a(i)	HOS	Q4
Merger of Youth Panels, and trials being held across Court centres leading to inconsistent sentencing	Monitor sentencing outcomes of trials held across different Worcestershire court centres	5a(i)	CPM	Q4
Not understanding matters affecting re-offending performance	Undertake further re-offending analysis	5a(i)	TMT	Q2
Service development not informed by user feedback	Implement Viewpoint feedback process for HMIP	5b	TMT	Q1
	Review and revise service user feedback process across the service	5b	CPM	Q2
Inconsistent practice	Identify key areas where policy development is required and put policies in place	5c	HOS	Q3

**Key to Action Owners:**

HOS Head of Service

TMS Team Manager – Shropshire

TMWS Team Manager – South Worcs

PRMB Management Board Police Representative

CPM CP and QA Manager

TMT Team Manager – Telford

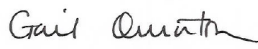
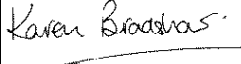
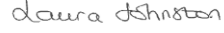




TMCS Team Manager – Central Services

TMH Team Manager – Herefordshire

TMWN Team Manager – North Worcs

CMB Chair of the Management Board

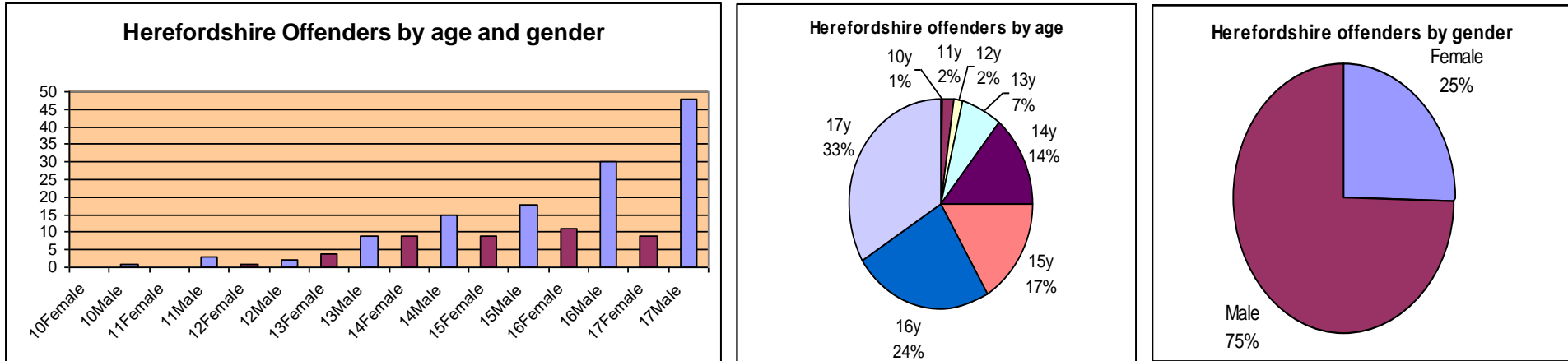
## 7 MANAGEMENT BOARD APPROVAL

Agency	Agency	Signature	Date
Gail Quinton	Worcestershire County Council		23.05.14
Karen Bradshaw	Shropshire Council		23.05.14
Laura Johnston	Telford and Wrekin Council		24.05.14
Jo Davidson	Herefordshire Council		23.05.14
David Chantler	West Mercia Probation Trust		23.05.14
Gareth Morgan	West Mercia Police		23.05.14
Becki Hipkins	NHS England		23.05.14
Andy Champness	Office of the West Mercia Police and Crime Commissioner		23.05.14

## APPENDIX 1 - AREA PROFILE – HEREFORDSHIRE

### Youth Offending Population – all Young People

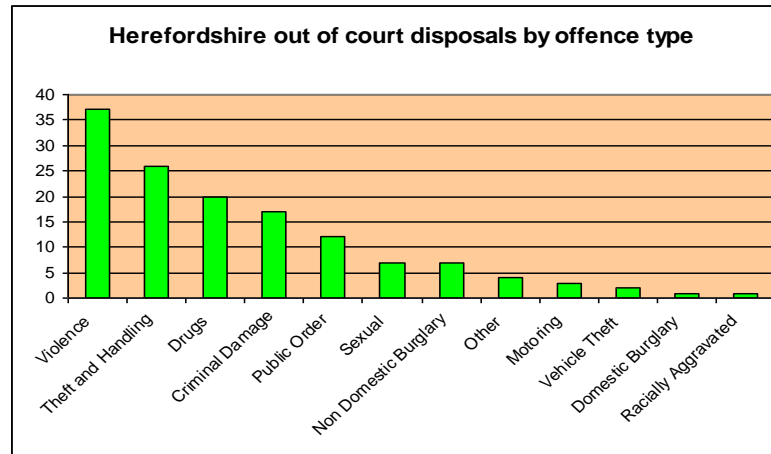
There are 16,810 young people aged 10 to 17 in Herefordshire. In 2013 there were 244 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Herefordshire young people. A total of 169 individual young people accounted for these 244 outcomes, 1% of the youth population.



Of the 169 young people entering or in the youth justice system in 2013, 75% were male. The majority, 74%, were aged 15 to 17 years. The peak age of offending for young males was 17 years and for young females 16 years.

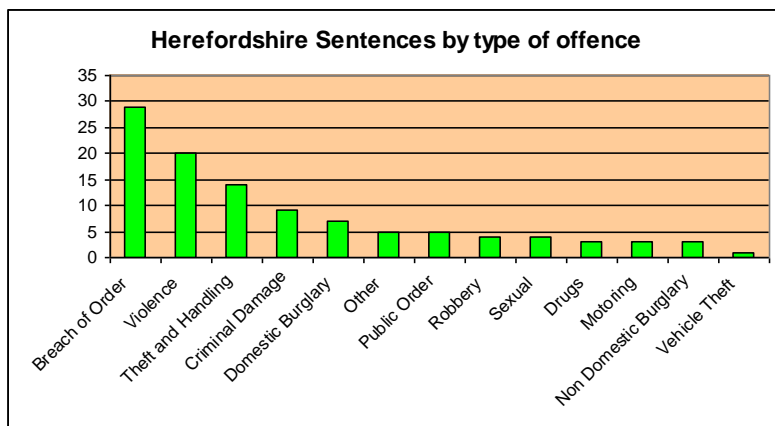
### Youth Offending Population – Young People Subject to Out of Court Disposals

During 2013 there were a total of 137 pre-court disposals made on Herefordshire young people, 30 of these were Reprimands, 14 Final Warnings, 86 Youth Cautions and 7 Youth Conditional Cautions. The YOS is required to assess all young people made subject to Final Warnings, second and subsequent Youth Cautions and Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2013 intervention programmes were provided for 25 pre-court disposals.



The most frequently occurring primary offence for out of court disposals was violence against the person, 27%, followed by theft and handling, 19%, drug offences, 15%, criminal damage 12% and public order 9%.

### Youth Offending Population – Young People Subject to Court Outcomes



In 2013 a total of 57 Herefordshire young people accounted for 107 court outcomes. Orders requiring YOS interventions (Referral Orders, YROs and Custodial sentences) accounted for 51 of the 107 court outcomes.

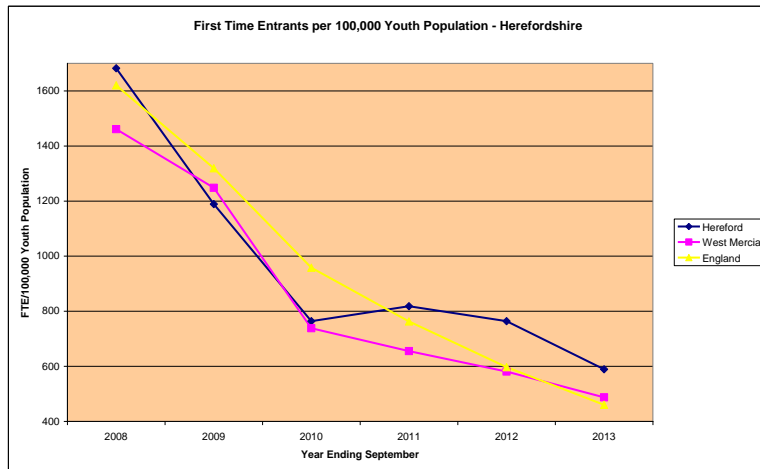
The majority, 88% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for just under half (49%) of young people receiving a court sentence.

The most frequently occurring primary offence for court sentences was breach of an order, accounting for 27% of all outcomes. Violence against the person was the next frequently occurring offence, 19%, followed by theft and handling, 13% and criminal damage 8%. These four categories of offences accounted for 67% of all sentencing outcomes.

## Performance Against National Indicators

### (i) First Time Entrants

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (prior to 01.04.13 these were a Reprimand, Final Warning or Conviction, currently a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In the year ending September 2013 there were 589 first time entrants per 100,000 youth population in Herefordshire, representing a reduction of -65% since the year ending September 2008. This compares with a reduction for England of -71.6% and for West Mercia of -66.7% over the same period. The actual number of first time entrants in the year ending September 2013 is 99, compared to 309 in 2008.

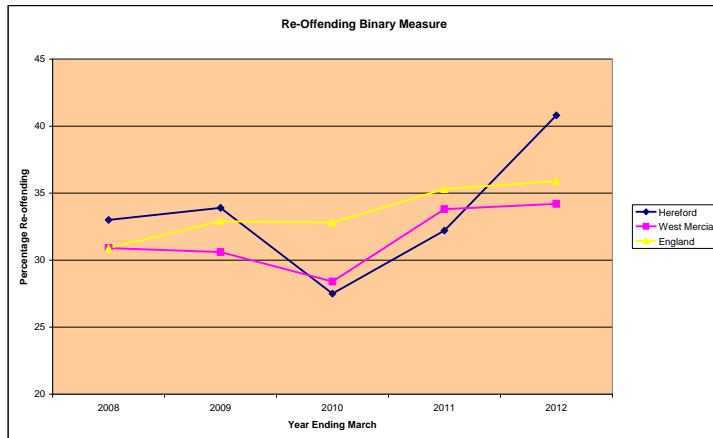
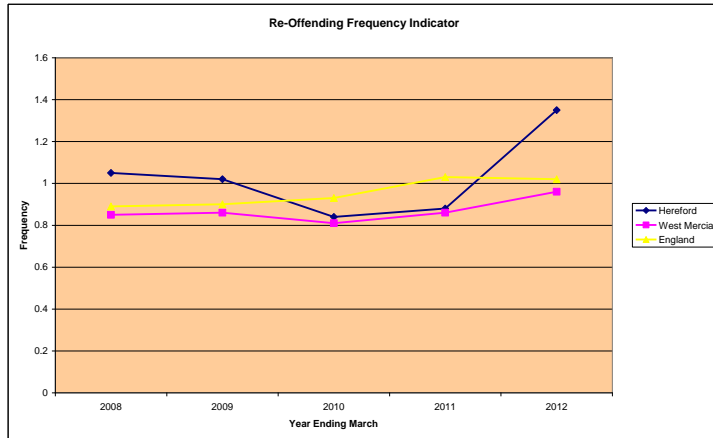
At 589 Herefordshire has the highest rate of FTEs across West Mercia, the next highest rate being 535. Some analysis into reasons for the higher has been undertaken during 13/14, and it has been found that in part it is due to a higher detection rate and a lower proportional use of informal disposals. Further analysis is planned for 14/15.

### (ii) Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population, a lower rate indicates better performance. Herefordshire has, historically, had a low rate of custodial sentences.

There were 5 custodial sentences during 2013, equating to a rate of 0.3 custodial sentences per 1000 youth population this represents a reduction in custodial sentences from 2012 where there were 6 custodial sentences equating to a rate of 0.36. The 2013 rate of 0.3% compares to a West Mercia rate of 0.27 and a national rate of 0.67. Custodial sentences accounted for 4.2% of all court outcomes in Herefordshire, compared to 6.5% of all court outcomes across West Mercia.

### (iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year ending March 2012.

The frequency measure performance for Herefordshire for the year ending March 2012 is 1.35, compared to the West Mercia performance of 0.96 and national performance of 1.02. Herefordshire is, therefore, performing less well than for West Mercia and England, which is a changed picture from the year ending March 2011 when the frequency rate was 0.88 which was slightly better than for West Mercia (0.89) and significantly better than for England (1.03). The frequency rate nationally has been increasing since 2008.

For the year ending March 2012 the binary measure for Herefordshire is 40.8% compared with a West Mercia performance of 34.2% and a national performance of 35.4%. It should be noted, however, that although the frequency and binary rates have increased, the overall cohort sizes are decreasing year on year. In the year ending March 2008 there were 617 offenders in the cohort and 575 re-offences compared to a cohort size of 347 with 344 re-offences in 2012. The number of actual re-offences has therefore decreased by -40.2% between 2008 and 2012.

Increasing rates are national picture and the YJB has noted that there is currently little evidence as to why this is happening. It is thought that in part it is due to decreasing numbers in cohorts due to the diversion of first time offenders from the formal justice system, leaving a cohort of more serious and complex offenders who are more likely to re-offend. The YJB is continuing to work

with YOTs during 2014/15 in order to understand more what is driving the trend in performance and is launching a revised re-offending tool kit in the first quarter of 14/15 to assist YOTs in understanding better the characteristics of their cohorts.

Locally the West Mercia YOS conducted some analysis in 13/14, which showed that the nature of the cohorts had changed over time, with the proportion of offenders in the cohort subject to out of court disposal decreasing between 2008 and 2012 by 10 percentage points, whilst the proportion of those subject to community and custodial sentences increasing by 7 percentage points. Further analysis is planned in 2014/15 in order to inform more targeted work.

### Education, Training and Employment

The YOS has previously measured whether a young person is in full time education, training or employment at the end of their order. The table below outlines the results for 2012/13.

	Herefordshire % in ETE	West Mercia % in ETE
Young People of School Age	79% (37)	73%
Young People above School Age	59%(37)	59%
Overall Performance	67%(74)	64%

The performance for Herefordshire for school age young people is better than for West Mercia, and the same for young people above school age.

It should be noted that those young people of school age not in full time education are not necessarily NEET, but are receiving an education provision which is not 25 hours a week.

### Looked After Children

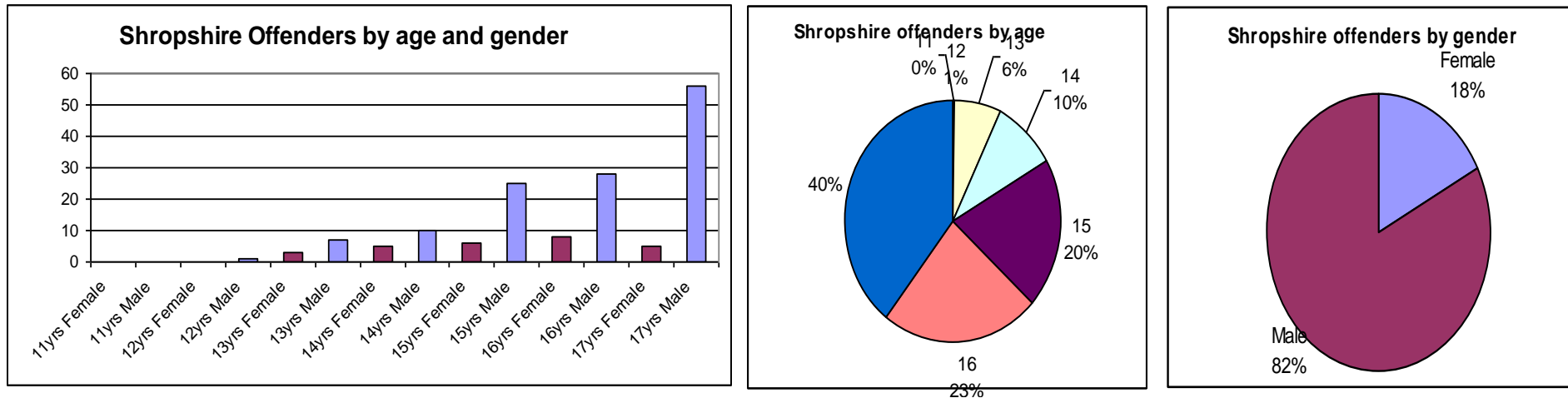
At the end of December 2013 an analysis of LAC on the YOS case load was undertaken. This showed that of the total case load of the Herefordshire YOS Team, 45% were looked after children. At this point in time 17% of the case load were LAC from other areas temporarily placed in Herefordshire.

The YOS Management Board established an operational reference group to analyse the issues between the YOS and Social Care in relation to LAC and Care Leavers and make operational recommendations in relation to joint working to improve the outcomes for LAC and Care Leavers who are in the youth justice system.

## APPENDIX 2 - AREA PROFILE – SHROPSHIRE

### Youth Offending Population – all Young People

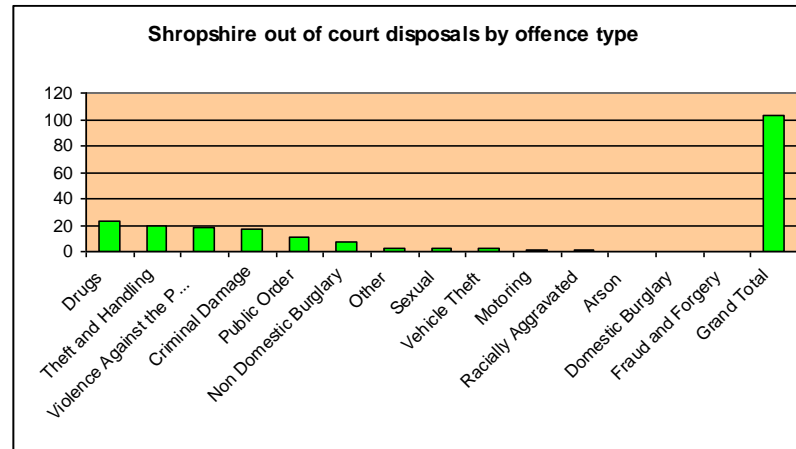
There are 28,909 young people aged 10 to 17 in Shropshire. In 2013 there were 177 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Shropshire young people. A total of 154 individual young people accounted for these 177 outcomes, 0.5% of the youth population.



Of the 154 young people entering or in the youth justice system in 2013, 82% were male. The majority, 83%, were aged 15 to 17 years. The peak age of offending for both young males was 17 years and for young females 16 years.

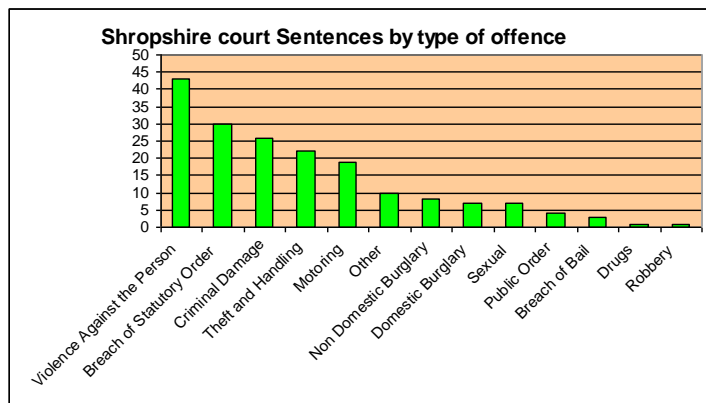
### Youth Offending Population – Young People Subject to Out of Court Disposals

During 2013 there were a total of 103 pre-court disposals made on Shropshire young people, 19 of these were Reprimands, 16 Final Warnings, 61 Youth Cautions and 7 Youth Conditional Cautions. The YOS is required to assess all young people made subject to Final Warnings, second and subsequent Youth Cautions and Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2013 intervention programmes were provided for 19 pre-court disposals.



The most frequently occurring primary offence for out of court disposals were drug offences, 22%, followed by theft and handling, 18%, violence against the person, 17%, criminal damage 17% and public order 11%.

### Youth Offending Population – Young People Subject to Court Outcomes



In 2013 a total of 46 Shropshire young people accounted for 72 court outcomes. Orders requiring YOS interventions (Referral Orders, YROs and Custodial sentences) accounted for 59 of the 72 court outcomes.

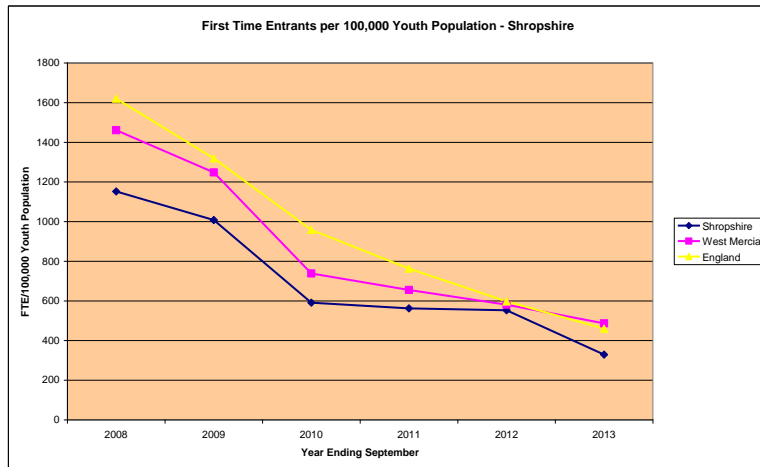
The majority, 94% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for just over half (51%) of young people receiving a court sentence.

The most frequently occurring offence for court sentences was violence against the person, accounting for 24% of all outcomes. Breach of a statutory order was the next frequently occurring offence, 17%, followed by criminal damage, 14% and theft and handling 12%. These four categories of offences accounted for 67% of all sentencing outcomes.

## Performance Against National Indicators

### (i) First Time Entrants

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (prior to 01.04.13 these were a Reprimand, Final Warning or Conviction, currently a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate



In the year ending September 2013 there were 329 first time entrants per 100,000 youth population in Shropshire, representing a reduction of -71.4% since the year ending September 2008. This compares with a reduction for England of -71.6% and for West Mercia of -66.7% over the same period. The actual number of first time entrants in the year ending September 2013 is 95, compared to 359 in 2008.

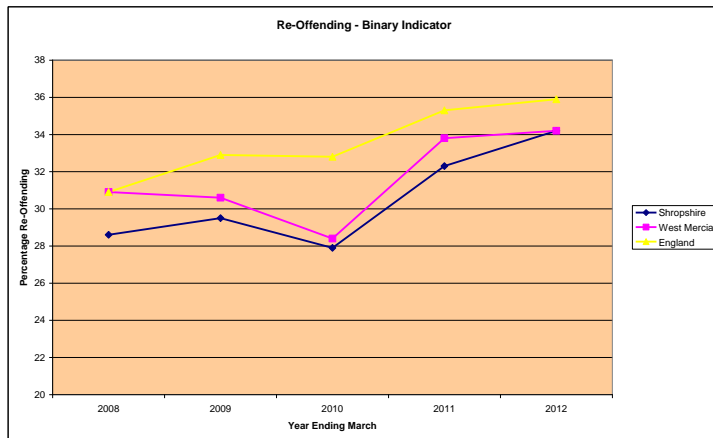
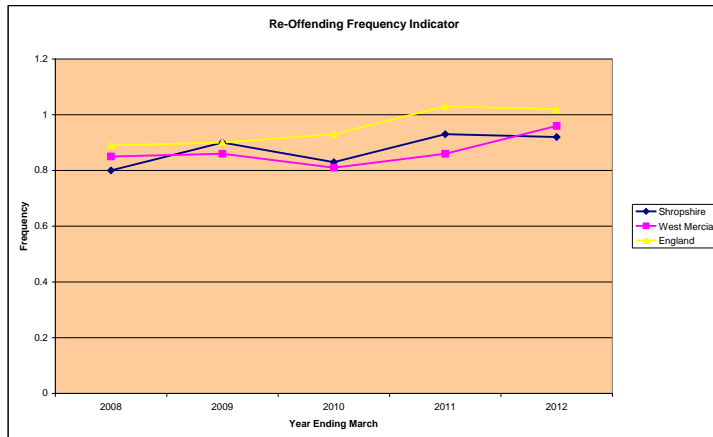
At 329 Shropshire has the lowest rate of FTEs across West Mercia. This rate is significantly lower than the other areas in West Mercia with the next lowest rate being 504, and significantly lower than the previous year when the rate was 553. Analysis is planned for 14/15 in order to understand the factors that have contributed to the significant reduction in FTEs in Shropshire in the year ending September 2013.

### (ii) Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population, a lower rate indicates better performance. Shropshire has, historically, had a low rate of custodial sentences.

There were 3 custodial sentences during 2013, equating to a rate of 0.1 custodial sentences per 1000 youth population this represents a reduction in custodial sentences from 2012 where there were 5 custodial sentences equating to a rate of 0.17. The 2013 rate of 0.3% compares to a West Mercia rate of 0.27 and a national rate of 0.67. Custodial sentences accounted for 5.1% of all court outcomes in Shropshire, compared to 6.5% of all court outcomes across West Mercia.

### (iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year ending March 2012.

The frequency measure performance for Shropshire for the year ending March 2012 is 0.92, compared to the West Mercia performance of 0.96 and national performance of 1.02. Shropshire is, therefore better than for West Mercia and England, which is a changed picture from the year ending March 2011 when the frequency rate was 0.93 which was slightly worse than for West Mercia (0.89) but better than for England (1.03). The frequency rate nationally has been increasing since 2008.

For the year ending March 2012 the binary measure for Shropshire is 34.2% which equals the West Mercia performance of 34.2% and is better than the national performance of 35.4%. It should be noted, however, that although the frequency and binary rates have increased since 2008, the overall cohort sizes are decreasing year on year. In the year ending March 2008 there were 709 offenders in the cohort and 570 re-offences compared to a cohort size of 304 with 279 re-offences in 2012. The number of actual re-offences has therefore decreased by -51% between 2008 and 2012.

Increasing rates are national picture and the YJB has noted that there is currently little evidence as to why this is happening. It is thought that in part it is due to decreasing numbers in cohorts due to the diversion of first time offenders from the formal justice system, leaving a cohort of more serious and complex offenders who are more likely to re-offend. The YJB is continuing to work

with YOTs during 2014/15 in order to understand more what is driving the trend in performance and is launching a revised re-offending tool kit in the first quarter of 14/15 to assist YOTs in understanding better the characteristics of their cohorts.

Locally the West Mercia YOS conducted some analysis in 13/14, which showed that the nature of the cohorts had changed over time, with the proportion of offenders in the cohort subject to out of court disposal decreasing between 2008 and 2012 by 10 percentage points, whilst the proportion of those subject to community and custodial sentences increasing by 7 percentage points. Further analysis is planned in 2014/15 in order to inform more targeted work.

### Education, Training and Employment

The YOS has previously measured whether a young person is in full time education, training or employment at the end of their order. The table below outlines the results for 2012/13.

	Shropshire % in ETE	West Mercia % in ETE
Young People of School Age	67% (16)	73%
Young People above School Age	77% (27)	59%
Overall Performance	73% (43)	64%

The performance for Shropshire for school age young people is slightly lower than for West Mercia, but for young people above school age is significantly better.

It should be noted that those young people of school age not in full time education are not necessarily NEET, but are receiving an education provision which is not 25 hours a week.

### Looked After Children

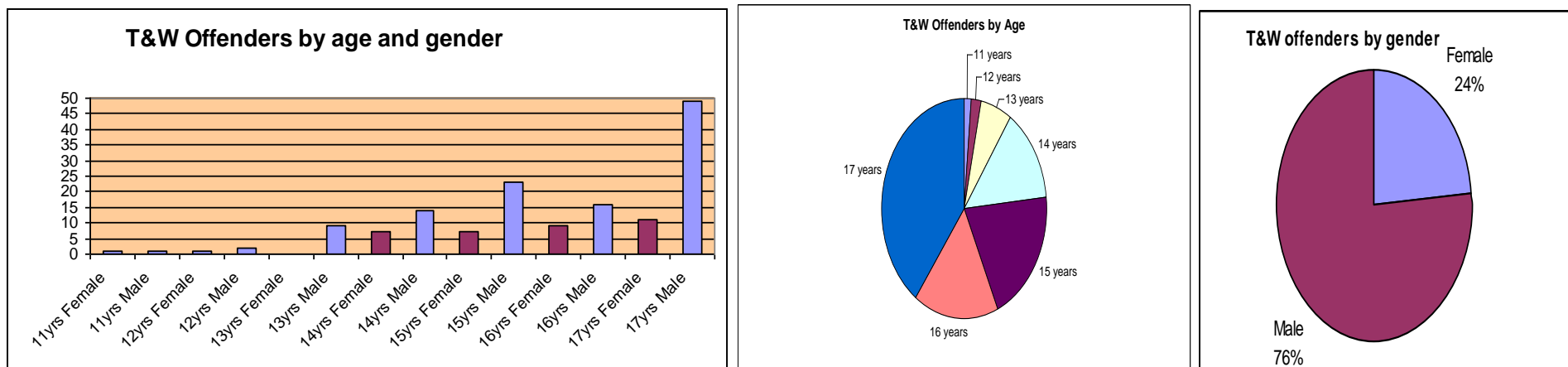
At the end of December 2013 an analysis of LAC on the YOS case load was undertaken. This showed that of the total case load of the Shropshire YOS Team, 50% were looked after children. At this point in time 31% of the case load were LAC from other areas temporarily placed in Shropshire.

The YOS Management Board established an operational reference group to analyse the issues between the YOS and Social Care in relation to LAC and Care Leavers and make operational recommendations in relation to joint working to improve the outcomes for LAC and Care Leavers who are in the youth justice system.

## APPENDIX 3 - AREA PROFILE – TELFORD AND WREKIN

### Youth Offending Population – all Young People

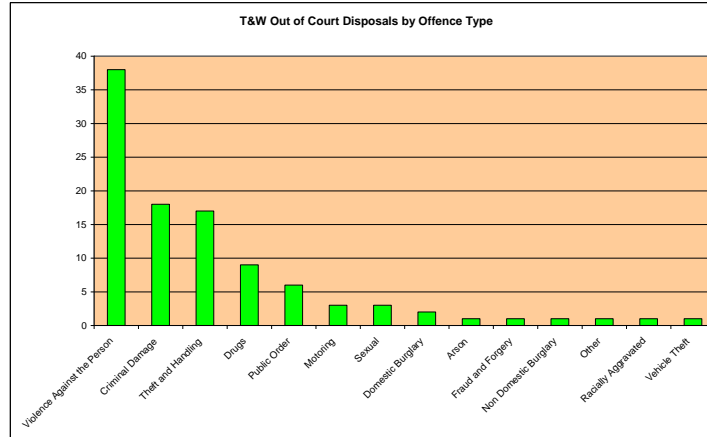
There are 17,072 young people aged 10 to 17 in Telford and Wrekin. In 2013 there were 160 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Telford and Wrekin young people. A total of 150 individual young people accounted for these 160 outcomes, 0.9% of the youth population.



Of the 150 young people entering or in the youth justice system in 2013, 76% were male. The majority, 77%, were aged 15 to 17 years. The peak age of offending for both young males and young females was 17 years.

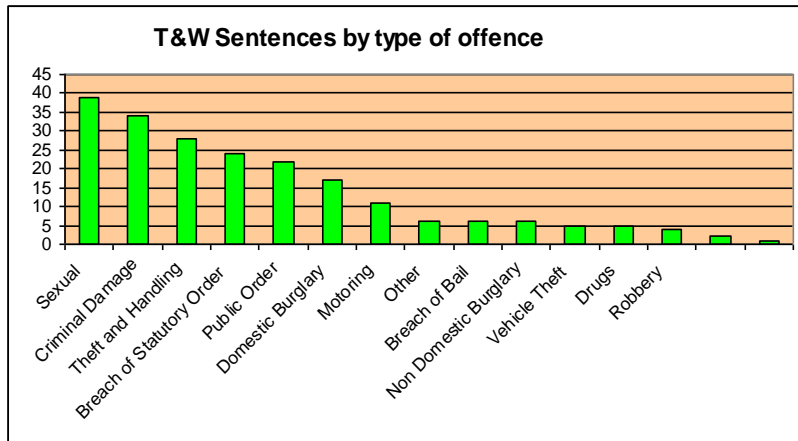
### Youth Offending Population – Young People Subject to Out of Court Disposals

During 2013 there were a total of 102 pre-court disposals made on Telford and Wrekin young people, 9 of these were Reprimands, 13 Final Warnings, 72 Youth Cautions and 8 Youth Conditional Cautions. The YOS is required to assess all young people made subject to Final Warnings, second and subsequent Youth Cautions and Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2013 intervention programmes were provided for 25 pre-court disposals.



The most frequently occurring primary offence for out of court disposals was violence against the person, 37%, followed by criminal damage, 18%, theft and handling, 17%, drug offences 9% and public order 6%.

### Youth Offending Population – Young People Subject to Court Outcomes



In 2013 a total of 43 Telford and Wrekin young people accounted for 55 court outcomes. Orders requiring YOS interventions (Referral Orders, YROs and Custodial sentences) accounted for 45 of the 55 court outcomes.

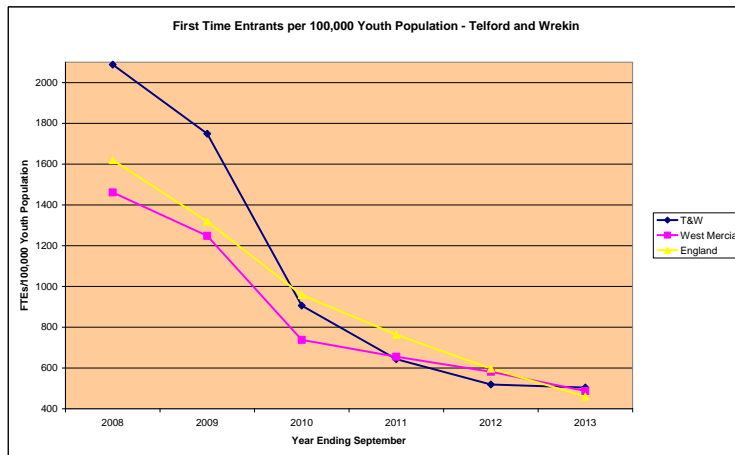
The majority, 85% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for half (50%) of young people receiving a court sentence.

The most frequently occurring offence for court sentences was violence against the person, accounting for 19% of all outcomes. Sexual offences were the next most frequently occurring offences, 16%, followed by criminal damage, 13% and theft and handling 11%. These four categories of offences accounted for 59% of all sentencing outcomes.

## Performance Against National Indicators

### (i) First Time Entrants

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (prior to 01.04.13 these were a Reprimand, Final Warning or Conviction, currently a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In the year ending September 2013 there were 504 first time entrants per 100,000 youth population in Telford and Wrekin, representing a reduction of -75.6% since the year ending September 2008. This compares with a reduction for England of -71.6% and for West Mercia of -66.7% over the same period. The actual number of first time entrants in the year ending September 2013 is 86, compared to 381 in 2008.

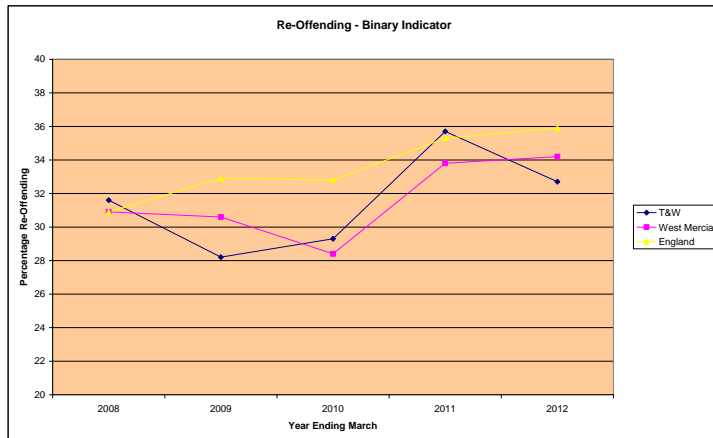
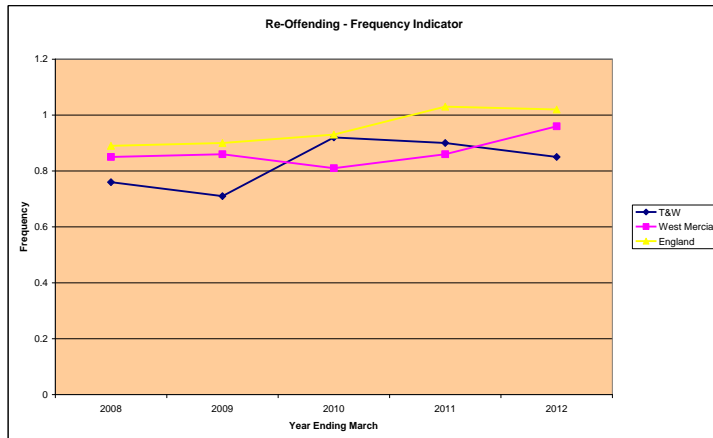
At 504 Telford and Wrekin has second lowest rate of FTEs across West Mercia, the next highest rate being 535 and the highest 589.

### (ii) Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population, a lower rate indicates better performance. Telford and Wrekin has, historically, had a low rate of custodial sentences.

There were 8 custodial sentences during 2013, equating to a rate of 0.48 custodial sentences per 1000 youth population this represents a slight increase in custodial sentences from 2012 where there were 6 custodial sentences equating to a rate of 0.35. The 2013 rate of 0.48% compares to a West Mercia rate of 0.27 and a national rate of 0.67. Custodial sentences accounted for 14% of all court outcomes in Telford and Wrekin, compared to 6.5% of all court outcomes across West Mercia.

### (iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year ending March 2012.

The frequency measure performance for Telford and Wrekin for the year ending March 2012 is 0.85, compared to the West Mercia performance of 0.96 and national performance of 1.02. Telford and Wrekin is, therefore, performing better than for West Mercia and England. The performance is an improvement compared to the year ending March 2011 when the frequency rate was 0.90 which was in line with West Mercia performance (0.89) and significantly better than for England (1.03).

For the year ending March 2012 the binary measure for Telford and Wrekin is 32.7% compared with a West Mercia performance of 34.2% and a national performance of 35.4%. It should be noted the overall cohort sizes are decreasing year on year. In the year ending March 2008 there were 709 offenders in the cohort and 570 re-offences compared to a cohort size of 304 with 279 re-offences in 2012. The number of actual re-offences have therefore decreased by -51% between 2008 and 2012.

Increasing rates are national picture and the YJB has noted that there is currently little evidence as to why this is happening. It is thought that in part it is due to decreasing numbers in cohorts due to the diversion of first time offenders from the formal justice system, leaving a cohort of more serious and complex offenders who are more likely to re-offend. The YJB is continuing to work with YOTs during 2014/15 in order to understand more what is driving the trend in performance and is launching a revised re-offending tool kit in the first quarter of 14/15 to assist YOTs in understanding better the characteristics of their cohorts.

Locally the West Mercia YOS conducted some analysis in 13/14, which showed that the nature of the cohorts had changed over time, with the proportion of offenders in the cohort subject to out of court disposal decreasing between 2008 and 2012 by 10 percentage points, whilst the proportion of those subject to community and custodial sentences increasing by 7 percentage points. Further analysis is planned in 2014/15 in order to inform more targeted work.

### Education, Training and Employment

The YOS has previously measured whether a young person is in full time education, training or employment at the end of their order. The table below outlines the results for 2012/13.

	Telford % in ETE	West Mercia % in ETE
Young People of School Age	77% (40)	73%
Young People above School Age	73% (47)	59%
Overall Performance	75% (87)	64%

The performance for Telford and Wrekin for both school age young people, and those above school age is better than for West Mercia.

It should be noted that those young people of school age not in full time education are not necessarily NEET, but are receiving an education provision which is not 25 hours a week.

### Looked After Children

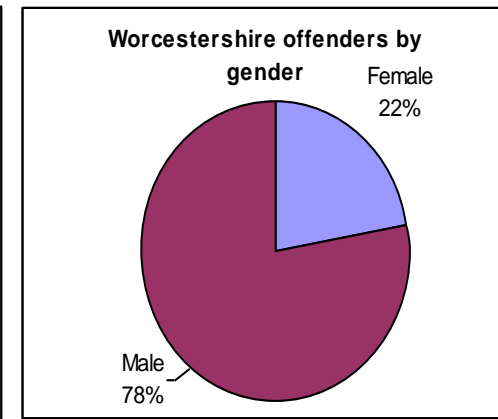
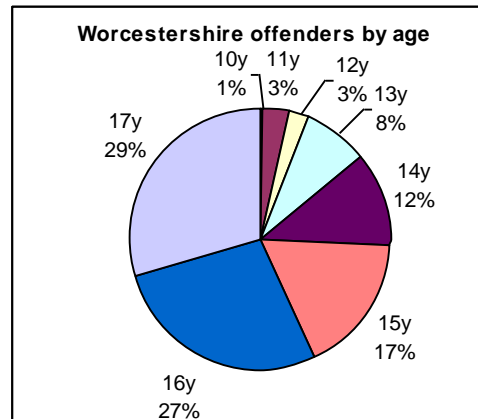
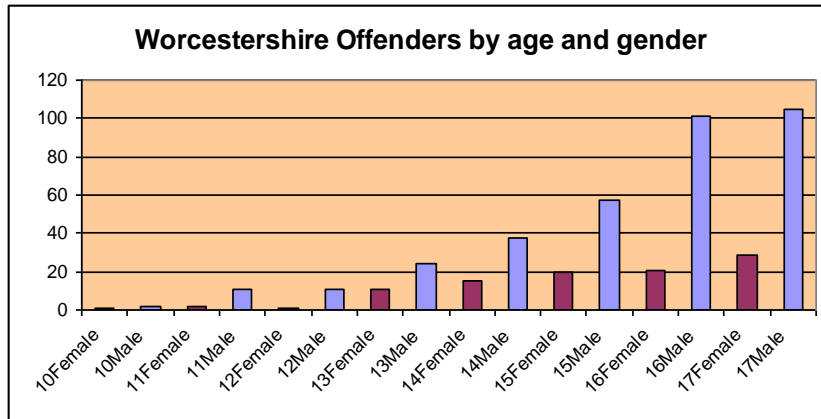
At the end of December 2013 an analysis of LAC on the YOS case load was undertaken. This showed that of the total case load of the Telford and Wrekin YOS Team, 47% were looked after children. At this point in time 17% of the case load were LAC from other areas temporarily placed in Telford and Wrekin.

The YOS Management Board established an operational reference group to analyse the issues between the YOS and Social Care in relation to LAC and Care Leavers and make operational recommendations in relation to joint working to improve the outcomes for LAC and Care Leavers who are in the youth justice system.

## APPENDIX 4 - AREA PROFILE – WORCESTERSHIRE

### Youth Offending Population – all Young People

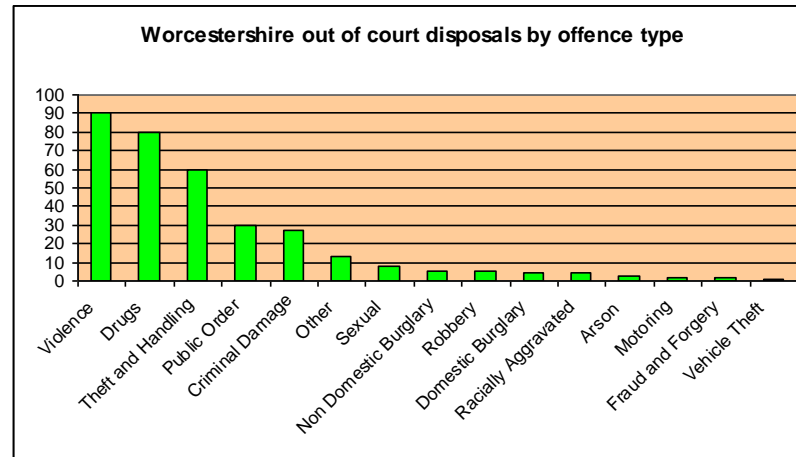
There are 52,280 young people aged 10 to 17 in Worcestershire. In 2013 there were 561 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Worcestershire young people. A total of 449 individual young people accounted for these 561 outcomes, 0.86% of the youth population.



Of the 449 young people entering or in the youth justice system in 2013, 78% were male. The majority, 74%, were aged 15 to 17 years. The peak age of offending for both young males and young females was 17 years.

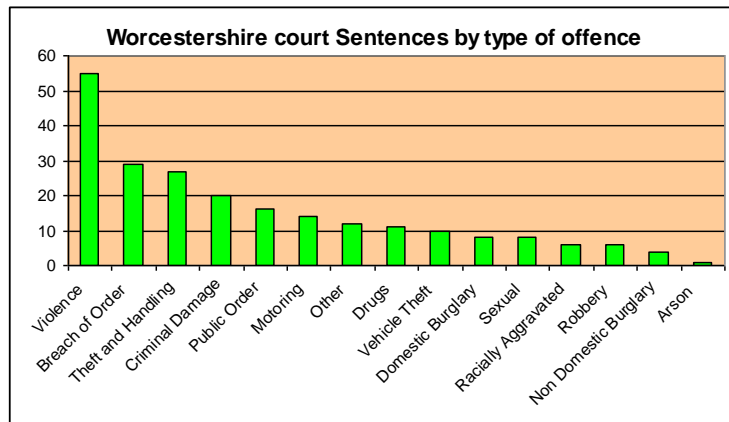
### Youth Offending Population – Young People Subject to Out of Court Disposals

During 2013 there were a total of 334 pre-court disposals made on Worcestershire young people, 47 of these were Reprimands, 19 Final Warnings, 252 Youth Cautions and 16 Youth Conditional Cautions. The YOS is required to assess all young people made subject to Final Warnings, second and subsequent Youth Cautions and Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2013 intervention programmes were provided for 79 pre-court disposals.



The most frequently occurring primary offence for out of court disposals was violence against the person, 27%, followed drug offences, 24%, theft and handling, 18%, public order 9% and criminal damage 8%.

### Youth Offending Population – Young People Subject to Court Outcomes



In 2013 a total of 158 Worcestershire young people accounted for 227 court outcomes. Orders requiring YOS interventions (Referral Orders, YROs and Custodial sentences) accounted for 165 of the 227 court outcomes.

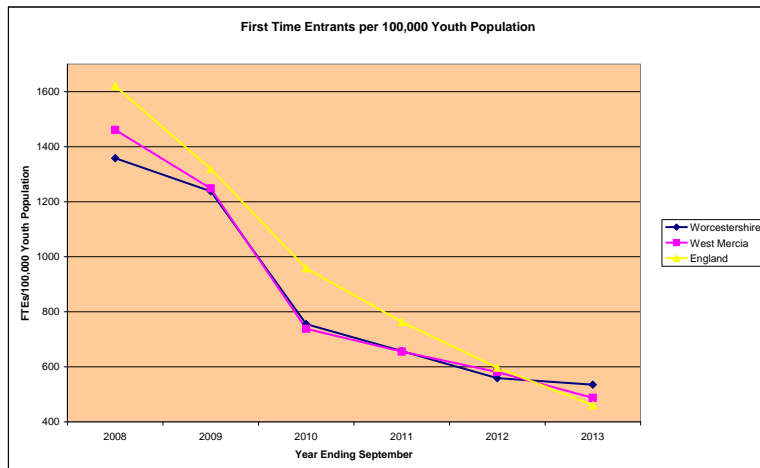
The majority, 86% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for 39% of young people receiving a court sentence.

The most frequently occurring primary offence for court sentences was violence against the person, accounting for 24% of all outcomes. Breach of a statutory order was the next frequently occurring offence, 13%, followed by theft and handling, 12% and theft and criminal damage 9%. These four categories of offences accounted for 58% of all sentencing outcomes.

## Performance Against National Indicators

### (i) First Time Entrants

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (prior to 01.04.13 these were a Reprimand, Final Warning or Conviction, currently a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In the year ending September 2013 there were 535 first time entrants per 100,000 youth population in Worcestershire, representing a reduction of -61% since the year ending September 2008. This compares with a reduction for England of -71.6% and for West Mercia of -66.7% over the same period. The actual number of first time entrants in the year ending September 2013 is 280, compared to 774 in 2008.

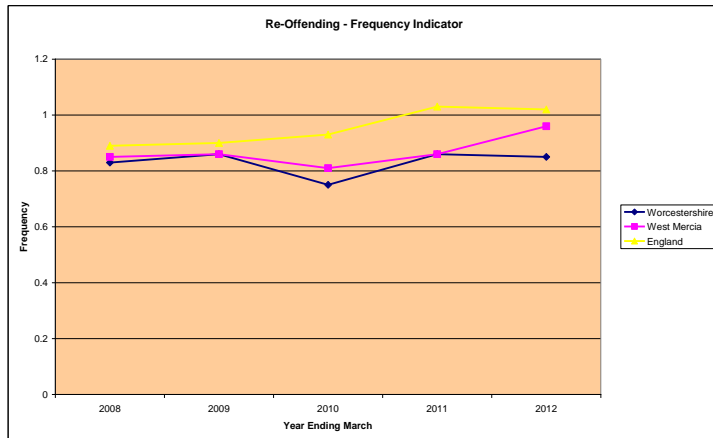
At 535 Worcestershire has the second highest rate of FTEs across West Mercia, the highest rate being 589.

### (ii) Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population, a lower rate indicates better performance. Worcestershire has, historically, had a low rate of custodial sentences.

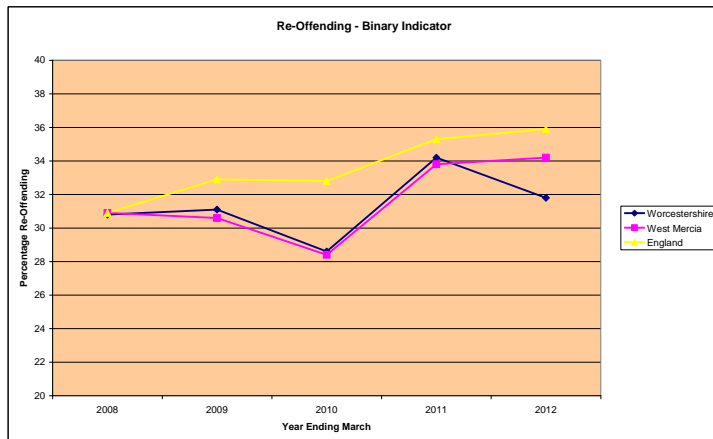
There were 14 custodial sentences during 2013, equating to a rate of 0.27 custodial sentences per 1000 youth population this represents a reduction in custodial sentences from 2012 where there were 25 custodial sentences equating to a rate of 0.48. The 2013 rate of 0.27% is in line with the West Mercia rate of 0.27 and is better than the national rate of 0.67. Custodial sentences accounted for 5.2% of all court outcomes in Worcestershire, compared to 6.5% of all court outcomes across West Mercia.

### (iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year ending March 2012.

The frequency measure performance for Worcestershire for the year ending March 2012 is 0.85, compared to the West Mercia performance of 0.96 and national performance of 1.02. Worcestershire is, therefore, better than for West Mercia and England. The performance is slightly better than for 2012 when it was 0.86 and apart from 2010 has remained fairly constant since 2008.



For the year ending March 2012 the binary measure for Worcestershire is 31.8% compared with a West Mercia performance of 34.2% and a national performance of 35.4%. This represents improved performance since 2012 when it was 34.2. It should also be noted that the overall cohort sizes are decreasing year on year. In the year ending March 2008 there were 1142 offenders in the cohort and 1331 re-offences compared to a cohort size of 585 with 497 re-offences in 2012. The number of actual re-offences has therefore decreased by -63% between 2008 and 2012.

Increasing rates are national picture and the YJB has noted that there is currently little evidence as to why this is happening. It is thought that in part it is due to decreasing numbers in cohorts due to the diversion of first time offenders from the formal justice system, leaving a cohort of more serious and complex offenders who are more likely to re-offend. The YJB is continuing to work with YOTs during 2014/15 in order to understand more what is driving the trend in performance and is launching a revised re-offending tool kit in the first quarter of 14/15 to assist YOTs in understanding better the characteristics of their cohorts.

Locally the West Mercia YOS conducted some analysis in 13/14, which showed that the nature of the cohorts had changed over time, with the proportion of offenders in the cohort subject to out of court disposal decreasing between 2008 and 2012 by 10 percentage points, whilst the proportion of those subject to community and custodial sentences increasing by 7 percentage points. Further analysis is planned in 2014/15 in order to inform more targeted work.

### Education, Training and Employment

The YOS has previously measured whether a young person is in full time education, training or employment at the end of their order. The table below outlines the results for 2012/13.

	Worcestershire % in ETE	West Mercia % in ETE
Young People of School Age	69% (66)	73%
Young People above School Age	50% (87)	59%
Overall Performance	57% (153)	64%

The performance for Worcestershire is slightly lower than for West Mercia.

It should be noted that those young people of school age not in full time education are not necessarily NEET, but are receiving an education provision which is not 25 hours a week.

### Looked After Children

At the end of December 2013 an analysis of LAC on the YOS case load was undertaken. This showed that of the total case load of the Worcestershire YOS Teams, 25% were looked after children. At this point in time 4% of the case load were LAC from other areas temporarily placed in Worcestershire.

The YOS Management Board established an operational reference group to analyse the issues between the YOS and Social Care in relation to LAC and Care Leavers and make operational recommendations in relation to joint working to improve the outcomes for LAC and Care Leavers who are in the youth justice system.

**TELFORD & WREKIN COUNCIL**

**CABINET – 24 JULY 2014**

**YOUTH JUSTICE PLAN 14/15**

**REPORT OF ASSISTANT DIRECTOR; FAMILY, COHESION & COMMISSIONING**

**LEAD CABINET MEMBER – CLLR PAUL WATLING**

**PART A) – SUMMARY REPORT**

**1. SUMMARY OF MAIN PROPOSALS**

The Youth Justice Plan is prepared on an annual basis on behalf of Herefordshire Council, Shropshire Council, Telford and Wrekin Council and Worcestershire County Council.

The Youth justice Plan sets out how youth justice services across West Mercia are structured and funded and identifies key actions to address identified risks to service delivery and improvement.:

- To focus collaborative multi-agency effort on work to improve outcomes for young offenders by offering an exemplary service, with timely interventions and strong links and partnership across all local services including children's services, criminal justice and community safety sectors.
- To set the strategic direction for the Youth Offending Service (YOS) across West Mercia and agree and review local youth justice planning
- To provide support and challenge to the West Mercia YOS on operational performance:
  - First Time Entrants (FTE) to the Youth Justice System
  - Use of Custody
  - Re-Offending

**2. RECOMMENDATIONS**

- 2.1 That the Youth Justice Plan 2014/15 is recommended to Full Council for approval and endorsement and that the West Mercia YOS responsibilities are noted.**

### 3. SUMMARY IMPACT ASSESSMENT

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	<ul style="list-style-type: none"> <li>• Put our children and young people first</li> <li>• Protect and support our vulnerable children and adults</li> <li>• Ensure neighbourhoods are safe, clean and well maintained</li> </ul>
	Will the proposals impact on specific groups of people?	
	Yes	Young people already involved with offending or at risk of Offending
<b>TARGET COMPLETION/DELIVERY DATE</b>	The Youth justice plan is for 14/15 and the plan will be reviewed in the final quarter of 14/15 in order to prepare the Youth Justice Plan for 15/16.	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes	<p>The Youth Justice Plan confirms Telford and Wrekin budgeted 2014/15 contribution to the West Mercia Youth Offending Service at £0.356m. In addition a further non-budgeted saving of £0.041m is expected in 2014/15, due to the late notification of the Youth Justice Board Grant being retained at the same level as 2013/14. Further reductions in partners contributions have therefore been agreed and the T&amp;W expected final contribution in 2014/15 is now £0.315m</p> <p>2013/14 contribution was £0.376m, so in 2014/15 a 16% saving will be achieved.</p> <p>The overall savings delivered over the period 2013/14 to 2014/15 is 36%.</p> <p>GS 27/05/2014</p>
<b>LEGAL ISSUES</b>	Yes	Under Section 40 of the Crime and Disorder Act 1998 it is the duty of each local authority, after consultation with the relevant persons and bodies, to formulate and implement a youth justice plan for each year setting out how youth justice services are to

		<p>be provided and funded in their area; and how the youth offending team or teams established by them (whether alone or jointly with one or more other local authorities) are to be composed and funded, how they are to operate, and what functions they are to carry out.</p> <p>The youth justice plan is required to be submitted to the Youth Justice Board and be published in such manner and by such date as the Secretary of State may direct.</p>
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	Yes	The Youth Justice Plan outlines actions to reduce offending and reoffending by young people
<b>IMPACT ON SPECIFIC WARDS</b>	No	Borough-wide impact

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

### **4. INFORMATION**

Under section 40 of the Crime and Disorder Act 1998 each Local Authority has a duty to produce a Youth Justice Plan setting out how Youth Justice Services in their area are provided and funded and composed. The plan is submitted to the Youth Justice Board for England and Wales.

The Youth Justice Plan for 2014/15 was prepared in April 2014 in line with the guidance issued by the Youth Justice Board (YJB), agreed at the West Mercia Youth Offending Service Management Board on 23<sup>rd</sup> May 2014 and will be submitted to the YJB by the end of September 2014.

Each Local Authority, in cooperation with Police, Probation and Clinical Commissioning Groups must put in place a Youth Offending service for their area, and in doing so the Local Authority may act together with one or more Local Authorities to establish a joint service for their area. Following a review of the delivery of youth justice services across West Mercia, undertaken in 2012, a decision was taken by the four Local Authorities in West Mercia to establish a joint Youth Offending Service.

The plan identifies five main priorities<sup>1</sup> for 2014/15 as follows:

- Reduce Youth Offending and Protecting Communities from Harm – key areas of focus for 2014/15 will be reducing re-offending, LAC and care leavers, diversion, restorative approaches and safeguarding

<sup>1</sup> See page 14 of the Youth Justice Plan

- Enabling staff to deliver now and into the future – ensuring staff receive the right training, knowledge and support to deliver quality services for children and young people
- Finishing the Job – Although the West Mercia YOS was established in October 2012 a second phase of restructuring is being implemented from April 2014. Key areas of focus include the development of unpaid work, ensuring consistency in practice, implementation of a single ICT system and a case management system upgrade.
- Get Connected, Stay Connected – ensuring greater integrated working between the YOS and other children and family services with the shared aim of improving outcomes for young people in the youth justice system.
- Know the Right Thing – ensuring that the YOS has the information required to develop services and improve outcomes.

## **Performance**

The Youth Offending Service is subject to three national indicators:

- First time entrants to the youth justice system
- Use of custody
- Re-offending

Performance against the indicators is outlined in the plan and actions identified to address risks to performance improvement. The Telford and Wrekin specific information is set out on pages 34-38 of the plan. Since the plan was prepared there has been a further quarterly update on the performance.

- First time entrants to the youth justice system

The first time entrant rate is expressed as first time entrants per 100,000 youth population, a lower figure indicates good performance. The Telford and Wrekin performance was 498 for the year ending December 2013, compared to 504 for the year September 2013, a reduction of -1.2%. This performance is slightly worse than for West Mercia, which is 442 but significantly better than for England where the rate is 556.

- Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 youth population, a lower rate indicates good performance. The published rates (below) are currently draft and may be subject to change. In the year ending March 2014, the custody rate for Telford and Wrekin was 0.47, compared to the rate of 0.48 for the year ending December 2013. The performance is worse than for West Mercia, 0.29 and for England, 0.44. Historically all areas across West Mercia have had a low usage of custody, and the recent performance in Telford and Wrekin of 0.47 is due to 6 custodial sentences. Of these six sentences three were co-defendants for the same offence, and these periods are, therefore, not

representative of the usual low rates in the use of custody in Telford and Wrekin.

- Re-Offending

There are two re-offending measures both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency rate, is the average number of re-offences per young person in the cohort. The second, the binary measure, is the percentage of the young people in the cohort who have re-offended. In both measures a lower figure indicates good performance.

For the year ending June 2012 the frequency rate for Telford and Wrekin is 0.92 and for the year ending March 2012 the rate was 0.85. Although the rate has slightly increased between the two years, it is better than the West Mercia rate, 0.96 and significantly better than the national rate, 1.02.

The binary rate for Telford and Wrekin for the year ending June 2012 is 31.0% compared to 32.7% for the year ending March 2012. The binary rate has improved between the year ending March 2012 and the year ending June 2012. The Telford and Wrekin rate is better than for West Mercia, 34.4% and for England, 35.3%.

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

The Principal aim of the Youth justice System is the prevention of offending and re offending by children and young people. The Youth justice plan sets out an action plan to address the significant risks identified to future service delivery and improvement.

## **6. PREVIOUS MINUTES**

Decision Notices and Minutes of a meeting of the Cabinet held on Thursday, 19th September, 2013

## **7. BACKGROUND PAPERS**

- West Mercia Youth Offending Service – Youth justice Plan 2014/15

Report prepared by:

Keith Barham, Head of West Mercia Youth Offending Service  
Steve Hosking, Group Manager Cohesion Services

**TELFORD & WREKIN COUNCIL**

**CABINET - 24 JULY 2014**

**TELFORD & WREKIN SUPERFAST BROADBAND PROGRAMME**

**REPORT OF DIRECTOR: DEVELOPMENT, BUSINESS & CUSTOMER SERVICE**

**LEAD CABINET MEMBER: COUNCILLOR CHARLES SMITH**

**PART A – SUMMARY REPORT**

**1. SUMMARY OF MAIN PROPOSALS**

- 1.1 In June 2013 Government announced funding of £250m to extend the roll-out of superfast broadband infrastructure across the UK with the aim of delivering speeds of more than 24Mbps to business and residential premises. Following this announcement, BDUK publicised local funding allocations based on their assessment of the number of premises in each area likely to be without access to superfast speeds following current private and publicly-funded roll-outs. Based upon the modelling of broadband coverage across the Borough and Government targets, BDUK has agreed to a funding allocation of up to £2m to Telford & Wrekin, which will require full match funding.
- 1.2 This report sets out the background to the current roll-out programme, the scope of intervention and proposed approach to roll-out delivery and the business case for the Council's investment in the programme.

**2. RECOMMENDATIONS**

- 2.1 That Cabinet approves the funding request to BDUK for the delivery of superfast broadband speeds across Telford & Wrekin as detailed within this report.
- 2.2 That Cabinet approve Prudential Borrowing of £800k if the gap funding is not secured through other alternative routes.
- 2.3 That Cabinet delegate authority to the Director for Development, Business and Customer Service in consultation with the Cabinet Member for Housing, Development & Borough Towns, to:
- Finalise with BDUK the Intervention Plan for superfast roll-out across Telford & Wrekin, following the results of the Open Market Review
  - Undertake all actions necessary to finalise the funding package required to deliver the programme
  - Procure a supplier to deliver the roll out programme as a call off from the BDUK framework agreement
  - Draw up a Delivery Plan for the roll out programme in accordance with the priorities set out in this report and agree this with the successful supplier
- 2.4 That Cabinet delegate authority to the Assistant Director, Law, Democracy and People Services to execute all documentation required to give effect to the agreements reached in relation to 2.2 above.

### 3. SUMMARY IMPACT ASSESSMENT

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	Protect and create jobs as a Business Winning and Business Supporting Council.
	Will the proposals impact on specific groups of people?	
	No	
<b>TARGET COMPLETION /DELIVERY DATE</b>	June 2017 is the target date for completion of deployment.	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes	<p>The bid to BDUK for £2m grant funding to deliver the £4m Telford and Wrekin Superfast programme requires Telford and Wrekin match funding of £2m which has partly been identified through the reprioritisation of the existing capital programme and use of one off reserves agreed as part of the closedown of the 2013/14 accounts. This represents £1.4m of the matched funding. A bid for the balance of funding will be made to the Local Growth Fund via the Local Enterprise Partnership (LEP) but the outcome of this could be several months away..</p> <p>The internal resources required to deliver the project are detailed in paragraph 4.18. The total estimated costs of the project resources over the life of the project (September 2014 to June 2017) is £200,000 which will be in addition to the £2m matched funding requirement, so overall the Council's contribution would be £2.2m.</p> <p>If the bid to the LEP is unsuccessful then there are two options which are to reduce the overall investment to £1.4m Government investment and £1.4m Telford &amp; Wrekin Investment or to secure additional prudential borrowing of £800k. The spend profile will not be clear until completion of the Open Market Review but best estimates reflect an investment of £400k in 2016/17 and £400k in 2017/18 which has a revenue impact of £7k in 2016/17 and £31k in 2017/18 rising to a full year impact of £44k from 2018/19</p> <p>Finance support and advice will be provided throughout the bid process and the project. KC 0707014</p>
<b>LEGAL ISSUES</b>	Yes	<p>Compliance with the Public Contracts Regulations is assured through the use of the central Government Framework Agreement, enabling the Council to procure the project through a Call-Off Contract.</p> <p>Central Government has obtained the necessary EU clearance, in relation to State Aid compliance, and the Council will operate in accordance with Central Government requirements.</p>
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	No	

<b>IMPACT ON SPECIFIC WARDS</b>	<b>ON</b>	No	Borough wide impact
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## **PART B – ADDITIONAL INFORMATION**

### **4. INFORMATION**

#### **Background**

- 4.1 In August 2011, BDUK launched the Rural Broadband Programme with the goal of facilitating the delivery of universal broadband and stimulating private sector investment to deliver the best broadband network in Europe by 2015. As part of this programme, BDUK allocated funding of £8.2m to Shropshire to improve rural broadband, which included the rural areas of Telford & Wrekin, but not Newport, which was due to have broadband improved through a British Telecom (BT) upgrade.
- 4.2 The funding model for the Rural Broadband Programme required match funding from the public sector and the Programme was expected to deliver broadband speeds of 2Mbps to 7,000 rural households across Telford & Wrekin. The funding required from Telford & Wrekin Council as part of the public sector contribution was £700,000.
- 4.3 The view upon assessment in December 2011, was that the £700,000 match funding required did not represent value for money and that the request for funding should not be taken forward. This recommendation was given in view of the limitations of the Programme, which was restricted to the provision of standard broadband in rural areas with the associated risk of relatively low levels of take-up and also in the context of competing budget pressures and service needs.

#### **Superfast Broadband Programme – Strategic Context**

- 4.4 The 2013 Superfast Broadband roll out programme applies to both urban and rural areas with the aim of achieving superfast speeds of more than 24Mbps to 95% of UK premises (compared with the 2Mbps target of the Rural Programme). All premises not currently expected to have access to superfast broadband through other commercial and publicly-funded programmes are potentially within scope, although Government are clear that the most cost-effective investment opportunities must be targeted.
- 4.5 The Programme reflects the recognition by Government that superfast broadband is a key driver for enterprise and growth, offering significant benefits for business productivity through, for example, the development of new and more efficient business models, supporting business efficiency and enabling international trade and collaboration. It will also help smaller businesses reduce operational costs and support the digital economy for consumers in rural areas, allowing for example greater e-commerce and interaction with public services through digital communications; which have expanded significantly since the 2011 Programme.

#### **Funding Model & Allocations**

- 4.6 A total funding pot of £250m has been allocated by BDUK following modelling of the gap in superfast broadband services across the UK and estimations of the public subsidy required to reduce the costs for private investors allowing a commercially sustainable investment case to be made.
- 4.7 Funding is being made available to local authority areas in England on the basis of supporting investments which are not cost-effective to the private sector and local

match funding will be required for all allocations. BDUK has assumed conservative levels of private sector investment taking into account the value of the anticipated customer base.

- 4.8 Using this gap funding model, BDUK have determined that a funding package of £4m would achieve superfast coverage of at least 96% of premises within Telford & Wrekin, slightly exceeding the Government target of 95% coverage. Details of the proposed funding package and value for money analysis are set out in the financial/value for money section below.

### **Funding Application Process**

- 4.9 An Expression of Interest was submitted to the Department of Culture, Media and Sport on the 21 March 2014 which in effect recorded the Council's interest in the Programme. The Department required the submission of a formal Funding Request in June 2014 in order that steps could begin to define the eligible roll-out Intervention Areas for Telford & Wrekin through an Open Market Review (see 4.10 below). A formal Funding Request was therefore submitted on the 23rd June with the caveat that this was subject to the programme receiving approval at Cabinet on 24 July 2014.
- 4.10 In compliance with European Union State Aid rules, Government must ensure that public interventions are targeted so as to limit the risk of disincentivising existing and/or credible planned private sector investments that would otherwise meet the desired objectives. This means that although BDUK has mapping data setting out current broadband access, the Council has to undertake an Open Market Review (OMR) to establish existing and planned (next 3 years) commercial coverage of broadband services in Telford & Wrekin by all existing and prospective broadband infrastructure providers. Only once this data has been established can the roll-out Intervention Areas for the Borough be defined for the Programme.
- 4.11 The OMR for Telford & Wrekin was circulated to providers on the 18<sup>th</sup> July and they have 28 days to respond. On receipt of this information, the Council and BDUK will agree the Intervention Areas and then undertake a 30 day State Aid consultation.
- 4.12 On receipt of confirmation of Cabinet approval and all match funding contributions and the completed OMR, BDUK will issue agreement for the Council to commence the procurement process.

### **Procurement**

- 4.13 Three procurement options are available for broadband projects:
- i) Change control of an existing contract for the delivery of the Rural Broadband Programme
  - ii) A new mini-competition for a Call Off Contract using the BDUK Broadband Procurement Framework
  - iii) A new open (OJEU) procurement supported by BDUK guidance
- 4.14 Telford & Wrekin does not have an existing contract in place and therefore the first option is not applicable. In terms of speed of delivery and cost efficiency a new mini-competition using the existing Broadband Framework is the recommended route of procurement. BDUK have extended the existing Framework (with BT and Fujitsu) which was due to expire in June 2014.

- 4.15 BDUK will work with suppliers and Local Bodies to ensure that the procurement process is managed as efficiently as possible and it will be subject to BDUK approval checkpoints including the BDUK value for money criteria assessment.

### **Intervention and Delivery Plans**

- 4.16 On receipt of the OMR data, State Aid maps will be drawn up to represent the superfast roll-out Intervention Areas for Telford & Wrekin. Excluded from the Intervention Areas will be any areas of employment or housing land where there has been no development or planning granted. This is because Government expect that BT should be installing broadband infrastructure on these sites as a matter of course (as any other utility) and they are proposing changes in planning regulation to enforce this from 2015 onwards but this is not secured at this point.
- 4.17 As part of the supplier contract negotiations Telford & Wrekin Council will have the opportunity to influence the Delivery Plan for broadband roll out. In doing this, the Council will consider the following:
- i) Feedback from business that indicates employment sites where broadband speeds are adversely affecting business efficiency
  - ii) Key employment sites (with limited existing development) such as T54 where the availability of superfast broadband will act as an important incentive to inward investment and the creation of new jobs
  - iii) Feedback from rural areas where lack of broadband access is hampering business activity and restricting access to digital public services
  - iv) Urban housing areas without broadband or superfast access where there are significant numbers of home based businesses

### **Project Resources**

- 4.18 As part of the Funding Request, the Lead Body must confirm what staff resources have been put in place to manage the overall procurement and contract delivery processes. In line with resource models in place within those authorities currently delivering the Rural Broadband Programme, the Council proposes a staffing structure, required from Project start in September 2014 to the end of roll-out deployment in June 2017 consisting of fixed term and part of existing base line resources to include:

Project Manager  
Finance Officer  
Legal Officer  
IT Technical Support  
Highways Technical Support  
Property Support  
Marketing/Communications

- 4.19 The estimated costs of the proposed staffing structure are £200,000 and these will be met from existing resources and earmarked reserves. The Project Manager will sit within the Development, Business and Employment service area.

## **Delivery Timetable**

- 4.20 The key delivery dates for the period leading up to supplier mobilisation are:
- |   |                    |
|---|--------------------|
| Submission of conditional Funding Request | June 2014          |
| Distribution of OMR                       | July 2014          |
| Return of OMR responses                   | August 2014        |
| Funding package confirmation              | August 2014        |
| Confirmation of Intervention Areas        | October 2014       |
| Procurement Process                       | December 2014      |
| Mobilisation and surveys                  | January-April 2015 |

## **Financial/Value for Money**

- 4.21 BDUK have agreed in principle funding of £2m towards a total funding package of £4m, with match funding from Telford & Wrekin Council as Lead Body and (through the Marches Local Enterprise Partnership) from the Local Growth Fund (LGF). Funding from the LGF is subject to a bid which has been submitted by the Council.
- 4.22 The match funding required from the Council to complete the package will be dependent on the outcome of the LGF bid, however £1.4m has been identified from the reprioritisation of the existing approved capital programme and one off reserves. BDUK funding can be drawn down to support the early delivery stages of the Programme and as a result, the first cash payment required from the Council will not be until 2016/17. The total costs of the internal Project Resources over the life of the project, as identified in paragraph 4.18, is £200,000 and will be funded from earmarked reserves. This is in addition to the £1.4m match funding requirement.
- 4.23 The Programme supplier will be required to put aside 30% match funding over the course of delivery which will form an investment pot that will be used to extend the scope of the Programme at the end of deployment.
- 4.24 During procurement negotiations, the Council will have the opportunity to negotiate with the supplier to secure a revenue receipt that would be generated by the level of take up of superfast. Typically, this revenue receipt is likely to apply to all high speed take up above 20% per cabinet which could equate to approximately £16 per business or residential premise. In view of this, the Council's project resource will need to include strong marketing and communications support to encourage take-up and options to promote superfast will be explored with the successful supplier, including potential opportunities through the Telford Loyalty Card. Due to the difficulties in estimating take up this potential revenue benefit has not been taken into account within the costings of the programme.
- 4.25 The Superfast Broadband Programme will achieve coverage of 24Mbps to at least 96% of business and residential premises, thus exceeding the Government target of 95% coverage.
- 4.26 Final coverage figures cannot be confirmed until completion of the OMR and confirmation of the roll-out Intervention Areas and it is likely that a number of premises, primarily located in remote rural areas, will not be suitable for a Fibre to the Cabinet solution, even after allowance is made for installing new cabinets and network reconfigurations.
- 4.27 However, based on the total number of business and residential premises across Telford & Wrekin (79,335) and the percentage of premises already receiving Superfast (according to BDUK figures), the target number of premises for the

superfast roll-out programme is between 16,500 and 17,200. This would reflect final superfast coverage of between 96% -100% which will have a significant impact on business efficiency, will safeguard employment and support digital inclusion. These high level assumptions from Government will be assessed as part of the OMR.

## **5. PREVIOUS MINUTES**

5.1 None

**Report prepared by Kathy Mulholland, Team Leader Investment and Funding.**

## TELFORD & WREKIN COUNCIL

CABINET - 24 JULY 2014

### MARCHES LOCAL ENTERPRISE PARTNERSHIP UPDATE

REPORT OF DIRECTOR: DEVELOPMENT, BUSINESS & CUSTOMER SERVICES

LEAD CABINET MEMBER – CLLR KULDIP SAHOTA

#### PART A – SUMMARY REPORT

##### 1. SUMMARY OF MAIN PROPOSALS

- 1.1 The Marches Local Enterprise Partnership (LEP) submitted its Strategic Economic Plan (SEP) and Growth Deal proposals to Government on 31<sup>st</sup> March. Titled *Accelerating Growth Through Opportunity* the SEP sets out how the LEP proposes to stimulate economic growth across the Marches. In response, **on 7<sup>th</sup> July Government announced that the Marches LEP has secured £75.3m from the Government's Single Local Growth Fund** to support a series of infrastructure investment projects to accelerate delivery of new jobs and homes. This includes £10.4m in 2015/16 and £12.3m in 2016/17 of confirmed funding and a provisional award of £41.9m for projects starting in 2016 and beyond. This is in addition to £10.7m that the Government has previously committed as part of the Local Growth Deal funding for the area.
- 1.2 The Government has selected projects to fund from the prioritised list set out in the Marches SEP. As a result **TWC is anticipated to receive £18.8m investment over the next 2 years** matched by £5.6m of public/private sector investment. This includes £13.9m confirmed funding for the Telford Growth Package which will accelerate delivery of employment land at Hortonwood and open up a number of housing sites. Included on the list against the provisional funding award is £3.6m for the Telford Eastern Gateway supporting delivery of the flagship T54 employment site and £1.3m to relocate the bus station in Telford Town Centre.
- 1.3 The Government has committed to start Growth Deal discussions for future years immediately over the unallocated minimum of £6bn of the £10bn available nationally for 2016/17 to 2020/21
- 1.4 In addition to the grant funding the **Government has made a commitment to explore the potential for sharing land receipts from the sale of agreed HCA assets in Telford**. The agreed local share would in part support a revolving Marches Investment Fund to drive further infrastructure delivery.
- 1.5 As part of agreeing the Growth Deal, Government is asking LEPs to put in place robust, collaborative, governance arrangements to ensure democratic accountability *for expenditure and delivery of the agreed delivery programme*. It is proposed that a Joint Committee be set up including the Leaders of the 3 Local Authorities forming the Marches LEP to exercise the necessary executive functions in relation to the LEP. Approval is sought for the constitution of this Committee.
- 1.6 The Hereford Enterprise Zone at Rotherwas includes over 60 hectares of land predicated to deliver c. 4200 jobs. With a proportion of the business rates uplift in future years to be invested across the LEP and a complimentary sector based offer to Telford's, the Borough has a vested interest in the success of the Zone. It is therefore proposed that TWC join the Member Board of the Hereford Enterprise Zone Ltd company as a stakeholder member. This will enable the Borough to receive reports and updates on the EZ business plan and to

discuss the business of the company ensuring maximum benefit to the LEP and, consequently, to the Borough.

- 1.7 The Report also provides an update on work by the Marches LEP to establish an EU Investment Strategy to draw down the notional allocation of £98m European Structural Funding to support economic growth in line with EU priorities.

## **RECOMMENDATIONS**

### **2.1 That Cabinet**

a) approve the establishment of a joint committee to exercise executive functions in relation to the Marches LEP;

b) approve the proposed constitution for the joint committee, as outlined in Appendix 1 and delegate decision-making powers delegated to the joint committee to councillor representatives appointed to it

**2.2 That Cabinet approve TWC becoming a Stakeholder Member of the Hereford Enterprise Zone Company Ltd delegating responsibility to the Director, Development, Business & Customer Services or their representative to represent the Council and take decisions on behalf of the Council at meetings of the Stakeholder Member Board**

**2.3 That Cabinet recommend that Council approve that the Council can receive Growth Deal Funding from the Marches LEP and apply it to deliver the projects for which the funding has been allocated.**

**2.4 That Cabinet grant delegated authority to the Director, Development, Business & Customer Services in consultation with the Cabinet Member for Finance & Enterprise to negotiate with the Marches LEP and the Government regarding a potential HCA land receipt sharing agreement.**

## **3. SUMMARY IMPACT ASSESSMENT**

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Co-operative Council priorities?	
	Yes	<ul style="list-style-type: none"> <li>• Protect and create jobs as part of a “business supporting, business winning council.”</li> <li>• Improve local people’s prospects through education &amp; skills training</li> <li>• Protect and support our vulnerable children and adults</li> <li>• regenerate those neighbourhoods in need and work to ensure that local people have access to suitable housing</li> <li>• Improve health and wellbeing of our communities and address health inequalities and put our children and young people first</li> <li>• ensure that neighbourhoods are safe, clean and well maintained</li> </ul>
	Will the proposals impact on specific groups of people?	
	Yes	Local Growth Fund and EU funding will have a positive impact across the Borough, helping to delivery new infrastructure, reduce unemployment, open up access to training, support businesses to grow and address social inequality.
<b>TARGET COMPLETION/</b>	The EU funding programme will run from 2014-2020 with the anticipated start date for projects being late Summer 2014. The SLGF will come into effect	

<b>DELIVERY DATE</b>	from 2015.																												
<b>FINANCIAL/ VALUE FOR MONEY IMPACT</b>	Yes	<p>The TWC projects which have been allocated Growth Deal Funding are set out in Table 2 of this report. These schemes will require both public and private sector match funding as set out in the table below. Should private sector investment not be secured for any of the projects, the Council will be required to make up this shortfall in funding – in accordance with commitments given in the funding bids. The availability of the public and private sector funding needs to be accessed and adjustments made to the capital budgets accordingly.</p> <table border="1" data-bbox="507 427 1484 875"> <thead> <tr> <th data-bbox="507 427 703 539">Project</th> <th data-bbox="703 427 900 539">LGF Funding</th> <th data-bbox="900 427 1096 539">Public Match Funding</th> <th data-bbox="1096 427 1292 539">Private Match Funding</th> <th data-bbox="1292 427 1484 539">LTB Transport Funding</th> </tr> </thead> <tbody> <tr> <td data-bbox="507 539 703 651">Telford Growth Package</td> <td data-bbox="703 539 900 651">£10.33m</td> <td data-bbox="900 539 1096 651">£0.30m</td> <td data-bbox="1096 539 1292 651">£3.175m</td> <td data-bbox="1292 539 1484 651">£3.560m</td> </tr> <tr> <td data-bbox="507 651 703 763">Telford Eastern Gateway</td> <td data-bbox="703 651 900 763">£3.60M</td> <td data-bbox="900 651 1096 763">£0.50m</td> <td data-bbox="1096 651 1292 763">£1.082m</td> <td data-bbox="1292 651 1484 763"></td> </tr> <tr> <td data-bbox="507 763 703 875">Telford Bus Station</td> <td data-bbox="703 763 900 875">£1.30m</td> <td data-bbox="900 763 1096 875"></td> <td data-bbox="1096 763 1292 875">£0.569</td> <td data-bbox="1292 763 1484 875"></td> </tr> <tr> <td data-bbox="507 875 703 898"><b>Total</b></td> <td data-bbox="703 875 900 898"><b>£15.23m</b></td> <td data-bbox="900 875 1096 898"><b>£0.80m</b></td> <td data-bbox="1096 875 1292 898"><b>£4.826m</b></td> <td data-bbox="1292 875 1484 898"><b>£3.560m</b></td> </tr> </tbody> </table> <p>There are no anticipated costs to TWC arising from the recommendation regarding becoming a Stakeholder Member of the Hereford Enterprise Zone, but financial advice will be provided as required. Financial advice and support will also be provided during the negotiations with Government regarding the potential HCA land receipt sharing proposal. Should this have implications outside the approved budget further approvals will be sought. TWC finance officers have raised concerns regarding the apparent ‘open ended’ nature of the proposed budgetary delegations to the LEP Joint Committee and how these fit with the Financial Regulations and Service and Financial Planning framework of the Council. Suggested amendments to the draft documents have been proposed and sent to the LEP for comments and are incorporated in the draft Constitution at Appendix 1. JAC 070714</p>			Project	LGF Funding	Public Match Funding	Private Match Funding	LTB Transport Funding	Telford Growth Package	£10.33m	£0.30m	£3.175m	£3.560m	Telford Eastern Gateway	£3.60M	£0.50m	£1.082m		Telford Bus Station	£1.30m		£0.569		<b>Total</b>	<b>£15.23m</b>	<b>£0.80m</b>	<b>£4.826m</b>	<b>£3.560m</b>
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<b>LEGAL ISSUES</b>	Yes	<p>To undertake its involvement in the LEP the authority relies on its general power of competence (section 1 of the Localism Act 2011).</p> <p>Part VI of the Local Government Act 1972 and Part 1, Chapter 2 of the Local Government Act 2000 (as amended) makes provision for local authorities to establish joint committees. Provided that the functions to be exercised are executive functions, it is a matter for the respective Cabinets to determine the establishment of an executive joint committee and to agree the executive functions to be delegated to that joint committee. Every member of the joint committee must be a member of their nominating council’s Cabinet and be delegated to take decisions on behalf of the cabinet at the joint committee.</p> <p>In the absence of joint scrutiny committee decisions of the joint committee will remain subject to call in under each of the delegating authorities’ respective call in procedures.</p> <p>Should governance arrangements not be robust and transparent</p>																											

		there is a risk that the reputation of any or all of the participating authorities will be damaged. There is also a significant risk that if there are not clear arrangements for ensuring democratic accountability in the decision-making relating to allocation of public funding the Marches LEP will not secure central government funding.
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	No	The outcome of the Growth Deal provides the opportunity for strategic and local infrastructure improvements to be delivered accelerating the delivery of new homes and jobs. The potential for the LEP and the Borough to retain a share of the land receipts from sale of agreed HCA land assets offers the opportunity for reinvestment into the delivery of further sites driving the delivery of growth. The potential extension of the successful partnership with HCA to include stewardship of residential sites provides the opportunity to ensure sites brought forward meet the needs of local communities and the Borough as a whole. In the event that the private sector funding anticipated to match the Government SLGF contribution does not come forward as profiled TWC might need to step in and fund the balance.
<b>IMPACT ON SPECIFIC WARDS</b>	No	Borough wide impact.

## **PART B – ADDITIONAL INFORMATION**

### **4. INFORMATION**

- 4.1 The Marches Local Enterprise Partnership (LEP) is one of 39 LEPs established as a key channel for the investment of Government and EU funding to drive economic growth and job creation.
- 4.2 Reports to Cabinet in October and December 2013 set out two key areas of activity being lead by the Marches LEP:
1. Development of a multi-year SEP and Growth Deal proposals to secure a share of the Governments Single Local Growth Fund (SLGF) due to be awarded from 2015/16
  2. Development of an EU Investment Strategy setting out how the notional allocation of £98M from the new single national operational programme for 2014/-20 EU structural fund programme, would be spent to support economic growth in line with EU priorities.

### **Marches Strategic Economic Plan & Growth Deal**

- 4.3 All LEPs were required to submit Strategic Economic Plan and Growth Deal proposals to Government by the end of March 2014. The multi-year SEPs sets out how the whole LEP area will deliver economic growth and critically new jobs and new homes. Through Growth Deals LEPs can seek freedoms, flexibilities and resources from Government and a share of the Single Local Growth Fund (SLGF) to deliver their growth priorities.
- 4.4 Nationally the SLGF is to comprise £2bn for 2015/16 with a promise of at least that amount in future years. The 2015/16 pot includes funding for transport and skills with existing capital transport funds which to date has come direct to Local Authorities making up c.55% of the SLGF.

- 4.5 Government has been clear that the allocation of SLGF is a competitive process and the proportion received by each LEP will depend upon the detail provided in the LEP SEP.
- 4.6 The Marches LEP submitted its SEP – *Accelerating Growth Through Opportunity* on 31<sup>st</sup> March 2014. The Marches vision is to create 70,000 new homes and 40,000 new jobs over the next 20 years. The SEP sought support from the SLGF to kick start growth through investment in 14 infrastructure and transport projects key to unlocking and accelerating delivery of housing and employment sites.
- 4.7 On 7<sup>th</sup> July Government announced the Growth Deals agreed with each of the 39 LEP. This confirmed that the **Marches LEP has secured £75.3M from the SLGF** to support economic growth in the area. Table 1 provides a breakdown of the SLGF secured by the Marches and the element anticipated to be invested in the Borough.

<b>The Marches LEP Local Growth Fund Breakdown (£m)</b>				
	<b>2015/16</b>	<b>2016/17 Onwards</b>	<b>Total</b>	<b>Anticipated funding for T&amp;W</b>
Local Growth Fund Award	10.40	12.36	22.76	10.33
Previously committed funding (Transport Schemes)	2.40	8.30	10.70	3.56
Provisional allocation to projects starting 16/17 and beyond	-	41.83	41.83	4.9
<b>TOTAL</b>	<b>12.80</b>	<b>62.49</b>	<b>75.29</b>	<b>18.79</b>

- 4.8 Government has selected projects to fund from the 14 prioritised by the Marches LEP. Two projects, one in Telford (Telford Growth Package), have been identified for start in 2015/16 with committed funding. A further 6 schemes (2 in Telford and Wrekin) have been selected to start in 2016/17 or a later year. Funding for these is a provisional allocation subject to agreeing milestones for development and delivery with DCLG. The schemes are summarised in Table 2.

<b>Table 2 Components of Marches LEP Funding Deal (£m)</b>		
	<b>2015/16</b>	<b>2016/17</b>
<b>YEAR ONE STARTS</b>		
Telford Growth Package*	4.96	5.37
Hereford City Centre Package	5.44	6.99
<b>TOTAL</b>	<b>10.4</b>	<b>12.36</b>
<b>YEAR TWO &amp; BEYOND</b>		
Shrewsbury Transport Package		2.43
Telford Eastern Gateway		3.60

Oxon Link Road		4.2
South Wye Transport Package		27.00
Telford Bus Station		1.30
Skills Capital		3.30
<b>PROVISIONAL TOTAL</b>		<b>41.83</b>
<b>Non Infrastructure Revenue Funding</b>		
Marches LEP Growth Hub	<b>0.250</b>	

4.9 Through the SLGF allocations the delivery of significant employment and residential land will be accelerated across Telford:-:-

- The confirmed funding for the **Telford Growth Package** will deliver improvements to key junctions on the A442 as well as utilities and on site infrastructure opening up a 21Ha extension to Hortonwood and supporting delivery of a number of housing sites. The investment will accelerate the delivery of over 4000 houses and 6,900 jobs.
- The **Telford Eastern Gateway** project will delivery improvements to M54 J4 and on site infrastructure supporting the delivery of 31 Ha of employment land 12 miles from the Jaguar Land Rover engine plant. The infrastructure will support delivery of more than 3,400 jobs and 1,400 new homes.
- The funding for the **Telford Bus Station** will enable a new bus station to be developed which is a key part of completing the town centre redevelopment, opening up new retail space and improving connectivity across the town centre and supporting the delivery of 300 jobs.

4.10 The Government's investment will leverage a further c.£5.6m of direct public/private matched funding into the delivery of the 3 Telford and Wrekin schemes as well as significant indirect benefits from construction.

4.11 The £3.3m earmarked for skills capital investment will be subject to further negotiation with the Skills Funding Agency to determine the list of schemes to be supported.

4.12 Within the SLGF allocation the Government has committed £0.250m funding to the LEP to develop its ideas for a 'Growth Hub'. This is intended to support greater coordination and simplification of national, local, public and private sector business support and finance offers and ensure a seamless customer experience for businesses across the area. This will compliment and offer the potential to extend local business support provision.

4.13 In addition to the direct investment into schemes, the **Government has also made a commitment to explore the potential for sharing land receipts from the sale of HCA assets** between the HCA and the Marches LEP and to piloting the extension of the current stewardship arrangements to cover residential land disposals. This will be subject to further detailed negotiation and completion of a business case to demonstrate acceleration in the disposal of land and/or uplift in land value. Any sharing of receipts would start only after the repayment of Treasury targets for land receipts in 2015/16. This commitment by Government represents a significant opportunity for the Borough to pursue a long held goal and reflects Government's recognition of the growth potential of Telford and its delivery track record particularly since the introduction of the Stewardship Agreement with HCA in 2011/12

4.14 The Government has also agreed to the principle of the LEP creating a **Marches Investment Fund** providing a mechanism to recycle funds from one investment into the next creating a

sustainable investment model to drive further growth. This will be funded from a proportion of the retained land receipts alongside business rates uplift from the Hereford Enterprise Zone and Growing Places Fund.

- 4.15 In terms of taking forward delivery of SEP and Growth Deals Government is keen to see robust governance arrangements in place. The following section outlines proposals to establish a new joint committee of Leaders of the 3 Local Authorities to comply with this requirement.

### **Marches Local Economic Partnership Joint Committee**

- 4.16 The Marches LEP is an informal, business sector led private/public sector partnership, tasked with creating the conditions for economic vitality and sustainable employment.
- 4.17 The work of the LEP is directed by a board which provides the strategic lead and is responsible for setting the overall strategy for growth including: the development of its strategic economic plan priorities, oversight and endorsement of strategic projects, and monitoring of expenditure and output performance for the programme of work. The board is chaired by one of the area's business leaders and board members are drawn from the areas' three business boards, the skills sector, business champions from across the LEP area, and the Leaders of the three unitary councils.
- 4.18 As an informal partnership the LEP has no legal entity and therefore one of the three councils (Shropshire) acts as accountable body.
- 4.19 Nationally there is an expectation that the involvement and engagement of the relevant local authorities, in accordance with their community leadership role, will ensure there remains democratic accountability around decision-making regarding use of public funds. To ensure that this is delivered in the most efficient way possible it is proposed that this is secured in the Marches by the establishment of an executive joint committee to which each of the three executives delegate authority to take decisions regarding strategic economic policy for the LEP area, and use of public funding to support those priorities.
- 4.20 A draft constitution for such an executive joint committee is attached at Appendix 1. Each of the three councils involved is seeking similar approval to this arrangement in accordance with their respective decision-making processes.
- 4.21 It is proposed that, to provide some balance to the overall workload across the three authorities, Herefordshire Council will take the lead in relation to governance and will therefore act as 'host' for this joint committee and provide relevant governance support.
- 4.22 To provide context for how such an executive joint committee fits within the overall LEP governance, attached at Appendix 2 is the LEP governance structure.

### **Hereford Enterprise Zone**

- 4.23 The Hereford Enterprise Zone (HEZ) at Rotherwas was designated in 2011. The site includes over 60 hectares of land located on the A49 with access to the M50. The site is predicated to be able to accommodate c.4,200 jobs. To date 12,000m<sup>2</sup> of space has been taken up. The Zone's focus is on attracting advanced manufacturing and particularly defence industries making it complimentary to Telford's own advanced manufacturing sector specialisms.
- 4.24 As part of the designation of the HEZ it was agreed that a proportion of business rates uplift will come back to the LEP for investment across the Marches area, in future years.

- 4.25 Alongside Shropshire Council TWC has an opportunity to join the Hereford Enterprise Zone Ltd Member Board as a Stakeholder Member. A Stakeholder Member is one that has a vested interest in the Enterprise Zone.
- 4.26 The purpose of the Member Board is to:
- Meet every 4 months to receive reports and updates from the Executive Board
  - To provide an official forum at which Members can discuss the business of the Company and give feedback to the Executive Board
- 4.27 It is proposed that TWC take up the opportunity to become a Stakeholder Member of the Company represented by the Director, Development, Business & Customer Services. This will enable TWC to participate in decision making around the delivery of the HEZ, support the Executive Board maximise on the potential of the Site and ensure effective links and connections are made to the Telford investment offer.

### **European Structural and Investment Funds**

- 4.28 The 2014-2020 EU structural funding programmes, which include the European Regional Development Fund (ERDF), European Social Fund (ESF) and European Agricultural Fund for Rural Development (EAFRD), are to be aligned under a single strategic framework to deliver EU 2020 targets. These funds exist to promote smart, sustainable and inclusive growth.
- 4.29 On 27 June 2013, LEP's were notified of their ERDF and ESF notional allocation with the notional allocation for the Marches LEP being approximately £98m (this allocation does not include EAFRD funding). Of this, Telford & Wrekin and Shropshire, as 'Transition' regions, will receive higher allocations than Herefordshire, which is classified by the EU as a 'Competitive' region. The allocation has to be apportioned across the EU Commission funding priorities as directed in the EU Guidance this places a significant priority on:
- Strengthening research, technological development & innovation
  - Enhancing the competitiveness of SME's
  - Enhancing access to, use and quality of ICT
  - Supporting the shift towards a low-carbon economy in all sectors
- 4.30 Each LEP is required to submit an **EU Investment Strategy**, setting out how this allocation will be spent to support economic growth, whilst meeting EU priorities. The first draft of the Marches EU Investment Strategy was submitted in October 2013 and following feedback and adjustment an updated draft was submitted on the 30<sup>th</sup> May 2014. Government has not yet confirmed when LEP's can expect to receive final approval.
- 4.31 Government arrangements for the management of the National Programme are still to be finalised, although Government has indicated that at the end of December 2014 each LEP must submit its first 'Annual Implementation Plan', setting out how and when calls for projects are to be rolled out over the first year of the programme.
- 4.32 The UK Government is also still negotiating with the EU Commission regarding the involvement of the LEP's in running the EU Funding Programme. Because the EU does not recognise LEP boundaries (the EU only recognises regions), Government is proposing to set up Local Management Committees (LMC's) who would have the role of arranging calls for projects and endorsing bids. This Committee would sit outside the LEP structure and have members that are detached from the development of projects. It is anticipated that Government will work with the LEP's on the developing LMC's when the EU has agreed to the UK proposals.
- 4.33 To take forward the development of the first Marches Implementation Plan, the LEP Board has identified Champions and Lead Officers for each of the Strategic Activities. Kathy Mulholland, Team Leader Funding & Inward Investment, shares the lead for 'Enhancing

Competitiveness, Research and Innovation and Enabling Technology' which is key to many elements of the Borough investment and business support priorities. The Board Champions for this theme are Paul Hinkin, Chair of the Telford Business Board and Mandy Thorn, Chair of the Shropshire Business Board.

**5. PREVIOUS MINUTES**

Cabinet – 11<sup>th</sup> January 2011, CB-110

Cabinet – 17<sup>th</sup> October 2013

Cabinet – 16<sup>th</sup> December 2013

**Report prepared by Katherine Kynaston, Business & Development Planning SDM- 01952  
384021**

## **Appendix 1 - Marches Enterprise Joint Executive Committee - Constitution**

### **Purpose**

1. Herefordshire Council, Shropshire Council and Telford & Wrekin Council have established an executive joint committee, known as the Marches Enterprise Joint Committee (MEJC) for the purpose of discharging the functions set out in paragraph 12 below.
2. MEJC is a joint committee of the executive for the purposes of Part VI of the Local Government Act 1972 and Part 1, Chapter 2 of the Local Government Act 2000 and the provisions applicable to joint committees of the executive shall apply to MEJC.
3. MEJC will take decisions in accordance with the principles of good decision-making namely:
  - giving consideration to all options available;
  - having regard to due consultation;
  - giving consideration to professional advice from officers;
  - having clarity of aims and desired outcomes;
  - the action proposed must be proportionate to the desired outcome;
  - having respect and regard for human rights;
  - a presumption for openness, transparency and accountability;
  - only relevant matters being taken into account;
  - due weight to all material considerations (including opportunities and risks);
  - proper procedures being followed.

### **Membership and voting**

4. MEJC shall comprise four members as follows: three voting members, each council being entitled to appoint one voting member who shall be a member of that council's Cabinet; and one non-voting member, being the Marches Local Enterprise Board Chair. In the event of a voting member of the MEJC ceasing to be a member or executive member of their appointing council, that council shall appoint another voting member in their place. Only a voting member is entitled to be Chair or Vice Chair of MEJC.
5. Each council may appoint members of its executive as named substitutes for voting members to attend meetings in the absence of a voting member appointed under 4 above. The secretary of MEJC shall be notified of any named substitutes before commencement of the meeting.
6. For the avoidance of doubt, it is a matter for the respective councils' executives to appoint their voting members/substitutes.
7. The MEJC shall, at its annual meeting, elect a Chair and Vice Chair from among its voting members; or may choose to adopt for that year a rotating Chair. In the event of an elected Chair and Vice Chair not being present the MEJC shall elect a Chair for the meeting from the voting members present.
8. Two voting members shall constitute a quorum. Unless the law provides otherwise all matters shall be decided by a majority of the votes of the voting members present; if there are equal numbers of votes for and against, the Chair shall exercise a second, casting vote.

## **Meeting Arrangements**

9. Herefordshire Council will act as secretariat to MEJC and provide all necessary governance support.
10. MEJC shall meet at least annually and otherwise as may be determined by the Chair, or at the written (electronically or otherwise) request of any two voting members; any such request should be forwarded to the secretariat who will convene a meeting within 28 working days of receiving the request.
11. The secretariat will give notice of time, date and venue for the meetings in accordance with the provisions of the access to information requirements of the Local Government Act 2000 as amended and ensure compliance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.
12. Unless explicitly provided for within this constitution; the relevant standing orders for MEJC are those of Herefordshire Council.

## **Functions**

13. MEJC shall fulfil the following executive functions, at all times having regard to the duty to co-operate and the views of the Marches LEP Board:
  - a) Set, monitor and review objectives and priorities for strategic economic investment across the Marches LEP area
  - b) Agree allocation of Marches LEP revenue and capital spend that is under the control of the LEP Board and relating to the delivery of the LEP Strategic Economic Plan.
  - c) Agree Marches LEP capital expenditure programmes relating to the delivery of the LEP Strategic Economic Plan and ensure policy and programmes are delivered effectively
  - d) Agree Major Transport Scheme funding allocation in line with the LEP Strategic Economic Plan
  - e) Ensure alignment between decision making regarding achievement of the Marches Strategic Economic Plan and decisions on other related areas of policy such as land use, transportation and wider community and economic regeneration
  - f) Influence and align government and public investment in order to boost economic growth within the Marches LEP area
  - g) Provide an annual report on the activities of MEJC to the three partner councils
  - h) Agree lead or accountable body status for any particular issue as necessary
  - i) Review and (where all three Leaders are present) amend the Terms of Reference of the MJEC.

## Appendix 2 – Marches Local Enterprise Partnership Structure

### Marches LEP Board (11 Board Members)

- Chairman
- 3 Area Business Board Chairs, providing an underlying 60-strong business constituency
- Skills Champion
- 3 Co-opted Business Champions
- 3 Unitary Council Leaders

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Marches Joint Executive Committee



### Marches LEP Team

- LEP Chair
- LEP Director
- Partnership Manager
- x2 Project Officers
- X3 LA Directors
- Finance Officer (Shropshire)
- X3 LA Heads of Service
- Office Administrator
- S.151 Officer
- Technical Assistance
- Governance Officer (Herefordshire)
- EZ Managing Director
- PR & Communications



### Marches Sub Committees & Working Groups

- Marches Local Transport Body
- Marches Skills Board
- Marches Funding Forum
- Hereford Enterprise Zone Board
- Marches Planning & Housing Partnership
- Food, Drink, Agri-Tech
- Commissioning Groups
- Assurance Groups

**TELFORD & WREKIN COUNCIL**

**CABINET – 24<sup>th</sup> JULY 2014**

**PROCUREMENT UPDATE**

**REPORT OF ASSISTANT DIRECTOR OF LAW, DEMOCRACY AND PEOPLE SERVICES**

**LEAD CABINET MEMBER – CLLR BILL McCLEMENTS**

**PART A) – SUMMARY REPORT**

**1. SUMMARY OF MAIN PROPOSALS**

For Members to consider the update of the Council’s Procurement Intentions Documents, Social Value Policy and general progress with effective procurement

**2. RECOMMENDATION**

- 2.1 Cabinet to note updates on the Procurement Intentions Document (Appendix A) and approve delegation where required to the appropriate Officers to progress new procurements**
- 2.2 Cabinet to approve the Social Value Policy**

**3. SUMMARY IMPACT ASSESSMENT**

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	The Social Value Policy will inform the way officers consider the economic, social and environmental wellbeing of the borough in an appropriate and proportionate manner prior to and during commissioning and procuring services.
	Will the proposals impact on specific groups of people?	
	No	
<b>TARGET COMPLETION/DELIVERY DATE</b>	The Procurement Intentions Document is a live document regularly updated by SDMs throughout the year with updates to Cabinet every 6 months.	

	The Social Value Policy will be rolled out as part of the new Constitution delivery in early August 2014	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes	The Council continues to face significant financial challenges as Government funding is cut. Savings of £75m have been identified since 2009/10 and projected budget shortfalls are around £10m-£13m per annum for the next 3 years. Procurement savings have totalled nearly £9m since 2009/10 highlighting that effective procurement is a key part of the council's Service & Financial Planning Strategy. The Procurement Intentions document and Social Value Policy both contribute to delivering value for money through procurement.
<b>LEGAL ISSUES</b>	Yes/No	<p>The Council has statutory duties to secure best value in the goods and services that it procures and, as is explained in the report has a further duty in respect of the Public Services (Social Value) Act 2012 to consult earlier when undertaking procurement activities to ensure that the best solutions are found and local businesses are better able to compete for the Council's business.</p> <p>The procurement intentions, Appendix A, is both transparent for all businesses to be able to see and prepare for forthcoming procurements that the Council will be undertaking but also is a transparent process to evidence appropriate delegations to officers to undertake these delegations on behalf of the Council in an efficient manner. The delegation sought in this report is for officers to be able to commence and complete the procurement activity detailed in Appendix A and for contracts to be executed, depending upon their value, either under seal or in writing and as such the decisions sought are key decisions.</p>
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	Yes	The Procurement Intentions document can be published externally. This helps the Council's supply chain prepare for up and coming tender opportunities.

<b>IMPACT ON SPECIFIC WARDS</b>	No	
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## **PART B) – ADDITIONAL INFORMATION**

### **4. INFORMATION**

#### **Procurement**

- 4.1** In the last 6 months the Procurement Team has continued to support the Council in achieving value for money commissioning and procurement. Indicative savings to date include:

Supporting People	Full market engagement resulted in savings of £390k to be delivered over three years.
Taxi Framework	£184k saved which equates to 15% based on the last contract
Bus Contracts	£129k saved through an eAuction
Train Tickets and Hotel Booking	£2k saved by cancelling the Expotel contract and spot purchasing for the time being.
Bar services for the Place	Contract Value £33k with saving of 7% on last contracted prices.
Water Testing Services	Review of services and a full tender process resulted in a saving of £29k.
Day care Services	Reconfiguration of services provided a £12k saving with one provider.
eBay sales	£6.5k income generated through sales of redundant assets. Growing on a weekly basis. We are now the key reference site for other LAs.

- 4.2** There are hard cash savings but there is also a large amount of non cashable added value savings brought about by the team supporting a more proactive approach such as:
- Holding market sounding events to establish what solutions are out there to support us before the tender process starts,
  - Working with social workers to revisit care plans and negotiate more suitable care packages,

- Moving to outcome specifications to open up the supply chain for the supply of ICT services,
- Carrying out market research to establish if new technology can support our back office functions more effectively, as in the recent review of PSe the Councils human resource package,
- Service reviews and efficiency discussions with our top 4 care providers to see how, working together, we can reduce the overall costs of the service and keep quality provision,
- Working closely with the Voluntary sector to encourage them to access other non-council income streams to enable them to become self-sustainable in the future,
- Decommissioning services where the outcome is no longer being met or the need has changed,
- Aggregating small reoccurring building maintenance contracts to achieve volume saving but not putting them out of the reach of SMEs.
- Improved Performance and Budget Efficiencies were realised through working with the Market to inform the technical solution around the Jackfield Stabilisation Project.

**4.3** The Procurement Service Delivery Specialist, Sarah Bass continues to attend the Telford Business Partnership and Telford Business Board, Business Environmental Support Team (BEEST) for Telford and Shropshire Business Cogs at Work to share the Councils procurement Intentions, support the market place in getting tender ready (not just for Public Sector tender but also for Business to Business), discuss social value and the Council's openness to engaging with the market place as well as the community and service users. Sarah is also the Social Value Champion for the Council, along with her Procurement Manager colleagues from the West Midland Councils, champions social value in the region.

**4.4** An extract of the latest procurement intentions document attached at Appendix A details the procurement activity for the next 6 – 12 months. This is a live document regularly updated by SDMs with the current status of their projects. Some projects are still ongoing from the last update in January 14 and progress can be seen in the updated comments. All values are indicative and in all cases over £50k, the market place is informed of the value band of any subsequent contract so they are able to make a business decision as to whether to bid or not.

**4.5** The highlights on the documents for this update are the Stop Smoking Services Procurement, the Children's Regional Residential Framework

Tender and the Managed Services to Temporary Agency Resources (MSTAR);

- Stop Smoking Services is a statutory duty for the Council. The new 2 year contract will have a maximum contract value of £555,000 p.a. The successful Provider(s) will only receive payments should they achieve 4 week and 12 week quit success on a Service User basis. Service Users will be tested (nicotine levels via breath test) to ensure they are not smoking at these times. An incentive payment for achieving over 20% quit at 6 months is included in the contract. No other payment outside of achieving the quits as described will be made to the Provider(s). It is anticipated that there will be savings arising from this use of payment by results. There is also a requirement for any bidders to explicitly refer to further cost savings that can be delivered for the duration of the contract if awarded.
- Sandwell Metropolitan Borough Council setup the Children and Young People Regional Residential Care Framework in 2012 for two years with the option to extend for further two years based on the Provider's performance. Regionally the decision has been taken not to extend but to go out to tender to test a new market. Sandwell MBC are drafting the service specification and terms and conditions and will be leading on the procurement process on behalf of other Council's. Following the contract award to the preferred providers each local authority will be assigned a number of providers whose contracts they will manage as the lead authority, whilst Sandwell Council remain the overall contract framework managers. This will ensure the contract management function is divided fairly between those local authorities party to the contract. The Council may use providers for which they are not the lead and will work closely with the lead Council to resolve any contractual issues.
- The Council currently has an agreement with Comensura through the ESPO MSTAR framework. There is an option to extend the agreement with Comesura for a further period. People Services closely monitor this contract and the use of agency workers to keep usage and off contract spend is kept to a minimum. The MSTAR agreement continues to offer best value and provides the Council with a quarterly rebate.

**4.6** The way the Council procures will see a subtle change as the new EU procurement regulations come into force later in the year. The

Procurement Team is supporting this by promoting early adoption of some of the initiatives that are seen as good practice. These include:

- Market engagement prior to tender issue to ensure that what we are asking for is achievable, best value and will deliver the outcomes,
- Engaging supply chains at contract notice stage to help build local sustainability through potential employment opportunities and commercial growth.
- Advertising all requirements as widely as possible using unrestricted means such as social media
- Managing the tender process through an electronic portal.

All these processes ensure we get it right first time and the market and community can influence a value for money solution.

**4.7** For the Solar Farm procurement, the Team broke with tradition. They told the market at the outset that we would be notifying our local supply chain who the key bidders were in the process so that they could proactively engage at the tender stage. This would enable them to consider the added value before submitting a tender rather than after they were awarded the contract. It's pleasing to see that this is actually now happening and the Team are seeing communication in the supply chain.

**4.8** The new procurement rules are a key player in the rationalised Constitution. They will support Council Officers carry out cost effective procurement with a range of tools and techniques. These are part of a separate report going to Council Constitution Committee and Council in July for approval.

**4.9** The Strategic Procurement Team continue to mobilise themselves to support areas where savings are a priority such as Social Care and ICT. In both areas the team are supporting the delivery of high value strategic contracts. The team Apprentice Julia Summers is also working above and beyond her grade by back filling substantive officers for three days in the Financial Case Management Team where they are tackling a substantial backlog of disputed contracts. Julia also championed her role in an interview with Radio Shropshire during Apprenticeship Week and represented the Council at West Midlands recruitment fair. Julia manages the day to day running of the Council's Government Procurement Card (GPC) project which sees 230 card holders (including schools) spending around £100k per month .

## **Social Value Policy**

**4.10** Under the provision of the Public Services (Social Value) Act 2012, the Council is required to consider how the economic, social and environmental well being of the borough might be improved through commissioning and procurement of its services. The Social Value Policy sets out the Council's aims in this regards and is attached at Appendix B  
It sets out:

- the definition of social value,
- the broader context linking with the Councils priorities
- how social value will work in practice

**4.11** It's proposed that the Policy will be rolled out with the new constitution throughout August and September 2014.

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

## **6. PREVIOUS MINUTES**

Procurement Intentions Document - CB-91

## **7. BACKGROUND PAPERS**

**Report prepared by Sarah Bass, Strategic Procurement Ext 82470**

## Social Value Policy

### 1. The purpose and remit of the contracting authority

- 1.1 The Councils' Social Value Policy sets out the key principles and actions whereby the Council seeks to embed practical and effective commissioning for social value in every aspect of procurement starting at the pre commissioning stage.
- 1.2 Under the provision of the Public Service (Social Value) Act 2012 (the Act) Telford and Wrekin Council (the Council) is required to consider whether to consult on how the economic, social and environmental well-being of the borough might be improved through commissioning and procurement. It must consider only those matters that are relevant to what is being proposed to be procured and it must be proportionate in all the circumstances to take those matters into account
- 1.3 The Act complements the Department for Communities and Locals Government's statutory guidance on the Best Value Duty which requires Councils to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard for a combination of economy, efficiency and effectiveness.
- 1.4 Although the Act only requires Councils to consider social value in service contracts (and goods or works where service is the major element) above the EU procurement threshold, the principles should be considered in all commissioning and procurement activity.
- 1.5 This Policy will be reviewed annually by Strategic Procurement

### 2. The Strategic Context

- 2.1 The strategic context for social value outcomes comes from the Councils priorities shown here with example of how Social Value can help deliver them;
  - We will protect and create jobs as a 'Business Supporting, Business Winning Council'
    - *supporting all sectors accessing contracts opportunities*
  - We will protect and support our vulnerable children and adults
    - *listen to the service users voice pre procurement at the commissioning and evaluation stage*
  - We will improve the health and wellbeing of our communities and address health inequalities

- *work with communities to identify need that social value can address*
- We will ensure that neighbourhoods are safe clean and well maintained
  - *working with communities and providers in such as way as to reduce demand for services*
- We will improve local peoples projects through education skills and training
  - *Where appropriate consider targeted recruitment and training opportunities and curriculum support in various sectors*
- We will put our children and young people first
  - *Involve the users in service design*
- We will regenerate those neighbourhoods in need and work hard to ensure local people have access to affordable housing
  - *Consider community and social enterprise along side provider social value*

### **3. Implementation**

3.1 The Council will embed a clear message about our intention to secure social value through our commissioning and procurement every time we communicate with the market place. For each commissioning exercise, specifications will be reviewed to examine:

- Why the service is being delivered is it still relevant and what is to be achieved?
- If appropriate, undertake service user community or marketplace consultation or research to confirm needs and create opportunity for co design and production
- What are the additional social value outcomes we should be seeking to derive from this particular commissioning project
- How third parties can help deliver social value as added value of the contract
- How we can measure the value added

3.2 These intentions are reflected in the procurement process through:

- engaging with the market about how to realise the whole service package including those aspects that can increase the social value in the project, prior to tender issue,
- All requirements over £5k being advertised on the Council's web page and via twitter to encourage all types of providers including social enterprises, voluntary organisations and SMEs to bid for contracts

- Holding 'Getting Tender Ready' events to support right first time bid submissions and support providers accessing wider tender opportunities
- Best endeavours being made to include a local supplier on the invitation to quote list for any contracts over £5k
- Procurement documents have been amended to ensure that smaller providers are not excluded by unnecessarily high thresholds for Insurances and financial arrangements where appropriate
- The Council publishing its commissioning and procurement intentions on the website so the communities can plan and prepare for involvement
- Ensuring added social value forms part of the evaluation process of the tender in a manner that is proportionate and relevant and that these become key performance indicators for the subsequent contract
- Having Services Users and Communities involved in the evaluation where appropriate
- Adopt mechanisms for measuring the performance of the services including social value requirements that are linked to the way that services are paid for under the relevant contract
- Learning from the performance of the contract about how best to develop social value requirements through a progressive change control mechanism in the contract and also to assist practice in subsequent procurement exercises.
- The collection and evaluation of social value achievements to measure how the Council has maximised the impact of the Borough £.

#### **4. Desirable Targets**

- 4.1 Adoption of a social value policy will help contribute to:
- creating skills and targeted training opportunities such as apprenticeships or work experience
  - creating employment opportunities for young people, long term unemployed, former carers, care leavers or NEETS
  - creating supply chain opportunities for SME and social enterprises
  - creating opportunities to develop sustainable third sector organisations
  - encouraging community engagement
  - Suppliers engaging with communities and schools by offering curriculum support in sharing their expertise and knowledge about their discipline
  - Working with suppliers to ensure that there are practical tools and relevant tools in place to assist with measuring and reporting social value that do not have a negative

## **5. Reporting on social value**

- 5.1 The Council will report on how the above social value targets have been achieved through direct or associated commissioning and procurement activities on an annual basis.
- 5.2 Reporting will be through Service Delivery Managers to their Assistant Directors and on to Portfolio Holders
- 5.3 From January 2015 the Procurement Team will hold copies of all above threshold procurement reports and these reports will detail how, if applicable, social value was considered in the process and how it is to be measured through the contract.

DRAFT

Service Area	Key Commissioning /Procurement Intentions	Major contract < £500k /Minor >£500k	Delegation sort for this version?	Indicative Value of final Contract	Comments [block out dates for resource support see key]	Contract Award Due Date
Co operative Council	Solar Energy	Major	No	£2M	currently out to tender	Sep-14
Cooperative Council Delivery Team	Deaf Communication Support	Minor	No	£50-£70K	Renewal of services required to test best value.	Apr-15
Cooperative Council Delivery Team	Community Language Services	Minor	No	£50K	Renewal of services required to test best value.	Apr-15
Customer Services	VOIP / Broadband Network Contract	Major	No	£8M	Full EU procurement for a 5 +2+2+1 contract starts in Jan 14	Jun-15
Customer Services	Mobile Phone Contract (Propose to purchase under PSN framework)	Major	No	£360k pa	Accessing the PSN Crown Commercial Services Framework	Jul-14
Customer Services	Oracle and SQL Server Support	Minor	No	£108K	sub EU Procurement for support	Aug-14
Customer Services	Revenues and Benefits ICT Managed Support	Minor	No	60K	Provide support for R&B iWorld appliation and databases.	Aug-14
Customer Services	Debt Recovery	Major	Yes	£750k	Renewal of debt recovery contract to include bailiff services	Apr-15
Customer Services	EDMS / Scanning solution	Minor	No	180k	Corporate solution required for back scanning and	Apr-15
Customer Services	Public Library stock supply	Minor	No	c£130k	Consortium of Telford & Wrekin, Herefordshire, Worcestershire and Shropshire for supply of public library stock	Apr-15
Customer Services	Print Contract	Minor	No	tbc	Review of the current contract - de commission or recommission	Jan-15
Development, Business & Housing	Housing Management Scheme	Major	No	£40M-£80M	Housing Investment feasibility study	Oct-14
Law Democracy & People Services	Review of Pse - HR Management System	Major	Yes	c£61k per annum revenue costs	Review to establish what is required from an upgrade which will cost c£100k to implement plus yearly ongoing revenue costs. Potential 8 yr contract value £500k	Oct-14
Law Democracy & People Services	Salary Sacrifice Scheme - Cars; Annual Leave; Cycles; Childcare Vouchers and Car Parking scheme	Minor	No	£70k	entering into framework contract with Tusker	Jul-14
Law Democracy & People Services	Agency Staff	Major	Yes	£472k est ext value	Current agreement with Commensura on MSTAR ESPO framework - Plan to execute the 12 month extension which is available within the contract to take us up to Dec 2015	Oct-14
Law Democracy & People Services	Agency Staff	Major	Yes	tbc	Provision of new Agency Contract start this in April 15	Jan-16
Neighbourhood and Leisure services	Highways capital programme	Major	No	tba	This is a change to contract arrangements with the existing supplier, TWS. New arrangements under NEC 3 contract conditions . To date no agreement has been reached with TWS.	Sep-14
Neighbourhood and Leisure services	Street lighting	Major	No	tba	Halcrow are carrying out a review of the street lighting contract and associated street furniture. This will inform the procurement process. Review on-going	Sep-14
Neighbourhood and Leisure services	Car park Enforcement	Minor	No	tba	The contract with Vinci was terminated from 1st April and car park enforcement is now carried out in-house	Apr-14
Neighbourhood and Leisure services	Road Safety and Safe driving for Work	Minor	No	tba	Potential income generation or at least cost recovery working with TCC	Oct-14

Service Area	Key Commissioning /Procurement Intentions	Major contract < £500k /Minor >£500k	Delegation sort for this version?	Indicative Value of final Contract	Comments [block out dates for resource support see key]	Contract Award Due Date
Neighbourhood and Leisure services	Play Parks , MUGAs and BMX tracks	Minor	No	£300k	Section 106 monies and tender for play parks etc.	Oct-14
Neighbourhood and Leisure services	Pride in the community - Tree assessment and surgery	Minor	No	<£100k	contract for assessment and remedial works	Oct-14
Neighbourhood and Leisure services	Theatre Lighting	Minor	No	£112k	stage lighting to LED providing electricity savings. Looking for Grants/funding opportunities.	Oct-14
Property & Design	3 Class Extension at Meadows Primary	Minor	No	£684k	Committed projects 14/15	Mar-15
Property & Design	2014/15 Asbestos Management	Minor	No	£50k	Committed projects 14/15	Mar-15
Property & Design	Brookside Community Centre Condition Contribution	Minor	No	£100k	Committed projects 14/15	Mar-15
Property & Design	Oakengates Leisure Centre Fitness Suite/Refurb/Replace water tanks	Minor	No	£233k	Committed projects 14/15	Mar-15
Property & Design	Corporate Asbestos Programme at Various Sites	Minor	No	£100k	Committed projects 14/15	Mar-15
Property & Design	Corporate AMP Management and Condition Surveys	Minor	No	£50k	Committed projects 14/15	Mar-15
Property & Design	Kitchen Refurb at Aqueduct Primary	Minor	No	£923k	Committed projects 14/15	Mar-15
Property & Design	Kitchen Refurb at Lilleshall Primary	Minor	No	£58k	Committed projects 14/15	Mar-15
Property & Design	Dishwasher replacement at various schools	Minor	No	£99k	Committed projects 14/15	Mar-15
Property & Design	Kitchen Refurb at Teagues Bridge Primary	Minor	No	£56k	Committed projects 14/15	Mar-15
Property & Design	AMP Management and Condition Surveys at various schools	Minor	No	£50k	Committed projects 14/15	Mar-15
Property & Design	Millbrook Primary sub distribution boards/rewire	Minor	No	£60k	Committed projects 14/15	Mar-15
Property & Design	Haughton School extension works	Minor	No	£216k	Committed projects 14/15	Mar-15
Property & Design	John Fletcher of Madeley Primary roofing	Minor	No	£240k	Committed projects 14/15	Mar-15
Property & Design	Dothill Primary rewiring and lighting	Minor	No	£140k	Committed projects 14/15	Mar-15
Property & Design	Arthog biomass boiler/heating system replacement	Minor	No	£260k	Committed projects 14/15	Mar-15
Property & Design	Re Roofing at the Business Development Centre	Minor	No	£250K	Possible link to ERDF project	Sep-14
Property & Design	Extension to Donnington Gypsy Site	Minor	No	tbc	Completed by Dec 14	Dec-14
Property & Design	Catering Equipment Contract	Minor	No	tbc	Service Contract	Sep-14
Public Health	Pharmacy	Minor	No	tba	All pharmacies providing public health services have new contracts in place.	Apr-14
Public Health	School Nursing	Major	Yes	£1.2m	Contract completed - contract start date for September (contract duration 3 +1)	Jul-14
Public Health	Stop Smoking Services	Major	Yes	£550k	Review of current stop smoking and stop smoking in pregnancy contract and re tender. Tender out September 2014 Payment Per Quit capped	Apr-15
Vulnerable People	Systemic Practice Training	Minor	No	£145k	To bring T&W in line with best practice tender process through summer 14	Sep-14
Vulnerable People	Domiciliary Care	Major	No	£10m	Tender currently being evaluated contract to be awarded Aug 14	Aug-14
Vulnerable People	Frozen Meals	Minor	No	£18k	Tender out Jun 14	Sep-14
Vulnerable People	Community Meals	Minor	No	£40k	Tender out Jun 14	Sep-14
Vulnerable People	Supporting People - Sheltered Housing	Major	No	£2M	currently engaging with market to agree service provision. PPQ issued to supplier and then they will be qualities monitored for outcomes against an agreed contract	Jul-14
Vulnerable People	Rehabilitation and Enablement	Major	No	tbc	Pooled budget agreement with the CCG reviewing the service specification with the CCG	Aug-14
Vulnerable People	Careers Support - Adults and Children as Carers	Minor	No	£400k	Tender out for carers respite services and support for the service user during respite	Sep-14
Vulnerable People	Extra Care	Major	No	tbc	Requirement to recommission the Extracare services for Chillcott, Parkwood and Bourville Trust. Needs analysis being undertaken	Oct-14
Vulnerable People	Potential Adoption sub regional framework led by T&W for a west Mercia region	Major	No	£602k Shropshire Council & TWC	provide training support/marketing and recruitment etc for adoptive parents	Sep-14
Vulnerable People	Non Accommodation Tender Support services for children in/Edge of Care, Psychological Services ,Family Group Conferencing, and SEN Mediation Parenting Assessments	Major	Yes	tbc	This may incorporate all the below with relations to family and child services that are non accommodation based. Decision to be taken on method of procurement	Oct-14



**TELFORD & WREKIN COUNCIL**

**CABINET - 24 JULY 2014**

**AFC TELFORD – AMENDMENTS TO LEGAL AGREEMENTS**

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

**LEAD CABINET MEMBER – CLLR SHAUN DAVIES**

**(PART A) – SUMMARY REPORT**

**1. SUMMARY OF MAIN PROPOSALS**

- 1.0 To agree to alterations to the legal agreements and or leases relating to the West Stand to allow both lessees (namely AFC Telford & Shropshire College Management Ltd) to utilise the assets held within their leasehold interest as was originally intended.

**2. RECOMMENDATIONS**

- 2.1 That Cabinet delegate authority to the Director: Development, Business & Customer Services in consultation with Cabinet Member: Neighbourhood Services & Employment and Skills, to negotiate and agree the terms for any variation/amendment, surrender and creation of any necessary legal agreements including new leases as may be required pursuant to this report.
- 2.2 That Cabinet delegate authority to the Assistant Director: Law & People Services to seal or sign any documents required to give effect to the recommendations contained in this report.

**3. 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?	
	Yes	AFC Telford and Shropshire College Management Ltd together with the users of the facilities.
<b>TARGET COMPLETION/ DELIVERY DATE</b>	The Council has the power to carry out the recommendations contained within this report subject to obtaining both Tenants agreement. The need for these changes to the legal documentation is set out in this report	
<b>FINANCIAL/ VALUE FOR MONEY IMPACT</b>	Yes	There are no financial implications to the Council as a result of the recommendations within this report. JAC 250614
<b>LEGAL ISSUES</b>	Yes	The Council has the power to carry out the recommendations contained within this report.
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	No	None
<b>IMPACT ON SPECIFIC WARDS</b>	Yes	The site falls within the College Ward The ward Councillor is Cllr Michael Ion

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

### **4. INFORMATION**

- 4.1 The Council owns the freehold of part of the site outlined in red on Appendix 1 and is the leaseholder under a 999 year lease of part of the site. The ownership is subject to two long leasehold interests namely with AFC Telford and Shropshire College Management Ltd. The Bucks Head football ground including the West Stand is the home of AFC Telford
- 4.2 New College recently purchased the Whitehouse Hotel and the West Stand to extend the offer within their overall curriculum which provides an excellent resource for the Borough. Students will gain valuable experience working in the hotel and leisure facilities which will form part of their overall learning. This venture is seen nationally as an excellent delivery model and it is clear that it will be a major opportunity for our community.
- 4.3 In respect of the West Stand, amendments are required to the lease arrangements. There is a requirement to make amendments to some of the shared rights of access and some shared use of facilities to allow both parties to run their respective operations. Whilst some of these activities are currently dealt with by way of local agreement they run against, or are not covered in, the existing terms of the lease agreements.
- 4.4 The current leasehold agreements therefore have a number of shortcomings in relation to these required rights of access, use of the facilities, etc, which has resulted in the need for appropriate variations to the existing leasehold interests to ensure that all parties can function alongside each other to deliver their business.
- 4.5 These irregularities first came to light when the AFC lease was renewed in 2010 and while agreed by TWC & AFC Telford, areas used by and assumed to have been in control of the Club were included that had not been included in their previous lease but the issue was that it had already been included in the college lease. This disparity restricts the new lease from being registered at the Land Registry which is an issue for AFC Telford.
- 4.6 The preparation of new documents including but not limited to a Collaboration Agreement to establish respective rights, Deeds of Variation to formally alter existing leases and or Agreements and Deeds of Surrender to give up areas incorrectly leased to each other and if necessary new leases together with other documents/agreements as required, are needed to successfully rectify these anomalies to the benefit of all parties.
- 4.7 A working group will be formed to include representatives from AFC Telford and New College as well as the Cabinet Member for Neighbourhood Services & Employment and Skills, representatives from community groups and Ward Members. The objectives for the group are being developed collectively with partners with the general purpose being to improve the offer from the overall facility for all residents in the Borough. This group will drive forward initiatives and improve the range and quality of the offer for our Community. To show intent and to provide a framework to develop a working partnership a collaboration agreement between the club and the college will be agreed to which will deliver a foundation for a strong partnership to serve the community.
- 4.8 Ensuring the arrangements with the lease and the collaboration agreement are resolved is critical to all parties. The economic and social benefit from the activities New College and AFC Telford provide for our Borough is a major benefit to our community. New College and AFC Telford are very important to Wellington and to the Borough, the significant impact they deliver for our community around economic and social benefits are a major asset for our community. Amending the lease arrangements as referred to in this report and providing the development of a working group as referred to above will provide certainty and clarity to develop further investment in our Borough for the benefit of the whole Borough.

**5. PREVIOUS MINUTES**

5.1 None

**6. BACKGROUND PAPERS**

6.1 None

**Report prepared by James Dunn, Regeneration & Investment Service Delivery Manager.  
Telephone: 01952 384331**



## **TELFORD & WREKIN COUNCIL**

**CABINET - 24 JULY 2014**

### **SPECIAL EDUCATIONAL NEEDS & DISABILITY (SEND) REFORMS**

**REPORT OF ASSISTANT DIRECTOR: CHILDREN'S SAFEGUARDING & SPECIALIST SERVICES**

**LEAD CABINET MEMBER: CLLR PAUL WATLING**

## **PART A – SUMMARY REPORT**

### **SUMMARY OF MAIN PROPOSALS**

The SEND reforms have been an outcome from a national consultation relating to the needs of children and young people with Special Educational Needs and/or Disability. The Consultation and Pathfinder evidence resulted in the SEND reforms becoming enshrined in legislation through Royal Assent, March 2014 - Part 3 of the Children & Families Act 2014 (Act).

The aim of the reforms is to improve the life chances of children and young people through promoting early identification and intervention, bringing together the services needed to support the holistic needs of the children/young people 0-25, through a single assessment process, which co-ordinates existing assessments and leads to an appropriate plan. For those whose educational needs are more complex, this would be an Education, Health and Care Plan (EHCP). The aim is to promote choice and personalisation of provision with children, young people and their families at the centre of the process.

The legislation is due to be implemented in September 2014, when new requests for Statements of Special Educational Needs will be met through Education Health and Care Plans (EHCP). There is also the expectation that all existing Statements and 139A assessments, post 16 learning Further Education assessments, are reviewed and converted to EHCP within 3 years.

Robust governance arrangements are in place to support the delivery of the main aspects of the reforms. A meeting of key staff with a DfE SEN and Disability Professional Adviser on 26<sup>th</sup> June 2014 came to the shared agreement of reasonable confidence that the reforms will be delivered on time. However there is recognition that there is a significant amount of work to be done over the next 12 – 18 months, regarding the embedding of the systems, transition between existing service provision to the new systems and processes, and more importantly the need for culture change for staff, services and agencies.

### **2.0 RECOMMENDATIONS**

- a) That progress towards readiness for implementation of the SEN reforms be noted**
- b) That the Director of Children and Family Services be granted delegated authority, following consultation with the Cabinet Member for Children Young People and Family Services to approve and implement revised SEN policies to meet the requirements of the Children and Families Act 2014.**

### 3.0 SUMMARY IMPACT ASSESSMENT

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	1. Putting Children and Young People first 2. Vulnerable Children and Adults Protected
	Will the proposals impact on specific groups of people?	
	Yes	Children & Young adults 0-25 year with additional needs, special educational needs and/or complex health/disability needs.
<b>TARGET COMPLETION/ DELIVERY DATE</b>	Implementation to commence from 1 September 2014	
<b>FINANCIAL/ VALUE FOR MONEY IMPACT</b>	Yes	<p>The 2014/15 revenue budget for SEND is £2.642m. In addition to this there are also budgets within Safeguarding and Skills and Delivery which part fund SEND services and further work needs to be undertaken to identify the exact proportion within these areas that relates to SEND.</p> <p>For 2014/15 Telford &amp; Wrekin council also has a non-ring fenced one off SEND Reform grant of £0.398m. This grant can either be used to fund associated additional costs associated with SEND reform or on costs meeting local need.</p> <p>For 2015/16 an indicative amount of £31.7m SEND grant will be available nationally to local authorities. Based on previous allocations of national SEND grant an estimated £0.099m may be received by T&amp;W.</p> <p>Additional costs, of either a one off or ongoing nature, associated with the implementation and embedding of these reforms must be contained within the existing SEND budget and one off grant available.</p> <p><b>GS/TAS 02.07.14</b></p>
<b>LEGAL ISSUES</b>	Yes	<p>Department for Education (DfE) advice for local authorities and health partners about implementing the 0 to 25 Special Educational Needs and Disability system from 1 September 2014 was published on 9 December 2013.</p> <p>This advice sets out the changes being made to the Special Educational Needs (SEN) system and what organisations need to do to implement the system. The advice was updated on 8 April 2014 and on 10 June 2014</p> <p>On 11 June 2014, the DfE published a draft statutory special educational needs and disability (SEND) code of practice (0 to 25 years) for approval by Parliament.</p> <p>The Children and Families Act 2014 received Royal Assent on 13 March 2014 and from 1 September 2014 Part 3 of the Act places new statutory responsibilities on local authorities. Most importantly, local authorities will have to:</p> <p>Work with health and social care colleagues jointly to commission services to deliver integrated support for children and young people with SEN aged 0-25.</p> <p>Consult children, young people and their parents, and cooperate with a range of local providers across education, health, social care and voluntary sector partners to deliver the new system, including post-16 education providers such as further education colleges and training providers.</p>

		<p>Work with local partners, parents and young people to co-produce and publish a local offer of SEN services and provision to assist young people in finding employment, obtaining accommodation and participating in society.</p> <p>Provide a coordinated education, health and care assessment for children and young people aged 0-25, and new Education, Health and Care (EHC) plans that will replace the two existing systems of SEN statements (in schools) and Learning Difficulty Assessments (in further education and training).</p> <p>Offer those with EHC plans the option of a personal budget. Consider the transition from children's to adult services and whether to use a new power to provide children's services to young people over 18 to smooth their transition.</p> <p><b>KF 27.06.14</b></p>
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	Yes	<p>Opportunities;</p> <p>To develop best practice across the Borough, based on principles of inclusion, and community based services.</p> <p>To train staff to better meet the holistic needs of families, reducing duplication</p> <p>To bridge gaps across Social Care, Education and Health</p> <p>To identify and developing 'in house' services and interventions, which are fit for purpose and best value</p>
<b>IMPACT ON SPECIFIC WARDS</b>	No	Children who will benefit from the SEND reforms live in all parts of Telford and Wrekin

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

### **4. BACKGROUND**

The SEND reforms have been an outcome from a national consultation relating to the needs of children and young people with Special Educational Needs and/or Disability. The Consultation and Pathfinder evidence resulted in the SEND reforms becoming enshrined in legislation through Royal Assent, March 2014 - Part 3 of the Children & Families Act 2014 (Act).

The need for reform was identified in the 2006 Education Select Committee Report and Brian Lamb's report 2009. These reports highlighted that parents felt that the existing SEN processes were overly bureaucratic and frustrating, resulting in them feeling the need to 'battle' through every step. In addition children were subjected to multiple assessments, with resources being misdirected, resulting in poorer outcomes for children and young people. There were concerns about the effectiveness of arrangements to meet the needs of young people who were at the life stage of transition into adulthood, as by the time they left school those who had special educational needs/disability were more than twice as likely to be out of education, training or employment.

The aim of the reforms is to improve the life chances of children and young people through promoting early identification and intervention, bringing together the services needed to support the holistic needs of the children/young people 0-25, through a single assessment process, which co-ordinates existing assessments and leads to an appropriate plan. For those whose educational needs are more complex, this would be an Education, Health and Care Plan (EHCP). The aim is to promote choice and personalisation of provision with children, young people and their families at the centre of the process.

The consultation set out the aims of having a system that was less stressful for families, provided increased, personalised choice and was more cost effective. There was a strong emphasis on full participation of children/young people and their families with an emphasis on mediation, robust commissioning and transparency of service provision.

To test the vision of the proposals the Department of Education set up 20 trials with 31 Local Authorities, these Pathfinder Authorities have provided information and training to inform the changes. These proposed changes challenged the existing practice with radical expectations of transference of power to front line professionals and community services to work more directly with parents, carers, children and young people. It was anticipated that this approach would increase families' confidence in services, giving them more control and supporting better outcomes for their children. In the current phase of the development (April 2014 – March 2015) Telford & Wrekin are partners in a consortium of West Midland Local Authorities as one of 11 Pathfinder champions.

Telford & Wrekin council showed considerable foresight, through the 2011/ 2012 re-structure, in bringing together key Local Authority services to meet the SEND requirements; these formed the Children's Specialist Service (CSS). The CSS have the remit to work across agencies, service and team structures to assess and co-ordinate the appropriate support for children and young people with additional needs, special educational needs and disabilities.

To support the delivery of the duties and expectations of the Act and the specific requirements of the revised Code of Practice the service has recently been further restructured. This was in order to re-align the separate teams that are managed through CSS into a model of delivery based on multi-disciplinary working, through a matrix management approach.

Through the re-structure consultation has involved staff across the Council, partners, including providers of education across the age range, health professionals, the Clinical Commissioning Group and the voluntary sector. We have engaged in close working relationships with parent's forums as well as with specific parent groups and individuals who have contributed through a co-production model of developing the processes and systems to support the changes. We have also engaged in a programme of culture change with staff, which will be supported by a robust training programme, as this is key to improving outcomes for our children and young people.

The re-structure provided an opportunity to develop posts that will support the culture change through an integrated model based on systemic practice. The 'new way' of working has been piloted through focusing on defined groups of children. We have evidence of improved outcomes for children, young people and their families through developing and contributing to changes in provision, with significant cost savings in some cases.

The legislation is due to be implemented on 1 September 2014, with the expectation that we review all existing Statements of Special Educational Needs and 139A assessments, post 16 learning Further Education assessments, and convert them to EHCP within 3 years, with identified priority groups. The Government has recognised that this will result in 'an additional burden' on the Local Authority and has provided 3 separate Grants to support the costs of change.

Our task and finish groups, which report to the “Aiming High for Disabled Children and SEN Commissioning Group (which in turn reports to the Children Young People and Families Board, which is accountable to the Health & Well Being Board and) have focused on specific key elements of the legislative changes:-

- Developing the assessment and planning processes, being piloted through an Early Years pilot.
- Personalisation, developing systems to support personal budgets, including a Resource Allocation System (RAS)
- Local Offer development group, working across services and agencies.

In addition we have a Communication strategy to engage partners.

The work of these groups identifies positive progress, and we would expect to be compliant with the legislation from the 1 September 2014. However there is recognition of a significant amount of work over the next 12 months, regarding the embedding of the systems, transition between existing service provision to the new systems and processes, and more importantly the need for culture change for staff, services and agencies. It is likely that there will be high expectations of the changes from September that may not be immediately met. We would expect to be compliant with the legislation from the 1 September 2014 and will continue to contribute and learn from the work of the Pathfinder Champions.

**5. PREVIOUS MINUTES**

Not applicable

**6. BACKGROUND PAPERS**

Not applicable

**Report prepared by Diane Partridge, Service Delivery Manager, Children’s Specialist Services.**

**TELFORD & WREKIN COUNCIL**

**CABINET – 24 JULY 2014**

**DRIVING DELIVERY OF THE COUNCILS PRIORITIES: 2013/14 END OF YEAR PERFORMANCE ANALYSIS AND STRATEGIC RISK REGISTER**

**REPORT OF MANAGING DIRECTOR**

**LEAD CABINET MEMBER – CLLR RICHARD OVERTON**

**PART A) – SUMMARY REPORT**

**1. SUMMARY OF MAIN PROPOSALS**

1.1. To present an overview of 2013/14 performance against the Council's priorities and identify key risks to their delivery.

**2. RECOMMENDATIONS**

That the:

- Council's performance for 2013/14 is reviewed and noted;
- performance reporting timetable for 2014/15 is approved;
- strategic risks are reviewed and approved.

**3. SUMMARY IMPACT ASSESSMENT**

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Co-operative Council priority objective(s)?	
	Yes	<i>All Priorities</i>
	Will the proposals impact on specific groups of people?	
	Yes	<i>The Council's priorities impact across all communities</i>
<b>TARGET COMPLETION/DELIVERY DATE</b>	<i>This is part of the on-going monitoring of delivery of the Council's priorities.</i>	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes	The Council's budget is the financial representation of the Council's priorities and plans for the year. The delivery of services and performance outcomes are therefore reflected in the financial outturn position which was reported to Cabinet in 26 June. Despite the pressures faced during the year and having to deliver £11m savings in 2013/14 (on top of the £42m made in previous years), final revenue spend was within budget. Looking forward, the Council faces severe financial challenges as

		Government funding reductions continue. The Service & Financial Planning Strategy for 2014/15 meets these challenges: not only by delivering a package of savings but also by having clear investment priorities which will generate additional income and attract new jobs and investment into the borough. Further details about the strategy for 2014/15 and the 2013/14 financial outturn can be found on the Council's web site. Strategic risks are considered as part of the budget setting process.
<b>LEGAL ISSUES</b>	Yes	<p>The Council has statutory responsibilities to undertake functions which are, in many cases, subject to central government regulations and guidance. Some of the Council's priorities listed in this report at appendix 2 are additional objectives which add to, but don't replace, the Council's statutory responsibilities.</p> <p>Any changes to corporate priorities, the risk register and/or performance indicators to meet our priorities must ensure that the Council also continues to fulfil its statutory duties.</p> <p>Changes in legislation such as the introduction of the Care Act 2014 (referred to in the 'vulnerable adults' section of part B of this report) demonstrate how new legislation causes the need for a review of how new responsibilities will affect the way in which the Council needs to adapt its strategy regarding its corporate priorities.</p>
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	Yes	The report identifies key risks to the delivery of the Council's priorities
<b>IMPACT ON SPECIFIC WARDS</b>	No	Borough-wide impact

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

### **4. Driving Delivery of the Council's Priorities**

4.1. The 2013/14 to 2015/16 Medium-term Plan set out the Council's priorities:

- **Regenerate those Neighbourhoods in Need and Work to Ensure That Local People Have Access to Suitable Housing**
- **Ensure that Neighbourhoods Are Safe Clean and Well Maintained**
- **Protect and Support Our Vulnerable Children and Adults**
- **Improve Local People's Prospects Through Education and Skills Training**

- **Improve the Health & Wellbeing of our Communities and Address Health Inequalities**
- **Protect and Create Jobs as a “Business Supporting, Business Winning Council”**

4.2. Whilst many councils have simply cut essential services and stopped major projects, Telford & Wrekin Council continues to invest in projects to drive delivery of its priorities. Our 2013/14 financial strategy saw investment in:

- £250m Southwater investment
- “Destination Telford” to the Borough as a place to live work and visit.
- £1m investment in Commercial and Business Fund
- £600k additional revenue funding into Children’s Safeguarding Service
- The transfer of Public Health functions from the NHS to the Council to protect and enhance the health and wellbeing of the community.
- An additional £150k into our winter maintenance programme

4.3. This report presents an overview of the progress which the Council has made delivering its priorities in 2013/14. Central to this, is a basket of performance indicators aligned to each priority (see Appendix One). The report also considers the key, high level actions in place to drive delivery of the priorities in 2014/15.

**Regenerate those Neighbourhoods in Need and Work to Ensure That Local people Have Access to Suitable Housing**

4.4. 2013/14 Performance:

- The rate of households accepted as homeless was 1.72 per 1,000 households - down from 1.9 in 2012/13. This is equivalent to 119 households (down from 132 in 2012/13). Of these, nearly half (45.4%/54) were from 16 to 24 year olds and a quarter (23.7%/28) were from 16/17 year olds.
- “Homelessness prevention” is continuing to decline and our rate is now below the national level. Throughout the year 149 homelessness cases were prevented or relieved – a rate of 1.3 compared to 1.86 in 2012/13 and 2.48 2011/12. Accessing two bedroom private accommodation has been an ongoing issue and it is hoped that the new Telford Home Finder service will help ease this problem. However, it remains a challenging area of work given that more and more private landlords are moving away from renting to families on benefits who make up the large majority of our clients.
- Bed and breakfast use has declined significantly. In the year just 16 nights were used compared to 2,537 in 2012/13 and 6,139 in 2011/12. There are currently no 16/17 year olds in B&B.
- 825 new homes (net of demolitions) were built in 2013/14 – reinforcing our position as a focus for growth both housing and economic. In 2014/15 an additional 1,000 new homes will be completed with more than 30% “affordable”.

4.5. Partnership working is central to ensuring that local people have access to suitable housing - particularly for young people at risk of becoming homeless. A new partnership Homelessness Strategy is now in place which focuses on preventing homelessness, ensuring appropriate housing pathways, including advice and support

for homeless households, are in place and that the Council's statutory duty to accommodate Gypsy, Romani and Travellers is met. Equally, the new in-house Housing Options Scheme replacing the Choose Your Home Scheme operated by the Wrekin Housing Trust will enable applicants to have a better understanding of their housing options and enable the Council and its partners to better support households with accommodation challenges. Equally, the launch of a new commercial Lettings Agency will bring another new approach to meeting housing needs.

4.6. To drive the social regeneration of our most deprived communities, the Targeted Intervention Area (TIA) programme is (College, Sutton Hill, Woodside, Malinslee, Brookside, Donnington) focussed on narrowing the gap in outcomes for residents within these areas and the rest of the Borough. This initiative sits alongside the Pride in Our Community programme (see following priority) which focuses on environmental and social issues that we know are important to residents. Action Plans for each TIA will be in place by October 2015.

### **Ensure that Neighbourhoods Are Safe Clean and Well Maintained**

4.7. 2013/14 performance:

- The overall crime rate rose slightly in 2013/14 from 56.3 to 58 – against a recent trend of declining reported crime. The primary cause of this increase has been shop lifting and theft.
- The rate for anti-social behaviour has continued to decline and for year end was 52 (per 1,000 population) compared with 57.1 in 2012/13 and 64 in 2011/12.
- The Community Panel is used annually to track residents' views on a series of neighbourhood issues. As a relatively small sample survey, the difference in year-on-year results needs to be quite large for there to have been a real change in the views of residents:
  - The percentage of residents that felt that their neighbourhood is one where people of different backgrounds get on well together is 60.5% comparable to 60.7% in 2012/13.
  - More than 4 out of 5 (82.6%) residents are satisfied with the recycling and waste collection service - similar to 85.3% 2012/13.
  - Satisfaction with district parks (67%) and the Town Park (62.1%) has remained consistent over the past 2 years. The Council will be receiving accreditation from Trip Advisor for consistently high satisfaction scores from visitors to our parks.
  - Approximately half (51.6%) of residents are satisfied with the cleanliness of their local neighbourhood – similar to 2012/13 (54.7%).
  - Compared to the above services, resident satisfaction with the maintenance of roads and pathways is lower:
    - satisfaction with the condition of roads – 32.6% (28.8% in 2012/13)
    - satisfaction with the condition of pathways - 34.8% (35% in 2012/13)
- The percentage of household waste which is recycled has remained at or around 42% for the past 3 years – although total household waste continues to fall. The new recycling service introduced in April 2014 by Veolia is designed to increase the rate of recycling and has a target of 59% by 2019. Early data indicates that there has been a significant increase in the amount of household waste that is being recycled since the new system was introduced in April.

- 4.8. As well as the new kerb-side recycling service, to drive this Priority in 2014/15, the Council has established and invested £8m capital and £1.6m revenue over the next two years in the Pride in Your Community programme which is an investment programme that focuses on addressing environmental and social issues that we know are important to residents across the borough. Pride in Your Community is also aimed at improving areas where businesses are located to support new and existing businesses and to assist with local jobs.
- 4.9. A central aspect of this programme is the £1m Community Pride Fund for local organisations to bid into, to fund the capital cost of improvements to their local neighbourhood – giving communities a real opportunity to shape their own local environment. Together these schemes will make a real difference to the Borough as a place to live.
- 4.10. It is important to highlight that community pride is already strong in the Borough as Telford has been named the 10th happiest in Britain in the Rightmove Happy at Home Index 2014!

### **Protect and Support Our Vulnerable Children and Adults**

#### 4.11. Vulnerable children 2013/14 performance:

- The number of children in care at year end was 308, a rate of 79.17 (per 10,000 population under 18) down from a peak of 82.3 in 2012/13. The England average in 2012/13 was 60 and 75.1 for statistical neighbours.
- The number of children subject to a Child Protection Plan is 33.2 per 10,000 population. The rate is now below the England average for 2012/13 of 37.9. Careful monitoring ensures that the “right” children are made subject to a plan.
- The number of children becoming subject to a Child Protection Plan for a second or subsequent time has increased to 22.8% from 16.8% in 2012/13. The England average for 2012/13 was 14.9%. Key to improving this measure is activity underway to ensure that arrangements are in place to monitor “step down” cases where children no longer need social work involvement but the family still needs support.
- The stability of placements for children in care is positive. The percentage of children in care for 2.5 years and with the same placement for 2 years remains above the national rate but has fallen to 73.6% from 77.3%.
- The percentage of children in care fostered living within the borough boundary has increased from 58.0% (2012/13) to 61.3%. The proportion living more than 20 miles from their home has been reduced from 17.0% to 14.9%.
- For care leavers we are “in touch” with, 92.3% (24/26) are in suitable accommodation - up from 80% in 2012/13. Just over two fifths (42.3% 11/26) are in “positive destinations” (education, employment or training) – whilst still challenging this represents some improvement from 2012/13 when 35% were in “positive destinations”.

- 4.12. Children’s Safeguarding is an area in which the Council has and continues to invest in to ensure the needs of these vulnerable children and young people are met. In 2013/14 £1.2m one-off “draw-down” budget to address pressures on this service was agreed and following a Scrutiny review the grant for care leavers has been increased from £1000 to £2,000 to assist these vulnerable young people into independent living.

To drive the improvement agenda for this service there are a number of plans in place which focus on:

- “cost improvement” through, for example, reducing the number of agency social workers and where appropriate the number of residential and external foster placements
- the Reconfiguration of Children’s Social Work to improve practice and move towards “systemic practice”
- responding to the recommendations from the 2012 OFSTED inspection of Council’s services to protect and support vulnerable children

#### 4.13. Vulnerable adults 2013/14 performance:

- The percentage of people using social care who receive self-directed support has increased to 60.5% from 58.8% (2012/13). The national rate for this measure was 55.5% in 2012/13. It is unlikely that this measure will increase as currently 100% of eligible clients are receiving this support.
- The percentage of people using social care who receive direct payments has increased to 11% from 8.1% (2012/13). The national rate for this measure was 16.5% in 2012/13.
- The percentage of people aged 65+ who are offered re-ablement /rehabilitation after discharge from hospital and were still at home 3 months later was 64.9% up from 53.7% (2012/13). The national average for this measure was 81.4% in (2012/13).
- The number of delayed transfers of care from hospital rose in 2013/14 to 127 from 82 in 2012/13. As a rate, 8.2, this remains below the 2012/13 national rate of 9.5. The element of delayed transfers of care from hospital which are fully or partly attributable to adult social care fell from 40 in 2012/13 to 28 in 2013/14. The 2013/14 rate for this measure, 1.8, is below the national rate for 2012/13 of 3.3.

4.14. The Government’s Better Care Fund initiative provides a substantial opportunity to improve the pathway for adults from hospital into a social care setting. The project will drive the integration of services by the Council and the Telford & Wrekin Clinical Commissioning Group through the creation of a pooled budget (and joint commissioning arrangements (£13.11m in 2014/15 rising to £14.674m in 2015/16). Equally, the Care Act, once implemented, will place significant additional responsibilities on the Council and increase the cost of delivering community care services to those eligible for public support, at a time when the resources available are already under pressure.

4.15. A financial improvement plan is in place for 2014/15 and 2015/16 which sets out how Adult Social Services plan to deliver £10.5million savings over the two years. This plan is being closely managed and monitored by the Change Management Board. The plan includes a review of internal financial control processes and systems, restructures based on new operating models, and other detailed savings initiatives.

### **Improve Local People’s Prospects Through Education and Skills Training**

#### 4.16. 2013/14 performance:

- Over the past decade, educational attainment at Key Stage 2 (KS2) and Key Stage 4 (KS4) has improved significantly and is now broadly comparable to the national

average. In 2013/14, there were a number of changes to standard measures which impacted on performance:

- KS2 achievement rate of level 4 or above in Reading, Writing and Mathematics is 74%, 1 percentage point below the national rate of 75%. This is a new measure for 13/14.
  - KS4 the percentage pupils who achieve 5 A\*-C GCSEs including English and Maths was 58.6% compared to 61.3% in 2012/13. For 2012/13 this was 2 percentage points below the national rate. Analysis suggests that this fall in performance is as a result of raising the attainment threshold for English.
  - In the past two years, the percentage of schools which are judged by OFSTED to be either “good” or “outstanding” has risen from 53% to 82.6%.
- Two key areas requiring improvement are:
    - Early Years Foundation Stage – this is a new measure for 2013/14 and with a score of 45% (“good level of development”) was 7 percentage-points below the national rate of 52%.
    - The achievement of vulnerable pupils – for children in care, those in receipt of Free School Meals (FSM) and Pakistani heritage children there are significant gaps at KS2 and KS4 compared to their peers:
      - FSM – as KS2 the gap is 16 percentage points (no comparative data from 2012/13) and at KS4 33.3 percentage points up from 28.8% in 2012/13
      - Pakistani heritage children – at KS2 the gap is 28.7 percentage points and at KS4 9.9 percentage points down from 10.4 percentage points in 2012/13.
      - The annual cohort of children in care is very small and so year-on-year results can fluctuate. For KS2, 46.2% (6 pupils) of the 2013/14 cohort achieved a Level 4 in maths down from 61.5% in 2012/13 and for Reading 54% (7 pupils) achieved a Level 4 (no 2012/13 comparator) and for Writing 30.8% (4 pupils). For KS4, 19.2% (5 pupils) achieved 5 GCSEs A\*-C including English and Maths.

4.17. “Achievement for all” is a priority for the Children, Young People & Families Board. Key actions have been presented to the Board to drive improvement in the Early Years Foundation Stage and the attainment of vulnerable children. This includes moving responsibility for Early Years Foundation Stage to the Education and Corporate Parenting Service Area from Family & Cohesion Services, and a greater focus and level of support by the School Improvement Service through the “buy back” traded service to schools with these vulnerable pupils.

### **Improve the Health & Wellbeing of our Communities and Address Health Inequalities**

4.18. 2013/14 performance

- Excess weight – latest available data shows that 24.1% reception age children have excess weight as do 34.9% of year 6 children. We are close to the national average for both of these measures (22.6% and 33.9% respectively).

- The rate of teenage conceptions in the Borough has fallen over the past 5 years, however, at a rate of 36.8 it remains above the national rate of 30.7 (2011).
- More than a fifth (22.4%) of mothers are smokers at the time of delivery, this rate was significantly worse than the England average (12.7%) and has remained static for a number of years. In response the Council ensured a new specialist pregnancy stop smoking service was in place in September 2013. A record number of pregnant women were supported to quit in the last six months of the year (a total of 65 between September 2013 to March 2014, compared with 79 during the whole year in 2012/13). Given the number of pregnant women now quitting it is expected that the rate of women smoking at delivery will decrease in 2014/15.
- Reducing the number of people who smoke is a key Public Health priority. Data for 2012/13 shows that our local rate for smoking cessation of 1,389 quitters (per 100,000 population) is significantly better than the national rate of 868.
- The percentage of infants breastfeeding at 6 to 8 weeks has remained at just less than one third for a number of years – the latest data is 33.2%. This is significantly lower than the national rate of 47.2%

4.19. Many of these issues have been long standing challenges in the Borough and although there is evidence of improvement we still need to narrow the gap to the national average. To work towards this goal, a Living Well partnership board and Early Help Partnership Board have been established, reporting to the Health & Wellbeing Board, and Children, Young People and Families Board respectively. These groups will focus on understanding the resources available for prevention and intervention (this is both financial resources and other secondary opportunities) and consider new ways of service delivery to impact these issues. Importantly, these are cross-Council issues where many services can make a significant difference to improving the health of the population.

### **Protect and Create Jobs as a “Business Supporting, Business Winning” Council**

4.20. 2013/14 performance:

- Office for National Statistics (ONS) data on the number of jobs is subject to significant data lag. The latest available ONS data for 2012 shows an increase in the number of jobs in the Borough – up by 2,600 or 3.4% (national increase was 0.7%).
- The overall unemployment rate in the Borough has continued to fall. For period January 2013 to December 2013 the rate was 8.1%, down from 8.4% for the previous period. This compares to 8.5% for the West Midlands and 7.4% for England
- The ONS youth (16 to 24) unemployment rate has remained stubbornly high. The latest rate (Jan 2013 to Dec 2013) for the Borough is 28.7% compared to 22.3% for the West Midlands and 19.9% England. This is a small fall from the previous period and shows a slight narrowing of the gap to the West Midlands: 29.8% Borough, West Midlands 21.9% and England 20.8%. It is important to emphasise that we are concerned about the robustness of this measure as it is based on a sample survey with large confidence intervals. An alternative, but much narrower measure of unemployment, Job Seekers Allowance shows that the number of claimant counts aged 18 to 24 has fallen steadily in recent years: in May 2014, there were 915 claimants compared to 1,310 in May 2013.
- The number of young people not in education, employment or training (NEETS) has remained consistent at over 7% for the last few years - latest data 8.5%. This is 2 percentage points above the national rate (6.6%).

4.21. Whilst there is data lag in the ONS data, there is ready local evidence as to the success of our “business supporting, business winning approach”:

- Directly securing 3 major business investments and supporting the expansion of 3 of the Borough’s strategic businesses
- Contribution to the creation of c.900 jobs through business expansion and new investment – including the public/private £250m investment in Southwater.
- supporting local businesses to attract £900k of external funding for expansion, relocation and diversification and directly delivering c.80 new jobs as a result
- Through our stewardship of HCA commercial land, 93 acres are sold or under offer, securing £40m+ of investment. A further 20 acres are currently the subject of live interest.

4.22. In response to the challenge of youth unemployment, the Council is investing £1.3m over the next two year in its Youth Unemployment Programme, underpinning our commitment to ensuring that every 16-24 year old who is seeking employment or training is fully supported. Through this programme the number of Job Junctions will increase from eight to fifteen.

## **5. Moving Forward in 2014/15**

### **Service Delivery Plans**

5.1. To ensure focus on delivery of the Council’s priorities, the structure of the organisation has been kept under review which has meant that the responsibilities of each Assistant Director have been subject to a number of changes. In response to these changes, both as a communication tool and to ensure services are focussed on delivery of the Council’s priorities, each service area has produced a short service delivery plan that sets out their priorities, challenges and opportunities and the key work streams for the year. The service delivery plans can be found here on the Council’s intranet site: <http://ecouncil/COUNCILSTRUCTURE/Pages/ServicePlans.aspx>

### **Strategic Risk Register 2014/15**

5.2. The strategic risk register is a means for the organisation to identify the substantive issues which will impact negatively on delivery of the Council’s priorities. Appendix Two sets out the key risks which have been identified for 2014/15 and the mitigating actions in place to manage these risks. This will be reported to the September Audit Committee.

### **Performance Reporting 2014/15**

5.3. It is proposed that performance against the Council’s priorities will be reported to Cabinet three times in 2014/15:

- 6 month reporting November 2014 Cabinet
- 9 month reporting February 2015 Cabinet
- 12 month reporting July 2015 Cabinet

## **6. PREVIOUS MINUTES**

- None

## **7. BACKGROUND PAPERS**

- Medium Term Council Plan 2013/14 to 2015/16.

**Report prepared by Jon Power, Delivery & Planning Manager, Telephone: 01952 380141**

## Appendix Two: Strategic Risk Register

**Strategic Risks 2014/15**  
**Last Updated: 4 June 2014**  
**Next review date: October 2014**

	Risk	What are we doing to manage the risk? (Controls)	Lead Director
1	Failure to match available resources (both financial , people and assets) with statutory obligations, agreed priorities and service standards	<ul style="list-style-type: none"> <li>• Rigorous planning and monitoring through S&amp;FPG, SMT and Policy Review Group.</li> <li>• Savings programme, service reviews and restructuring</li> <li>• Rationalisation of council assets &amp; accommodation</li> <li>• Rigorous monitoring of capital receipts realisation and impact on the budget</li> <li>• Review of reserves and balances against risk exposure and available contingency.</li> <li>• Safeguarding Cost Improvement Plan</li> <li>• Adult Social Care Change</li> <li>• Commercial Strategy</li> <li>• “Culture Change” to budget management by managers</li> </ul>	RP
2	Failure to deliver financial strategy: <ul style="list-style-type: none"> <li>○ capital receipts</li> <li>○ delivery of Council savings</li> </ul>	<ul style="list-style-type: none"> <li>• In-year savings exercise as necessary</li> <li>• Capital receipts (Plan B list mitigation)</li> <li>• Specialist legal advice as required</li> <li>• Cabinet Members regularly briefed</li> <li>• Regular financial monitoring</li> <li>• If necessary contingency plans reviewing phasing of planned capital expenditure, schemes included in capital programme, alternative potential disposals and further revenue budget cuts would be prepared</li> </ul>	RP
3	Not managing the impact of organisational and culture change in the Council and partner organisations within the	<ul style="list-style-type: none"> <li>• Engagement and communication with all staff through structured sessions and interactive sessions with Cabinet to support Co-operative working</li> <li>• Regular meetings with Trade Union representatives.</li> </ul>	RP

	Risk	What are we doing to manage the risk? (Controls)	Lead Director
	constraints of the public sector economy	<ul style="list-style-type: none"> <li>• Loss of service delivery performance and risk exposure monitored through SMT.</li> <li>• Constitution – assurance by AD's, Finance, Legal, Internal Audit and external reviews (i.e. External audit and government bodies)</li> <li>• Transparency</li> <li>• Codes of conduct</li> <li>• LSP Executive</li> <li>• Maintaining communication channels with appropriate senior executives</li> <li>• Health &amp; Wellbeing Board</li> <li>• New Organisational Development Strategy</li> <li>• Strategic Commissioning Board + CATPs</li> </ul>	
4	Death or serious harm of a vulnerable child or vulnerable adult (Breach of duty of care)	<ul style="list-style-type: none"> <li>• Children's and Adult Safeguarding Boards (ASBs becomes a statutory requirement of the Care Act from April 2015) &amp; Community Safety Partnership scrutinises performance, call partners to account and drives practice improvement in the light of learning (e.g. from Serious Case &amp; Domestic Homicide Reviews)</li> <li>• Created draw down budgets of £1.2m for children and £2.5m for adults for 2014-15</li> <li>• Work to national inspection standards (Ofsted and Care Quality Commission) and respond to actions required from inspections.</li> </ul> <p><b>Children:</b></p> <ul style="list-style-type: none"> <li>• Workforce development strategy – recruitment and retention, learning and development including Systemic Practice across councils children's workforce</li> <li>• Children's Services - Systematic quality assurance role for all managers from frontline team manager through to MD and DCS.</li> <li>• No staff savings target for Children's Social Workers</li> </ul>	LJ/PT

	Risk	What are we doing to manage the risk? (Controls)	Lead Director
		<p><b>Adults:</b></p> <ul style="list-style-type: none"> <li>• Review of Adult Safeguarding arrangements will be undertaken jointly with T&amp;W CCG to ensure compliance with Care Act requirements once new Adult Safeguarding Guidance &amp; Regulations are released</li> <li>• Adult Safeguarding – following review, new multi-agency strategy agreed and regional procedures are now operational.</li> <li>• Regional Quality Surveillance Group chaired by Chief Officer of NHS England Area Team ensures co-ordination of quality &amp; safeguarding issues across health &amp; social care</li> </ul>	
5	Failure to manage the impact of poverty and deprivation on future wellbeing of our residents	<ul style="list-style-type: none"> <li>• Council has adopted a Business Supporting, Business Winning approach that will provide a joined up, business facing service that provides the conditions to enable businesses to start up, expand and to attract new investors.</li> <li>• Working through with the LEP to drive economic growth</li> <li>• Crisis Support</li> <li>• Community Loans</li> <li>• Telford Crisis Network/Food Bank</li> <li>• Youth Unemployment Programme</li> <li>• “Pride in your community” Project</li> <li>• Target Intervention Area programme</li> <li>• Use of Public Health Grant to deliver against Public Health outcomes</li> <li>• Health &amp; Wellbeing Board and Commissioning &amp; Transformation Partnerships</li> </ul>	RP
6	Major emergency affecting ability to provide priority services	<ul style="list-style-type: none"> <li>• Maintaining appropriate, risk based contingency plans (Civil Resilience Team) which are exercised and reviewed on regular basis.</li> <li>• Individual Service Delivery Managers are responsible for maintaining and exercising their business</li> </ul>	PT

	Risk	What are we doing to manage the risk? (Controls)	Lead Director
		<p>continuity plan (copied to Civil Resilience Team). These plans would be coordinated corporately and the emergency plan activated if necessary.</p> <ul style="list-style-type: none"> <li>• Maintain appropriate levels of trained staff to be able to respond to an emergency.</li> <li>• Work collaboratively with other LRF partner agencies, maintaining effective working relationships with the relevant bodies.</li> <li>• Gorge - Additional funding with conditions received from DCLG which has enabled further stabilisation work to commence in Jackfield</li> <li>• Operation 'Tangent' – multi agency plan to respond to landslide in the Gorge is in place and is reviewed and exercised regularly</li> </ul>	
7	Significant business interruption affecting ability to provide priority services	<ul style="list-style-type: none"> <li>• ICT controls – Disaster Recovery facilities in place based on Priority Services in line with Business Continuity Plans</li> <li>• Investment in ICT infrastructure within the server room to provide business continuity</li> <li>• Improvement to Business Continuity Plans to reflect risk and appropriate mitigation</li> </ul>	DS
8	Key skills shortages (retention & recruitment)	<ul style="list-style-type: none"> <li>• Organisational Development Plan e.g.: <ul style="list-style-type: none"> <li>- skills gap analysis and needs</li> <li>- flexible working policy</li> <li>- staff benefit scheme</li> </ul> </li> <li>• Council values, ethos, rewards and recognition</li> </ul>	RP

	Risk	What are we doing to manage the risk? (Controls)	Lead Director
9	Failure to manage the health & safety risks in delivering the council's functions.	<ul style="list-style-type: none"> <li>• Reviewing, writing and monitoring of health and safety policies through SMT and Health and Safety Committee</li> <li>• Risk based health and safety audit process of service areas and local authority managed schools, which not only audit implementation of health and safety policies but also proactively identifies short comings, actions and controls that need to be in place to manage those risks. Significant findings of the audits are reported back though SMT and Health and Safety Committee.</li> <li>• Internal Health and Safety work to Health and Safety Executive (HSE) guidance and revise Policies and Procedures to ensure compliance with legal standards. Revisions reported back through SMT and Health and Safety Committee</li> <li>• There is a system in place for reporting all accidents, incidents and near misses. Non reportable accidents investigated by service area .</li> <li>• All reportable accidents are investigated by Internal Health and Safety Team and significant findings reported to Health and Safety Committee. Other findings reported back to relevant Service area management</li> <li>• Training provided on Health and Safety through a mixture of OLLIE and face to face.</li> <li>• Regular meetings with Trade Unions Coordination and management of Personal Safety precautions risk register to ensure safety of employees.</li> </ul>	PT
10	Information Governance	<ul style="list-style-type: none"> <li>• The Council has an Information Governance Framework which includes the Corporate Information Security Policy (CISP) and other policies (Data protection, Information Sharing policies)</li> <li>• Small dedicated team promoting sound Information Governance within the Council and ensuring that good practise is shared across the Council</li> <li>• Training and awareness programme put in place annually and IG module on</li> </ul>	RP

	Risk	What are we doing to manage the risk? (Controls)	Lead Director
		<p>Ollie forms part of induction</p> <ul style="list-style-type: none"> <li>• Established procedures for investigating and recording data breaches including identifying and communicating lessons learnt</li> <li>• IG compliance programme includes tasks to check on Council compliance with local and legal requirements</li> <li>• Secure Communication System in place</li> <li>• Compliance with Public Service Network (PSN) requirements</li> <li>• Governance includes regular review by Internal Audit and reporting to Audit Committee twice a year to provide assurance on IG</li> <li>• ICT Security Group in place which considers IG matters of new developments/issues arising</li> </ul>	

**Existing Strategic Risks Being Managed Through Appropriate Significant Projects**

- Single Status
- Better Care Fund and Care Bill, Social Care Change Board
- Children Safeguarding Service Reconfiguration
- Commercial project for additional income generation
- Housing Investment Programme

**Key**

➔ Improving (high is good)

➔ Improving (low is good)

➔ Worsening (high is good)

➔ Worsening (low is good)

APPENDIX ONE: 12 MONTH PERFORMANCE BY COUNCIL PRIORITY

ID	Title	2010/11 Outturn	2011/12 Outturn	2012/13 Outturn	National Comparator 2012-13	Comparison to national position 2012-13	Performance at 6 months 2013-14	Performance at 9 months 2013-14	Performance at 12 months 2013-14	Estimate/Outturn 2013-14	Direction of travel compared to 2012-13	Target 2013/14	Progress against target
<b>Regenerate those neighbourhoods in need and work hard to ensure the local people have access to suitable housing</b>													
CM060	Number of homeless acceptances per 1,000 households	1.6	2.0 ➔	1.9 ➔	2.4	Better	0.8 (56)	1.3 (91)	1.72 (119)	1.72 (Outturn)	Getting better	▼	😊
<b>Commentary on performance:</b> We have maintained performance from last year and we expect to continue to be better than the national rate										Full year data covers 2013/14 financial year.			
CM061	% of all homeless households which were of 16 to 24 year olds	68.5%	56.6% ➔	57.6% ➔	31.0%	Worse	46.4% (26/56)	45.1% (41/91)	45.4% (54/119)	45.4% (Outturn)	Getting better	▼	😊
<b>Commentary on performance:</b> Performance has improved on previous years, although it is still higher than the national rate. We anticipate that those figures will reduce further as a result of the various interventions and joined up working relationships with partner agencies.										Full year data covers 2013/14 financial year.			
CYP013	% of all homeless households which were 16 and 17 year olds	25.4%	21.3% ➔	16.7% ➔	N/A		23.2% (13/56)	20.9% (19/91)	23.5% (28/119)	23.7% (Outturn)	Getting worse	▼	😞
<b>Commentary on performance:</b> In the category 16-24 year olds, the percentage of 16/17 year olds presenting as homeless has increased. 16/17 years olds will always make up a large percentage of this category as they have an automatic priority because they are still classed as children.										Full year data covers 2013/14 financial year.			
CYP010	Homelessness cases prevented or relieved as a proportion of Homeless Acceptances	5.56	2.48 ➔	1.86 ➔	3.78	Worse	1.27 (71/56)	1.35 (123/91)	1.3 (149/119)	1.3 (Outturn)	Getting worse	▲	😞
<b>Commentary on performance:</b> Homeless prevention/ relieved is continuing to decline and is below national level. The figure in 10/11 is artificially high due to a backlog of prevention cases being entered on to the Academy system. The figure for 12/13 is lower than the previous year due to the implementation of a new part of the prevention procedure. This involves all properties that are going to be used for prevention being inspected and brought up to a decent homes standard. We expect this process to bed in further now that responsibility for acquisitions has passed to HIA. We anticipate that it will bed in further once the landlord accreditation scheme becomes established. Whilst the quantity of prevention tenancies has temporarily dropped, the quality of the tenancies created has markedly improved.										Full year data covers 2013/14 financial year.			
CM062	The number of nights that B&B's are used per annum	5107	6139 ➔	2537 ➔	N/A		9	16	16	16 (Outturn)	Getting better	▼	😊
<b>Commentary on performance:</b> Every effort is being made to avoid bed and breakfast and reduce the numbers 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.										Full year data covers 2013/14 financial year.			
CYP014	% of 16-17 year olds in Bed and Breakfast accommodation	50.0%	18.7% ➔	0.0% ➔	N/A		0.0%	0.0%	0.0%	0% (Outturn)	No change	▼	😊
<b>Commentary on performance:</b> B&B is only used as a last resort, with very low numbers over the last 6 months. There are currently no 16-17 year olds in B&B which can be attributed to successful partnership working within JAP.										Full year data covers 2013/14 financial year.			
CM072	Number of new homes built per annum (net)	551	720 ➔	607 ➔	N/A		N/A	N/A	825	825 (Outturn)	Getting better	700	😊
<b>Commentary on performance:</b> No comment received										Full year data covers 2013/14 financial year.			

APPENDIX ONE: 12 MONTH PERFORMANCE BY COUNCIL PRIORITY

**Key**  
 Improving (high is good)      Improving (low is good)  
 Worsening (high is good)      Worsening (low is good)

ID	Title	2010/11 Outturn	2011/12 Outturn	2012/13 Outturn	National Comparator 2012-13	Comparison to national position 2012-13	Performance at 6 months 2013-14	Performance at 9 months 2013-14	Performance at 12 months 2013-14	Estimate/Outturn 2013-14	Direction of travel compared to 2012-13	Target 2013/14	Progress against target
<b>Ensure that neighbourhoods are safe, clean and well maintained</b>													
CM039	Overall Crime rate per 1,000 population	68.1	65.9	56.3	66	Better	28.9 (4824/166641)	44.2 (7358/166600)	58 (9860/166641)	58 (Estimate)	Getting worse	▼	
<b>Commentary on performance:</b> Full year data covers 2013/14 financial year. We have witnessed an increase in total crime this performance year. Highest categories being shop-lifting and theft (other) which includes metal thefts etc and theft from motor vehicle													
CM332	ASB rate (per 1000) population - incidents reported to West Mercia Police	80.5	64	57.1			29.9 (4996/166641)	42.4 (7064/166600)	52 (9071/166641)	52 (Estimate)	Getting better	▼	
<b>Commentary on performance:</b> Full year data covers 2013/14 financial year. Likelihood of continued decline in reported incidents. ASB continues to be reviewed on a daily basis and tackled through SNT, partners and daily ASB car													
CM041	% of residents with a fear of crime - Taken from the Crime & Safety survey	54.0%	45.0%	39.2%	39.0%	Comparable	N/A	46.8% (311/633)	46.8% (290/664)	46.8% (Estimate)	Getting worse	▼	
<b>Commentary on performance:</b> Full year data covers 2013/14 financial year. The 2012/13 outturn has changed from 45% to 39.2 due to an error in the weighting of the survey. Satisfaction and confidence continues to be a key area. Brookside identified as key geographic area and activity focused there at the moment													
CM029	% of residents who feel that their neighbourhood is one where people of different backgrounds get on well together	75.0%	N/A	60.7%	N/A		N/A	60.5% (297/491)	N/A	60.5% (Outturn)	No change	▲	
<b>Commentary on performance:</b> Full year data covers 2013/14 financial year. No comment received													
CM050	Resident satisfaction with recycled and household waste collections	81.0%	N/A	85.3%	N/A		N/A	82.6% (435/526)	N/A	82.6% (Outturn)	No change	▲	
<b>Commentary on performance:</b> Full year data covers 2013/14 financial year. As based on a sample survey and latest result is similar to 12/13 outturn, the direction of travel is 'No change'.													
CM051	Resident satisfaction with cleanliness of local neighbourhood	61.0%	N/A	54.7%	N/A		N/A	51.6% (269/521)	N/A	51.6% (Outturn)	No change	▲	
<b>Commentary on performance:</b> Full year data covers 2013/14 financial year. As based on a sample survey and latest result is similar to 12/13 outturn, the direction of travel is 'No change'.													
CM052	Resident satisfaction with the conditions of roads	34.0%	N/A	28.8%	N/A		N/A	32.6% (170/522)	N/A	32.6% (Outturn)	No change	▲	
<b>Commentary on performance:</b> Full year data covers 2013/14 financial year. As based on a sample survey and latest result is similar to 12/13 outturn, the direction of travel is 'No change'.													

**Key**

➔ Improving (high is good)

➔ Improving (low is good)

➔ Worsening (high is good)

➔ Worsening (low is good)

APPENDIX ONE: 12 MONTH PERFORMANCE BY COUNCIL PRIORITY

ID	Title	2010/11 Outturn	2011/12 Outturn	2012/13 Outturn	National Comparator 2012-13	Comparison to national position 2012-13	Performance at 6 months 2013-14	Performance at 9 months 2013-14	Performance at 12 months 2013-14	Estimate/Outturn 2013-14	Direction of travel compared to 2012-13	Target 2013/14	Progress against target
CM053	Resident satisfaction with the conditions of pathways	38.0%	N/A	35.0%	N/A		N/A	34.8% (179/515)	N/A	34.8% (Outturn)	No change	▲	
<b>Commentary on performance:</b>		Full year data covers 2013/14 financial year.											
As based on a sample survey and latest result is similar to 12/13 outturn, the direction of travel is 'No change'.													
CM054	Resident satisfaction with District parks	82.0%	N/A	66.4%	N/A		N/A	67% (246/367)	N/A	67% (Outturn)	No change	▲	
<b>Commentary on performance:</b>		Full year data covers 2013/14 financial year.											
As based on a sample survey and latest result is similar to 12/13 outturn, the direction of travel is 'No change'.													
CM055	Resident satisfaction with Town Park	88.0%	N/A	59.8%	N/A		N/A	62.1% (216/348)	N/A	62.1% (Outturn)	No change	▲	
<b>Commentary on performance:</b>		Full year data covers 2013/14 financial year.											
As based on a sample survey and latest result is similar to 12/13 outturn, the direction of travel is 'No change'.													
CM089	Rate of recycling within the borough - Household waste recycled, composted or re-used	43.0%	43.0% ➔	43.2% ➔	N/A (Due in December)		48.6%	44.8% (25485/56930)	42.0%	42% (Estimate)	Getting worse	▲	☹
<b>Commentary on performance:</b>		Full year data covers 2013/14 financial year.											
March 14 data is still awaited from one of our contractors, therefore all PI's are estimates at this time. The year end estimate puts percentage in the region of 1.2% less than last year. Total household waste continues to fall but the reduction in recycling is proportionally more than that of residual waste. The new waste contract from April 14 requires that there is an annual improvement on the rate.													
<b>Protect and support our vulnerable children and adults</b>													
CM028	% 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% ➔	35.0% ➔	N/A		N/A			N/A (Estimate)		▲	
<b>Commentary on performance:</b>		Full year data covers 2013/14 financial year.											
No comment received													
CYP015	Number of children in care (rate per 10,000 population under 18)	68.3	79.5 ➔	82.3 ➔	60	Worse	83 (321/38900)	78.4 (305/38900)	79.17 (308/38900)	79.17 (Outturn)	Getting Better	▼	☺
<b>Commentary on performance:</b>		Full year data covers 2013/14 financial year.											
No comment received													
CYP021	Children subject to a Child Protection Plan (rate per 10,000 population, N19)	54.3	58.6 ➔	36.5 ➔	37.9	Better	37.8 (147/38900)	33.9 (132/38900)	33.2 (129/38900)	33.2 (Outturn)	Getting Better	▼	☺
<b>Commentary on performance:</b>		Full year data covers 2013/14 financial year.											
No comment received													

APPENDIX ONE: 12 MONTH PERFORMANCE BY COUNCIL PRIORITY

**Key**

➔ Improving (high is good)

➔ Worsening (high is good)

➔ Improving (low is good)

➔ Worsening (low is good)

ID	Title	2010/11 Outturn	2011/12 Outturn	2012/13 Outturn	National Comparator 2012-13	Comparison to national position 2012-13	Performance at 6 months 2013-14	Performance at 9 months 2013-14	Performance at 12 months 2013-14	Estimate/Outturn 2013-14	Direction of travel compared to 2012-13	Target 2013/14	Progress against target
CYP018	% of children becoming the subject of a Child Protection Plan for a second or subsequent time (within 2 years of the previous plans end date, N18)	12.4%	16.2% ➔	16.8% ➔	14.9%	Worse	18.1% (17/94)	22.4% (32/143)	22.8% (42/184)	22.8% (Outturn)	Getting worse	▼	☹️
<b>Commentary on performance:</b> No comment received											Full year data covers 2013/14 financial year.		
CYP050	% of children who were in care for 2.5 years with the same placement for 2 years	73.3%	79.2% ➔	77.3% ➔	N/A		74.4% (87/117)	71.1% (86/121)	73.6% (92/125)	73.6% (Outturn)	Getting worse	▲	☹️
<b>Commentary on performance:</b> No comment received											Full year data covers 2013/14 financial year.		
CYP045	% of children in care living in foster care within Telford & Wrekin boundary	25.0%	33.0% ➔	58.0% ➔	N/A		55.5% (137/247)	62% (140/227)	61.3% (136/222)	61.3% (Outturn)	Getting better	▲	😊
<b>Commentary on performance:</b> No comment received											Full year data covers 2013/14 financial year.		
CYP057	% of children in care living in foster care outside Telford & Wrekin boundary but within 20 miles of their home address			25.0%	N/A		29.6% (73/247)	24% (55/227)	23.9% (53/222)	23.9% (Outturn)	Getting better	▼	😊
<b>Commentary on performance:</b> No comment received											Full year data covers 2013/14 financial year.		
CYP058	% of children in care living in foster care more than 20 miles from their home address			17.0%	N/A		15% (37/247)	14% (32/227)	14.9% (33/222)	14.9% (Outturn)	Getting better	▼	😊
<b>Commentary on performance:</b> No comment received											Full year data covers 2013/14 financial year.		
CM027	% of Children in Care who get 5 GCSE's A*-C including English and Maths	10.5%	20.0% ➔	35.7% ➔			N/A	19.2% (5/26)	19.2% (5/26)	19.2% (Outturn)	Getting worse	▲	☹️
<b>Commentary on performance:</b> 26 Children eligible - Taken from the Statistical First Release (SFR)											Full year data covers 2012/13 Academic year		

APPENDIX ONE: 12 MONTH PERFORMANCE BY COUNCIL PRIORITY

**Key**

➔ Improving (high is good)

➔ Improving (low is good)

➔ Worsening (high is good)

➔ Worsening (low is good)

ID	Title	2010/11 Outturn	2011/12 Outturn	2012/13 Outturn	National Comparator 2012-13	Comparison to national position 2012-13	Performance at 6 months 2013-14	Performance at 9 months 2013-14	Performance at 12 months 2013-14	Estimate/Outturn 2013-14	Direction of travel compared to 2012-13	Target 2013/14	Progress against target
CYP052	% Children in care reaching level 4 in maths at KS2	50.0%	29.0% ➔	61.5% ➔	N/A (School year 2011/12)		N/A	46.2% (6/13)	46.2% (6/13)	46.2% (Outturn)	Getting worse	▲	☹️
<b>Commentary on performance:</b> No comment received		Full year data covers 2012/13 Academic year											
CM366	% Children in care reaching level 4 in Reading at KS2						N/A	54% (7/13)	54% (7/13)	54% (Outturn)			
<b>Commentary on performance:</b> This is a new measure for reading. Previous measure was for English where 2012/13 outturn was 61.5%		Full year data covers 2012/13 Academic year											
CM367	% Children in care reaching level 4 in Writing at KS2						N/A	30.8% (4/13)	30.8% (4/13)	30.8% (Outturn)			
<b>Commentary on performance:</b> This is a new measure for writing. Previous measure was for English where 2012/13 outturn was 61.5%		Full year data covers 2012/13 Academic year											
CYP054	% of care leavers at 19 in suitable accommodation	79.2%	68.4% ➔	80.0% ➔	N/A		N/A	N/A	92.3% (24/26)	92.3% (Outturn)	Getting better	▲	😊
<b>Commentary on performance:</b> No comment received		Full year data covers 2013/14 financial year.											
CM073	Proportion of people using social care who receive self-directed support	30.2%	36.2% ➔	58.8% ➔	55.5%	Better	63.8% (1795/2812)	60% (1865/3109)	60.5% (2239/3694)	60.5% (Outturn)	Getting better	▲	😊
<b>Commentary on performance:</b> This measure has improved greatly over the last 3 years but we are now at saturation point where 100% of eligible clients are receiving services via 'Self Direct Support'.		Full year data covers 2013/14 financial year.											
CM074	Proportion of people using social care who receive direct payments	5.4%	5.8% ➔	8.1% ➔	16.5%	Worse	8.8% (248/2812)	8.2% (255/3109)	11% (432/3694)	11% (Outturn)	Getting better	▲	😊
<b>Commentary on performance:</b> A high level project group has been established which is looking right across the Direct Payment process in order to improve uptake and quality of Direct Payments. This is running alongside a regional project looking to address the same issues.		Full year data covers 2013/14 financial year.											
CM075	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% ➔	53.7% ➔	81.4%	Worse	N/A	N/A	64.9% (61/94)	64.9% (Outturn)	Getting better	▲	😊
<b>Commentary on performance:</b> No comment received		Full year data covers 2013/14 financial year.											

APPENDIX ONE: 12 MONTH PERFORMANCE BY COUNCIL PRIORITY

**Key**  
 Improving (high is good)      Improving (low is good)  
 Worsening (high is good)      Worsening (low is good)

ID	Title	2010/11 Outturn	2011/12 Outturn	2012/13 Outturn	National Comparator 2012-13	Comparison to national position 2012-13	Performance at 6 months 2013-14	Performance at 9 months 2013-14	Performance at 12 months 2013-14	Estimate/Outturn 2013-14	Direction of travel compared to 2012-13	Target 2013/14	Progress against target
CM076	People receiving re-ablement service who need no support at the end of their service		37.0%	34.9%			39.1% (104/266)	42.7% (230/539)	N/A	40% (Estimate)	Getting better		
<b>Commentary on performance:</b> Full year data covers 2013/14 financial year. This is a local indicator only. Work is ongoing to improve recording around enablement and report much clearer outcomes. The collection of this data has therefore changed with quarter 4 not comparable to the first 3 quarters.													
CM077	Delayed transfers of care from hospital		8.6	5.3	9.5	Better	5.7	8.0	8.2	8.22 (Outturn)	Getting worse		
<b>Commentary on performance:</b> Full year data covers 2013/14 financial year. Although this has increased over the last 3 months, this measure remains lower than previous years national averages.													
CM078	Delayed transfers of care from hospital which are fully or partially attributable to adult social care		4.2	2.6	3.3	Better	0.2	1.2	1.8	1.81 (Outturn)	Getting better		
<b>Commentary on performance:</b> Full year data covers 2013/14 financial year. The element of Delayed Transfers of Care attributable to Telford & Wrekin Social Care (either in full or part) is currently very good and is monitored daily at SaTH.													
CM079	Carer-reported quality of life			8.0	8.1	Worse	N/A	N/A	N/A	N/A (Outturn)			
<b>Commentary on performance:</b> Full year data covers 2013/14 financial year. This is from the Carers survey which is due to be carried out in 2014-15.													
CM080	The proportion of carers who report that they have been included or consulted in discussion about the person they care for			72.8%	72.9%	Comparable	N/A	N/A	N/A	N/A (Outturn)			
<b>Commentary on performance:</b> Full year data covers 2013/14 financial year. This is from the Carers survey which is due to be carried out in 2014-15.													
CM081	The proportion of people being assessed who feel they were treated with dignity and respect	91.2%	95.3%	95.8%			N/A	N/A	N/A	N/A (Outturn)			
<b>Commentary on performance:</b> Full year data covers 2013/14 financial year. This is from a local survey which is currently under review.													
<b>Improve local people's prospects through education and skills training</b>													
CM007	% of workforce with level 3 qualifications	15.6%	16.3%	19.6%									
<b>Commentary on performance:</b> Full year data covers 2013/14 financial year. No comment received													

APPENDIX ONE: 12 MONTH PERFORMANCE BY COUNCIL PRIORITY

**Key**

↗ Improving (high is good)

↘ Worsening (high is good)

↗ Improving (low is good)

↘ Worsening (low is good)

ID	Title	2010/11 Outturn	2011/12 Outturn	2012/13 Outturn	National Comparator 2012-13	Comparison to national position 2012-13	Performance at 6 months 2013-14	Performance at 9 months 2013-14	Performance at 12 months 2013-14	Estimate/Outturn 2013-14	Direction of travel compared to 2012-13	Target 2013/14	Progress against target
CM008	% of workforce with level 4 qualifications	28.4%	29.7% ↗	31.8% ↗								▲	
<p><b>Commentary on performance:</b> Full year data covers 2013/14 financial year. No comment received</p>													
CM082	The percentage of children achieving at least the expected level in the prime areas of learning, and in the specific areas of literacy and mathematics (Good level of development) - The percentage of pupils achieving the Expected level in all elements of: Communication and Language, Physical Development, Personal, Social & Emotional Development, Literacy and Mathematics						45% (965/2142)		45% (965/2142)	45% (Outturn)		▲	☹
<p><b>Commentary on performance:</b> Full year data covers 2012/13 Academic year The outcomes for this measure in Telford and Wrekin are 7 percentage points lower than national averages. This indicates low levels of literacy and mathematics at the end of the Early Years Foundation Stage. The EYFS Framework changed in 2013 therefore it cannot be compared to previous years' data.</p>													
CM083	Achievement rate of level 4 or above in Reading, Writing and Mathematics at KS2 - The percentage of pupils achieving Level 4 or above in each of: Reading (test), Writing (teacher assessment) & Maths (test)			74.0%	75% (School year 2011/12)		74% (1415/1922)		74% (1415/1922)	74% (Outturn)		▲	
<p><b>Commentary on performance:</b> Full year data covers 2012/13 Academic year This is a new measure for 2013, the outcome is 1 percentage point below national averages and in line with regional averages.</p>													

APPENDIX ONE: 12 MONTH PERFORMANCE BY COUNCIL PRIORITY

**Key**

➔ Improving (high is good)

➔ Worsening (high is good)

➔ Improving (low is good)

➔ Worsening (low is good)

ID	Title	2010/11 Outturn	2011/12 Outturn	2012/13 Outturn	National Comparator 2012-13	Comparison to national position 2012-13	Performance at 6 months 2013-14	Performance at 9 months 2013-14	Performance at 12 months 2013-14	Estimate/Outturn 2013-14	Direction of travel compared to 2012-13	Target 2013/14	Progress against target
CM084	Achievement rate of 5 A*-C GCSE's or equivalent including English and Maths - Percentage of eligible pupils achieving 5 or more passes with A*-C grades at GCSE (or equivalents) including English and Maths	55.9%	57.9% ➔	61.3% ➔	58.8% (School year 2011/12)	Better	58.3% (1223/2098)		58.6%	58.6% (Outturn)	Getting worse	▲	☹
<b>Commentary on performance:</b>		Full year data covers 2012/13 Academic year											
The 2013 figure has fallen and is now 2% below national. There has been a dip in English results in some schools and Maths results continue to be below national.													
CM085	The attainment gap between FSM and their peers at KS2 - The gap, in percentage points, between the percentage of pupils eligible for Free School Meals (FSM) achieving Level 4 or above in Reading, Writing & Maths (RWM), and the percentage of non-FSM pupils achieving the same measure (L4+ in RWM).						15.6 (61.3/76.9)		16 (62/78)	16 (Outturn)	Getting better		😊
<b>Commentary on performance:</b>		Full year data covers 2012/13 Academic year											
The Free School Meal Gap is now lower than national, this demonstrates improved performance.													
CM086	The attainment gap between FSM and their peers at KS4 - The gap, in percentage points, between the percentage of pupils eligible for Free School Meals (FSM) achieving 5 passes at grade A*-C at GCSE (or equivalents), including English & Maths, and the percentage of non-FSM pupils achieving the same measure (5+ A*-C GCSE inc E&M).	27	29 ➔	28.8 ➔	26.4 (School year 2011/12)	Worse	32.1 (28.4/60.5)		33.3 (31/64.3)	33.3 (Outturn)	Getting worse	▼	☹
<b>Commentary on performance:</b>		Full year data covers 2012/13 Academic year											
The gap has increased in 2013. This may well be an outcome of the dip in English results with a high proportion of the FSM students on the C/D borderline hit by the raised grade boundaries.													

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**Key**

↗ Improving (high is good)

↘ Worsening (high is good)

↘ Improving (low is good)

↗ Worsening (low is good)

ID	Title	2010/11 Outturn	2011/12 Outturn	2012/13 Outturn	National Comparator 2012-13	Comparison to national position 2012-13	Performance at 6 months 2013-14	Performance at 9 months 2013-14	Performance at 12 months 2013-14	Estimate/Outturn 2013-14	Direction of travel compared to 2012-13	Target 2013/14	Progress against target
CM087	The attainment gap between Pakistani children and their peers at KS2 (rolling 3-year average) - The gap, in percentage points, between the rolling 3 year average percentage of Pakistani pupils achieving Level 4 or above in each of: Reading (test), Writing (teacher assessment) & Maths (test), and the rolling 3 year average percentage of non-Pakistani pupils achieving the same measure (L4+ in RWM).						28.7 (45.6/74.4)		28.7 (45.6/74.4)	28.7 (Outturn)		▼	

**Commentary on performance:** Full year data covers 2012/13 Academic year  
 Please note these figures are single-year averages for school year 2012/13. The 'expected level' at Key Stage 2 changed in 2013 & is now measured as a percentage of those achieving Level 4+ in Reading, Writing and Maths when previously this was measured as a percentage of those achieving L4+ in English & Maths. Therefore a three-year average cannot be created from combining two different measures.

CM088	The attainment gap between Pakistani children and their peers at KS4 (rolling 3-year average) - The gap, in percentage points, between the rolling 3 year average percentage of Pakistani pupils achieving 5 passes at grade A*-C at GCSE (or equivalents), including English & Maths, and the percentage of non-Pakistani pupils achieving the same measure (5+ A*-C GCSE inc E&M).	23.0	12.0 ↘	10.4 ↘			9.9 (43.9/53.8)		9.9 (43.9/53.8)	9.9 (Outturn)	Getting better	▼	😊
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**Commentary on performance:** Full year data covers 2012/13 Academic year  
 A continued reduction in the gap between Pakistani learners and their peers. This is particularly as a result of continued focus on achievement for all in those schools where the majority of the Pakistani learners study.

APPENDIX ONE: 12 MONTH PERFORMANCE BY COUNCIL PRIORITY

**Key**

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ID	Title	2010/11 Outturn	2011/12 Outturn	2012/13 Outturn	National Comparator 2012-13	Comparison to national position 2012-13	Performance at 6 months 2013-14	Performance at 9 months 2013-14	Performance at 12 months 2013-14	Estimate/Outturn 2013-14	Direction of travel compared to 2012-13	Target 2013/14	Progress against target
<b>Improve the health and wellbeing of our communities and address health inequalities</b>													
CM318	% excess weight (reception children)	N/A	N/A	23.9%	22.6% (2011/12)	No significant difference				24.1% (Outturn)	No change	▼	
<b>Commentary on performance:</b> No comment received													
Full year data covers 2012/13 Academic year													
CM319	% excess weight (Year 6 children)	N/A	N/A	35.8%	33.9% (2011/12)	No significant difference				34.9% (Outturn)	No change	▼	😊
<b>Commentary on performance:</b> No comment received													
Full year data covers 2012/13 Academic year													
CM067	Teenage conceptions (rate per 1,000 females aged 15-17 years)	52.7	47.5 ↘	37.5 ↘	30.7 (2011)	Significantly worse	38	N/A	36.8	36.8 (Outturn)	No change	▼	
<b>Commentary on performance:</b> Teenage pregnancy rates continue to fall locally, but remain significantly worse than England as a whole.													
Full year data covers 2012													
CM026	Smoking in pregnancy (% of mothers smoking at delivery)	23.6%	22.7% ↘	22.4% ↘	12.7% (2012/13)	Significantly worse	20.9% (107/511)	N/A	22.4%	22.4% (Outturn)	No change	▼	
<b>Commentary on performance:</b> No comment received													
Full year data covers 2012/13													
CYP001	Breast feeding (% of infants breastfeeding at 6 to 8 weeks)	33.2%	32.9% ↘	33.2% ↗	47.2% (2012/13)	Significantly worse	N/A	N/A	34.3%	34.3% (Estimate)	No change	▲	
<b>Commentary on performance:</b> This figure remains in the May.14 publication of PHOF. Next data revision will be Aug 2014.													
Full year data covers 2013/14													
CM066	Smoking cessation (rate of successful quitters, per 100,000 pop)	1,452	1,482 ↗	1,389 ↘	868 (2012/13)	Significantly better	N/A	N/A	1,389	1389 (Outturn)	No change	▲	
<b>Commentary on performance:</b> Latest data is 2012-13. New data available October 2014													
Full year data covers 2012/13													
<b>Business supporting, business winning council</b>													
CM001	Number of Jobs within Borough	77,900	75,800 ↘				78,400					▲	😊
<b>Commentary on performance:</b> Between 2011 and 2012 employment in England increased by 0.7%. T&W saw an increase of 3.8%. Data is not yet available for 2013. This data is not comparable with National data other than by comparing the rate of change.													
Full year data covers 2013/14 financial year.													

APPENDIX ONE: 12 MONTH PERFORMANCE BY COUNCIL PRIORITY

**Key**  
 Improving (high is good)      Improving (low is good)  
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ID	Title	2010/11 Outturn	2011/12 Outturn	2012/13 Outturn	National Comparator 2012-13	Comparison to national position 2012-13	Performance at 6 months 2013-14	Performance at 9 months 2013-14	Performance at 12 months 2013-14	Estimate/Outturn 2013-14	Direction of travel compared to 2012-13	Target 2013/14	Progress against target
CM002	Unemployment rate	9.4%	8.6%	8.4%			9.3% (7400/79500)		8.1% (6700/82700)	8.1% (Estimate)			
<p><b>Commentary on performance:</b> Full year data covers 2013/14 financial year.                      The yearly outturn figure is based on a rolling 12 month average from April to March. 2013/14 data is not yet available therefore data has been included for the year up to December 2013. The unemployment figure is lower than the previous rolling 12 months. The most current data is overlapping the rolling average for the last year as reported here, therefore should not be compared.</p>													
CM004	Youth unemployment rate	27.3%	23.1%	29.8%	20.8%	Worse	N/A		28.7% (3600/12400)	28.7% (Estimate)			
<p><b>Commentary on performance:</b> Full year data covers 2013/14 financial year.                      The yearly outturn figure is based on a rolling 12 month average from April-March. 2013/14 data is not yet available. data has been included for the year up to December 2013. The rate of youth unemployment is lower than seen in the previous rolling 12 months. The most current data is overlapping the rolling average for last year, therefore should not be compared.</p>													
CM090	Young people not in education, employment or training		8.5%	8.2%	6.6% (June/ July/ August)	Worse		N/A	8.5%	8.5% (Outturn)	Getting worse		
<p><b>Commentary on performance:</b> Full year data covers January - March                      N/A</p>													

<u>Summary</u>	
<b>Total Measures</b>	<b>59</b>
<b>Better than Target</b>	<b>21</b>
<b>Worse than target</b>	<b>14</b>
<b>No Target</b>	<b>20</b>
<b>Not Available</b>	<b>1</b>
<b>No data provided</b>	<b>3</b>

**TELFORD & WREKIN COUNCIL**

**CABINET – 24 JULY 2014**

**DEDICATION OF BRIDLEWAYS AND A FOOTPATH ON COUNCIL OWNED LAND**

**REPORT OF THE ASSISTANT DIRECTOR: DEVELOPMENT, BUSINESS AND EMPLOYMENT**

**LEAD CABINET MEMBERS- CLLRS LIZ CLARE and CHARLES SMITH**

**PART A) – SUMMARY REPORT**

**1. SUMMARY OF MAIN PROPOSALS**

This report seeks authority to dedicate five bridleways on Council owned land at the Cockshutt Wrockwardine Wood, Rough Park Way Madeley, Halesfield 16, the Town Park and Lees Farm to Meadow Pit (Madeley) and authority to dedicate a Footpath from Copperfield Drive to Marshbrook Way, Muxton.

**2. RECOMMENDATIONS**

**2.1 That the Council agrees to dedicate the five bridleways on Council owned land described in appendices 1-5 to the report at the Cockshutt (Wrockwardine Wood), Rough Park Way (Madeley), Halesfield 16, the Town Park and Lees Farm to Meadow Pit (Madeley) and to create a footpath on Council owned land described in appendix 6 to the report from Copperfield Drive to Marshbrook Way (Muxton).**

**2.2 Delegated authority be given to the Assistant Director; Development, Business & Employment to agree the terms of the deed of dedication of the land described in appendices 1-5 of the report for use by the public as bridleways and the land described in appendix 6 of the report for use by the public as a footpath**

**2.3 Delegated authority be given to the Assistant Director of Law, Democracy and people Services to execute and complete such documentation as may be required to achieve the dedication of the land described in 2.2 above.**

### 3. SUMMARY IMPACT ASSESSMENT

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	Active Lifestyles Priority Plan
	Will the proposals impact on specific groups of people?	
	Yes	Specific groups- people's health-users of rights of way.
<b>TARGET COMPLETION/DELIVERY DATE</b>		
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes	The work involved in drafting and entering into the required deed of dedication will be done in-house. The cost of bringing the routes to be dedicated up to a required standard and installing any required features such as gates and stiles, and in the case of the footpath construction costs is not expected to exceed £5,500 and capital funding is allocated within the approved capital programme. Even though this proposal sees some Council land being dedicated as rights of way, the Estates and Investment team are satisfied that this does not reduce the value of any Council land. Dealing with these claimed routes by way of dedication saves the Council the time and cost of advertising formal statutory orders to create/record the routes. The ongoing maintenance of these routes will be met from within existing revenue budgets.
<b>LEGAL ISSUES</b>	Yes	All of the concerned bridleways/footpath are the subject of applications to modify the Definitive Map under s53 of the Wildlife and Countryside Act. The claimed ways are on Council owned land. Should the Council agree to dedicate the bridleways/footpath this will avoid the need to process a formal Modification or Creation Order and the possibility of objections being received from the public, and in turn will avoid the possibility of a Public Inquiry , and the

		costs of that inquiry. The effect of the dedication will be that routes will become public rights of way in perpetuity. Further legal comments are set out elsewhere in this report
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	Yes	
<b>IMPACT ON SPECIFIC WARDS</b>	Yes	St Georges and Wrockwardine Wood Madeley, Cuckoo Oak, Malinslee, Muxton

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

### **BACKGROUND**

#### **4.1 Officer recommendations**

That a Deed of Dedication be entered into thereby creating the bridleways and a footpath as described on Council owned land at the Cockshutt (Wrockwardine Wood), Rough Park Way (Madeley), Halesfield 16, the Town Park, Lees Farm to Meadow Pit (Madeley) and from Copperfield Drive to Marshbrook Way (Muxton).

**4.1.1** The Deed of Dedication will be made under s1 of the Localism Act 2011.

**4.1.2** Section 53 of the Wildlife and Countryside Act imposes a duty on the Council as highway authority, to keep the Definitive Map and Statement (a record of public rights of way) under continuous review. Under s53, any person can apply to the Council for it to make a Definitive Map Modification Order (DMMO) to have a way added to the map or reclassified as a bridleway, for example.

**4.1.3** A DMMO can be applied for on the occurrence of an 'event', e.g. 20 years of the public using the way as of right (s53(3)(b)).

**4.1.4** If the Council makes a DMMO and, during the objection period, an objection is received regarding the proposed addition/alteration to the Definitive map, the Council is obliged to refer the Order and the objections to the Secretary of State for the Environment, Food and Rural Affairs to be determined – this could result in a Public Inquiry and expense for the Council.

**4.1.5** The routes which are considered in this report are all the subject of outstanding applications for a DMMO.

**4.1.6** Should the Cabinet decide to dedicate the routes as public bridleways and a public footpath, a DMMO procedure is avoided, which is likely to result in reduced cost to the Council in terms of officer time and a possible public inquiry.

4.1.7 Should the Cabinet decide to dedicate the routes as public bridleways and a public footpath, the dedication process is a quick and inexpensive method of creating a route. Alternative methods involve costs of advertising, notices and other notifications. Generally, a landowner can create rights of way by signing a creation agreement with the Council but, because the Council cannot enter into an agreement with itself, this method is not available.

## **4.2 Procedure**

**4.2.1** The proposal relates to the management of Council owned land and decisions regarding the dedication of rights of way can be determined by Cabinet.

**4.2.2** Should Cabinet resolve to dedicate the bridleways/footpath, a Deed of Dedication will be drafted, and signed and sealed by the appropriate officer.

**4.2.3** Notice of the dedication will be sent to the relevant Town/Parish Councils, interested parties and user groups.

## **4.3 Consultations**

No consultations are necessary in the event that the Council resolves to dedicate the bridleways and the footpath.

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

### **Community Impact**

The proposed new rights of way will help to achieve priorities and objectives in the Borough's Active Lifestyles Priority Plan, through promoting a physically active lifestyle by 'delivering (sic) a physical infrastructure' and 'improving (sic) recreation opportunities within the natural environment'.

### **Legal Impact**

(see above)

## **6. PREVIOUS MINUTES**

Not applicable

## **7. BACKGROUND PAPERS**

User evidence statements

Historic Maps- R Bough 1808, C J Greenwood, Rocque 1752, Ordnance Survey 1954.

Office copies of the Title Register and Title plans

**Report prepared by Name: AnnSharkey – Legal Assistant , Telephone: 01952 383255**

## **Appendix 1**

### **Description of Proposed Bridleways at the Cockshutt**

Please see map- Appendix 1A

The Cockshutt is a woody and grassy area in the parishes of St Georges and Priorslee and Wrockwardine Wood and Trench.

Currently the claimed bridleways are definitive public footpaths located entirely on Council owned land.

**Silkin Way-** the Footpath known as the Silkin Way, being approximately. 2.5 metres in width, commences at Point A on the map (Appendix 1A, Map 1), proceeds for approximately 543 metres ending at the junction with Public Footpaths 92 and 91, at Point B

**Footpath 91** -commences at Point B on the map (Appendix 1A, Map 1) being approximately. 2.5 metres in width, continues in a south westerly direction for 100 metres, ending at the junction with Footpath 90 at Point C.

**Footpath 90-** commences at Point C on the map (Appendix 1A), being approximately. 2.5 metres in width, proceeds in a general southerly direction for approximately 207 metres, ending at Point E.

Footpath No 92- begins at Point B, (Appendix 1A, Map 2) being approximately. 2.5 metres in width, proceeds for approximately 285 metres ending at Point F.

**An undesignated path** -begins at Point C, (Appendix 1A, Map 2) being approximately. 2.5 metres in width, proceeds for approximately 222 metres ending at Point M.

**An undesignated path-** begins at Point N on the map [(Appendix 1A, Map 2) being approximately. 2.5 metres in width continues for approximately 109 metres to Point D.

**Footpath 27** -commences at its junction with Footpath 90 at Point E on the map (Appendix 1A, Map 2) being approximately. 2.5 metres in width, proceeds for approximately 117.2 metres in a north-easterly direction ending at Point F. An unclassified path continues south east for approximately 72 metres, ending at Point G, at the junction with Footpath 7.

**Footpath 7-** commences at Point G on the map (Appendix 1A, Map 2) being approximately 2.5 metres in width ,continues north east for approximately 67 metres, linking with Footpaths 21 and 23 at Point H

**Footpath 23- commences at Point H** on the map (Appendix 1A, Map 2) being approximately 2 metres in width proceeding north, then west then north for approximately 109 metres ending at its junction with Footpath 24 at Point I.

**Footpath 24** -commences at Point I on the map (Appendix 1A, Map 2) being approximately. 2.5 metres in width, proceeding in a general northerly direction

for approximately 371 metres terminating at Point M on the map (Appendix 1A, Map 1).

**Footpath No 25**- commences at Point M on the map (Appendix 1A, Map 1, continued north for approximately 192 metres to Point A

**Footpath 22** -commences at the junction with Footpath 24 at Point J on the map (Appendix 1A, Map 2) being approximately 2.5 metres in width continuing in a north easterly direction for 50 metres, ending at Point K , at the junction with Footpath 23.

**Footpath 21** -commences at its junction with Footpaths 23 and 7 at Point H on the map (Appendix 1A, Map 2) being approximately 2.5 metres in width , continues in a north easterly direction for 351 metres, ending at the junction with Byway's 20, 19 and 14, at Point L on the map (Appendix 1A, Map 1).

### **Application**

The application for a DMMO was submitted 18<sup>th</sup> August 2004

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## Appendix 2

### **Description of Proposed Bridleway at Footpath 61 Halesfield 16**

Please see map- Appendix 2A

**Undesignated path-** Commencing at Halesfield 16, Point A on the map (Appendix 2A), being approximately 3 metres wide, and the path continues in a north-westerly direction for approximately 115 metres, where it ends at Point B.

**Undesignated path-** Commencing at Point B on the map (Appendix 2A), the path continues in a northerly direction for 242 metres, ending at Point C. Under the ownership of the HCA (delineated in blue), and adopted as a cycle path. The HCA have agreed to create the bridleway. This will be affected through a separate creation agreement.

**Undesignated path-** Commencing at Point C on the map (Appendix 2A), the path continues in a northerly direction for 216 metres, ending at Point D. Path is adopted as a cycle path.

**Footpath 61-** Commences at Point D on the map (Appendix 2A), the path continues in a northerly then westerly direction for 392 metres, ending at Point E

### **Application**

The application for a DMMO was submitted 23rd October 2007

### Appendix 3

#### **Description of Proposed Bridleway at Court Road to Rough Park Way**

Please see map- Appendix 3A

**Undesignated path-** Commencing at the junction with Court Road at Point A on the map (Appendix 3A) the proposed bridleway being around 3 metres in width continues for approximately 198 metres ending at Point B.

**Footpath 131-** commencing at Point B on the map (Appendix 3A), the path continues in a westerly direction for approximately 341 metres, ending at Point C. The application for a DMMO was made on 29<sup>th</sup> March 2007.

### Appendix 4

#### **Description of Bridleway at Footpaths 261, 14 & 15, Town Park**

Please see map- Appendix 4A

**Undesignated track-** A track from Point A on the map (Appendix 4A, Map 1) being around 3 metres in width continues for approximately 560 metres, ending at Point B .

**Footpath No 15** –begins at the junction with RUPP 262, at Point C on the map (Appendix 4A, Map 1), being around 3 metres in width continues for approximately 264 metres, ending Point D.

**Footpath No 14** – the path begins at Point E on the map (Appendix 4A, Map 1 ) at the junction with Footpath 15, being around 3 metres in width continues for approximately 243 metres, ending at the junction with RUPP 278, at Point F .

**Footpath No 3** –Begins at Point G on the map (Appendix 4A, Map 1 ) being around 3 metres in width continues for approximately 994 metres ending at the junction with the Silkin Way and Footpath 4 at Point H

**Undesignated track** – the Track begins close to the Arena in the Town Park at Point A on the map (Appendix 4A, Map 1),and being around 3 metres in width continuing for approximately 699 metres, ending at Point I.

**Footpath 4-** Begins at Point I on the map (Appendix 3A, Map 1), continues for approximately 737 metres, ending at Point J. Small sections (shown delineated in blue), are owned by the HCA, who have agreed to the creation of the bridleway. This will be affected by a separate creation agreement.

**Undesignated path-** Begins at Point H on the map (Appendix 4A, Map 2) being around 3 metres in width continues in a general southerly direction for approximately 581 metres to Point K. Adopted cycle path and Silkin Way.

**Undesignated path-** Begins at Point K on the map (Appendix 4A, Map 2) continues in a general southerly northerly direction for approximately 199 metres to Point L. Adopted cycle path and Silkin Way.

**Undesignated path-** Begins at Point L on the map (Appendix 4A, Map 3) being around 3 metres in width continues in a general northerly direction for approximately 921 metres to Point M. Adopted cycle path and Silkin Way.

**Undesignated path-** Begins at Point M on the map (Appendix 4A, Map 4) being around 3 metres in width continues in a general northerly direction for approximately 178 metres to Point N, then continues east for approximately 201 metres, ending at Point O. Adopted cycle path and Silkin Way.

**Footpath 124-** Begins at Point O on the map (Appendix 4A, Map 4) being around 3 metres in width continues in a south-easterly direction for approximately 86 metres, then north and north west for 144 metres, ending at Point P

The Council owns the routes where stated under Title No's SL136821 and `SL97891.

### **Application**

The application for a DMMO was made on 13<sup>th</sup> May 2008.

## **Appendix 5**

### **Description of Proposed Bridleway from Lees Farm to Meadow Pit**

Please see map- Appendix 5A

**Footpath No 143-** The footpath commences at Lees Farm Drive at Point A on the map (Appendix 3A) continuing in a south easterly direction for approximately 495 metres to Point B, then south westerly for approximately 216 metres.. It is approximately 3.0 metres wide.

### **Application**

The application for a DMMO made on 23rd October 2007.

## **Appendix 6**

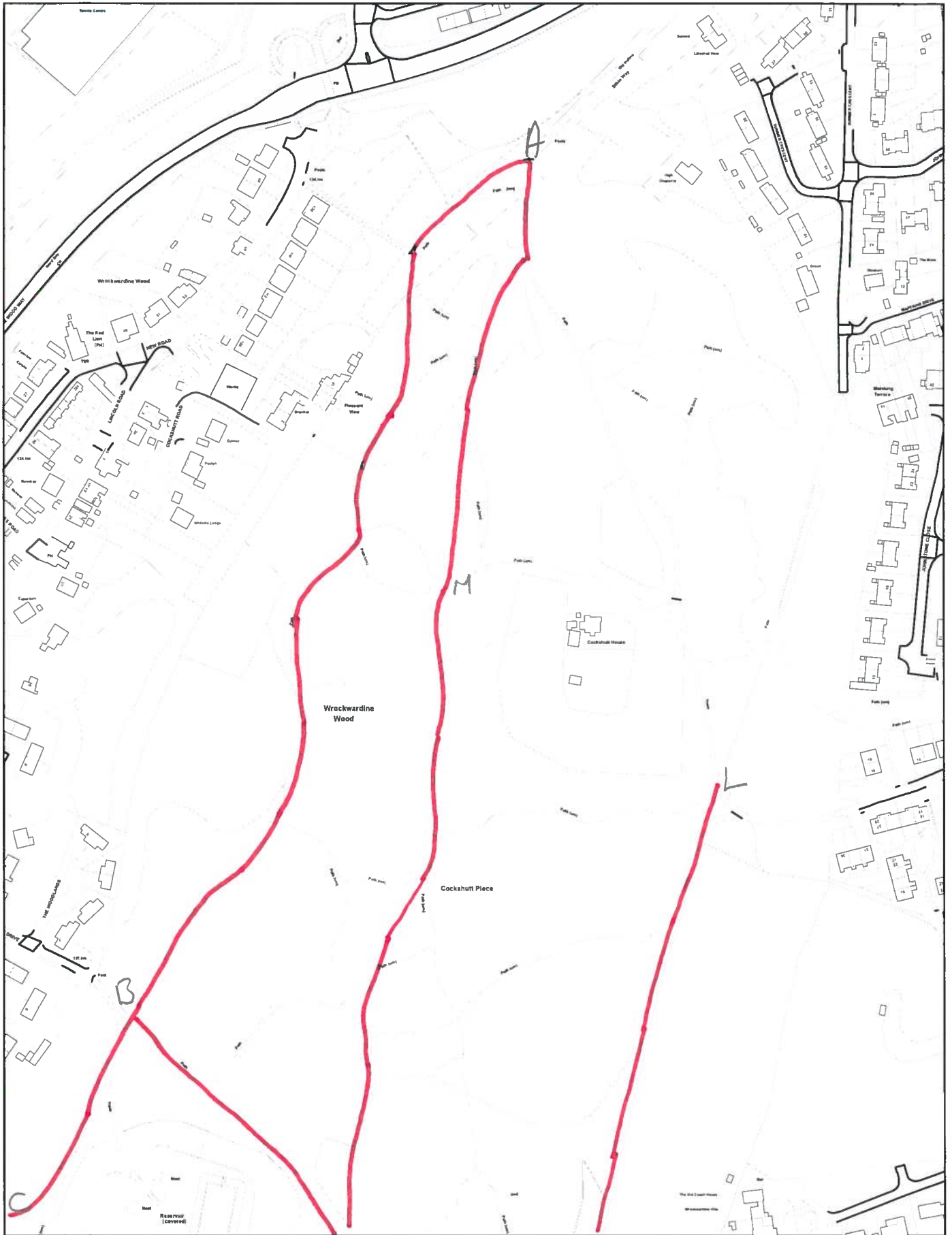
### **Description of Proposed Footpath from Copperfield Drive to Marshbrook Way, Muxton**

Please see map- Appendix 6A

The Footpath is proposed to commence on Copperfield Drive, close to No 25 Copperfield Drive , at Point A on the map (Appendix 6A) following the boundary to the property in a south easterly direction for approximately 106 metres, where it meets a footpath at Point B. The latter footpath links to the newly constructed cul-de-sac at the end of Meadow Road in Muxton which continues to meet Marshbrook Way.

### **Application**

It is assumed the application for a DMMO was made around October 2010.



Title **COCKSHUTT SOUTH**  
 Title

Telford & Wrekin Council  
 Civic Offices  
 Town Centre  
 Telford  
 Shropshire  
 TF3 4LF



APPENDIX 1A  
 MAP 1 OF 2

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Date:  
 17/12/2007



Title **COCKSHUTT**  
 Title

Telford & Wrekin Council  
 Civic Offices  
 Town Centre  
 Telford  
 Shropshire  
 TF3 4LF



APPENDIX 1A  
 MAP 2 OF 2

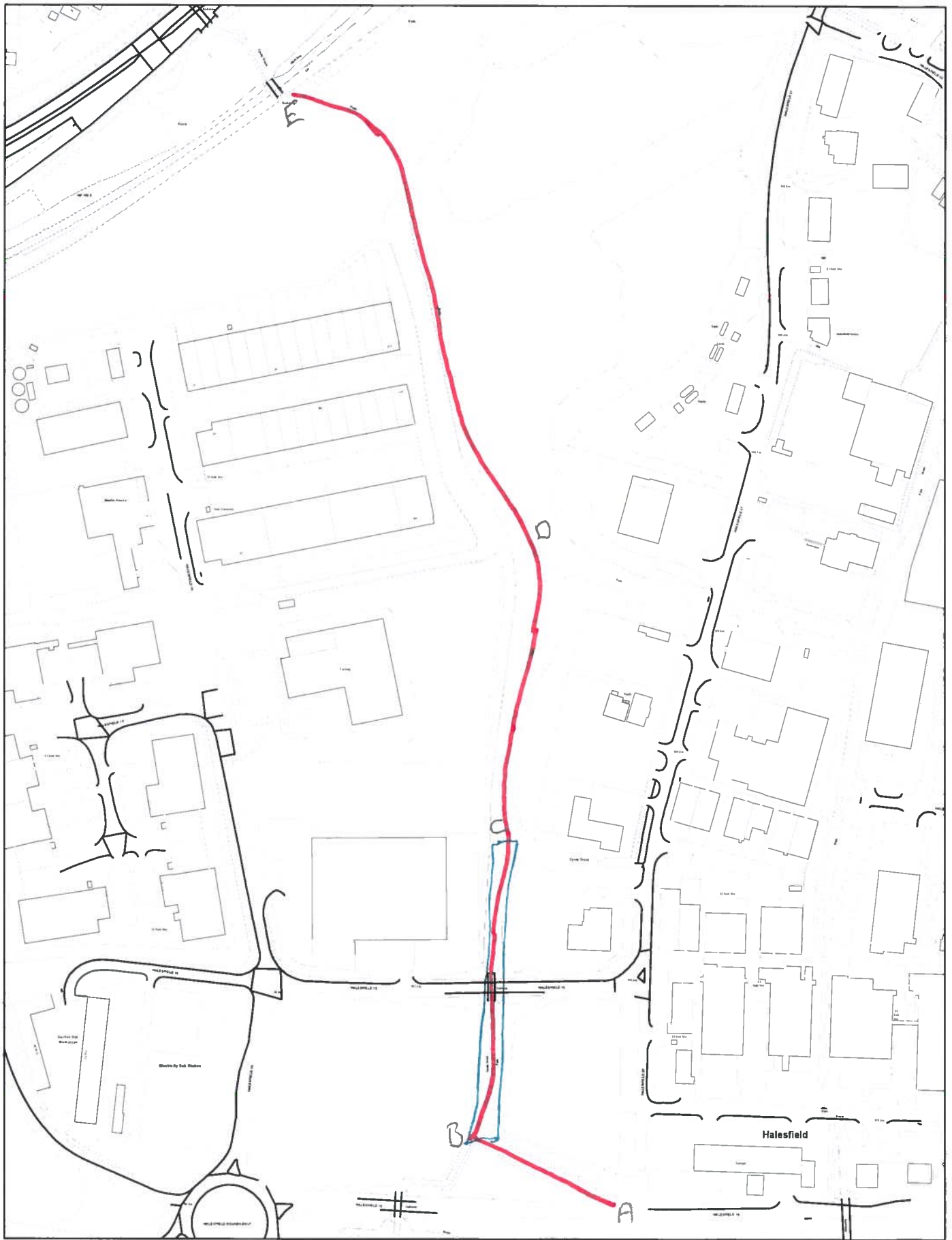
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Date:  
 17/12/2007



Title **HALESFIELD 16**  
 Title

Telford & Wrekin Council  
 Civic Offices  
 Town Centre  
 Telford  
 Shropshire  
 TF3 4LF



**APPENDIX 2A**

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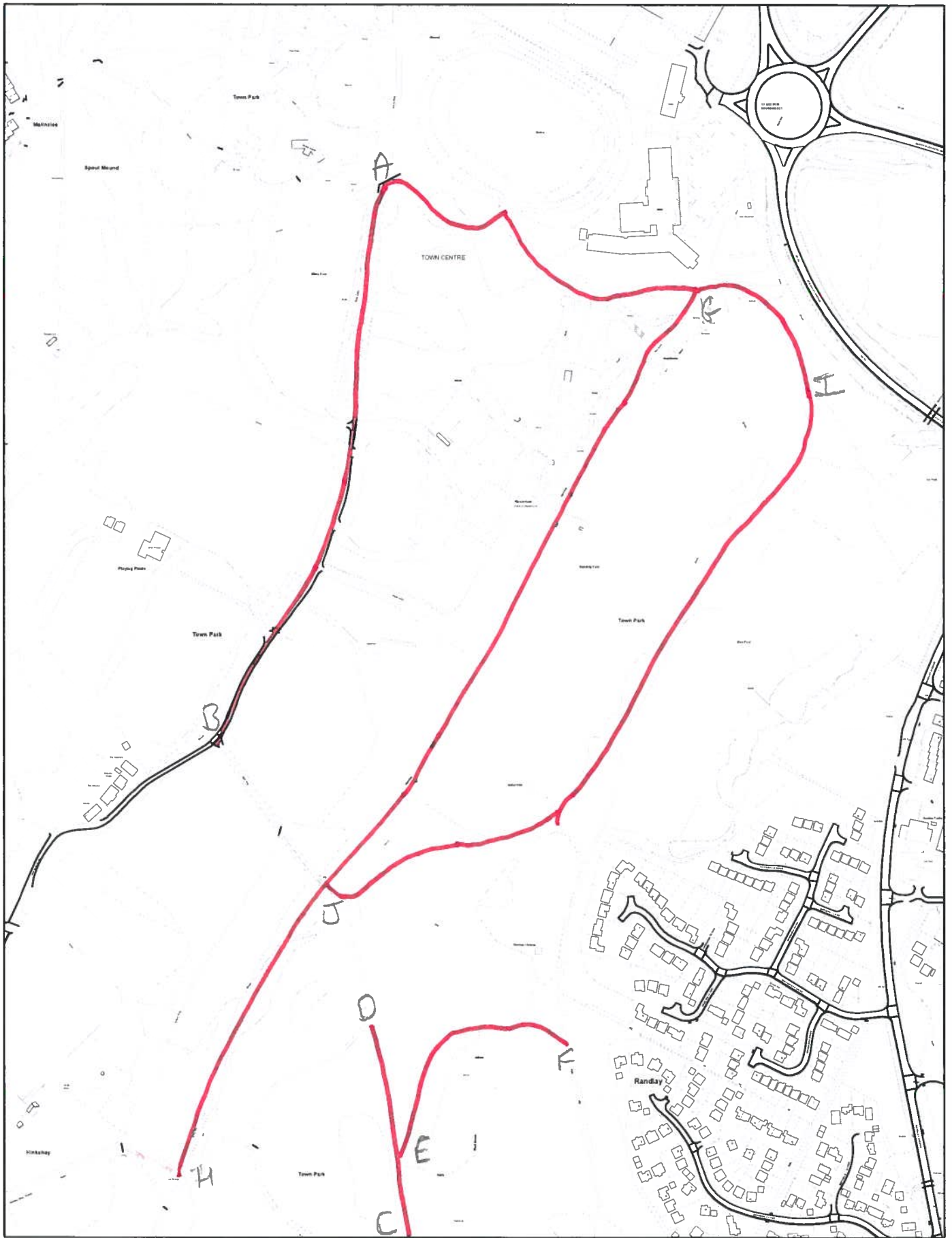
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Scale:  
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Date:  
 17/12/2007





Title **TOWN PARK**  
 Title

Telford & Wrekin Council  
 Civic Offices  
 Town Centre  
 Telford  
 Shropshire  
 TF3 4LF



**APPENDIX 4A**  
**MAP 1 OF 4**

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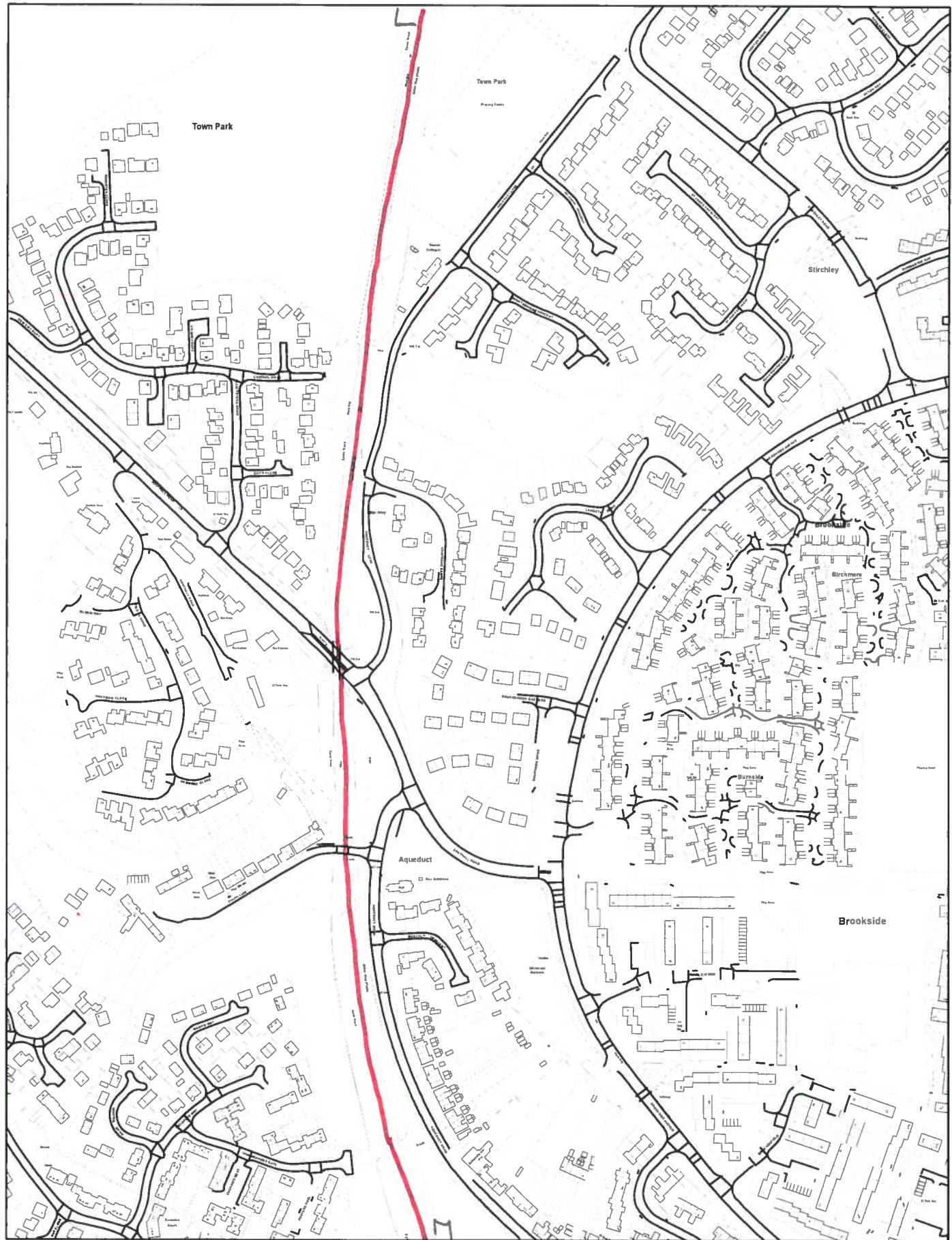
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Date:  
 17/12/2007



<p>Title <b>TOWN PARK</b></p> <p>Title</p>	<p>Telford &amp; Wrekin Council Civic Offices Town Centre Telford Shropshire TF3 4LF</p>	<p>N</p> 	<p>APPENDIX 4A</p> <p>MAP 2 of 4</p>
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Title **TOWN PARK**  
 Title

Telford & Wrekin Council  
 Civic Offices  
 Town Centre  
 Telford  
 Shropshire  
 TF3 4LF



APPENDIX 4A  
 MAP 3 OF 4

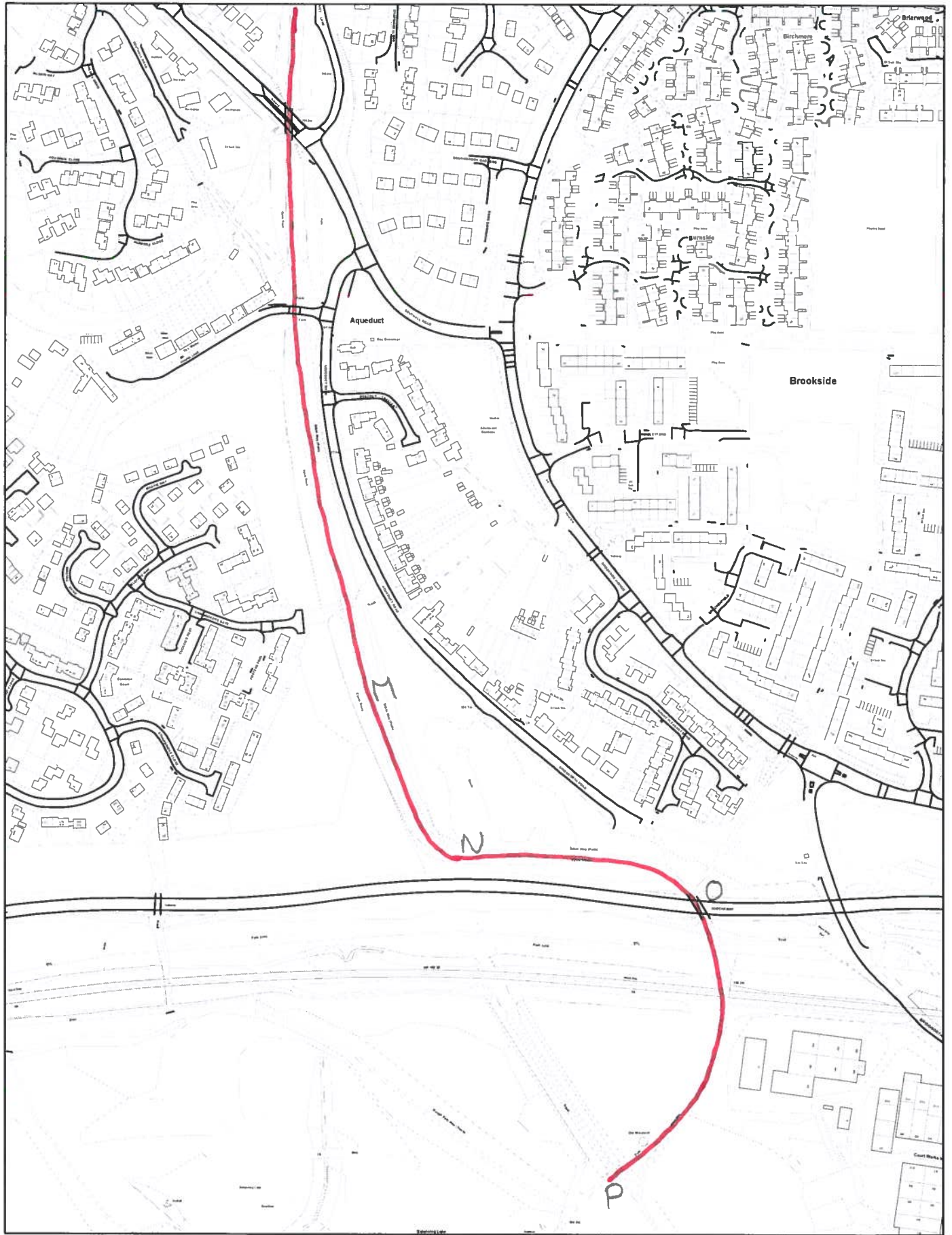
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Title *TOWN PARK*

Telford & Wrekin Council  
 Civic Offices  
 Town Centre  
 Telford  
 Shropshire  
 TF3 4LF



*APPENDIX 4A*  
*MAP 4 of 4*

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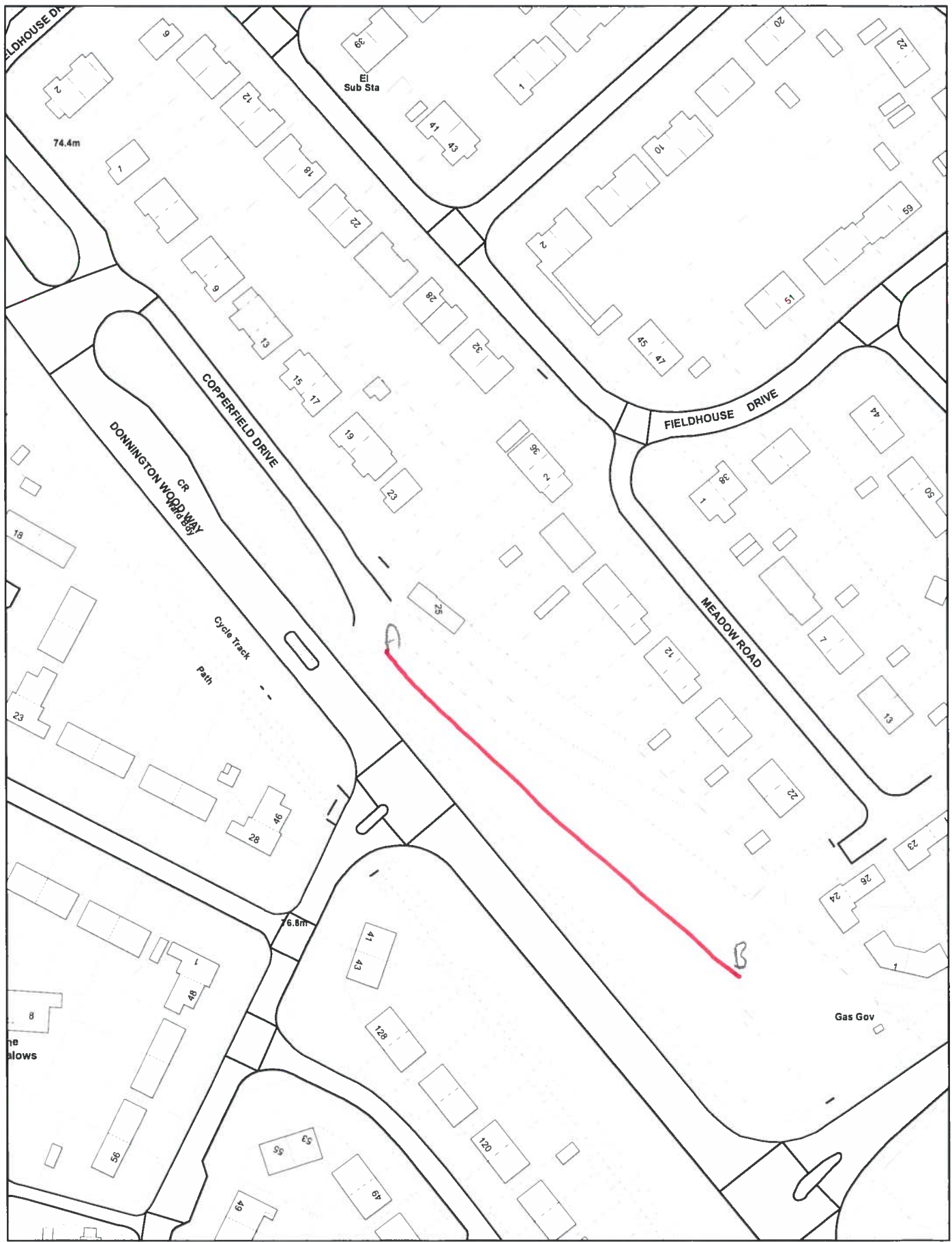
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Scale:  
 1:3,719

Drawn By:  
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Date:  
 17/12/2007





Title **COPPERFIELD DRIVE**  
 Title

Telford & Wrekin Council  
 Civic Offices  
 Town Centre  
 Telford  
 Shropshire  
 TF3 4LF



APPENDIX 6A

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## **CABINET**

**Decision Notices and Minutes of a meeting of the Cabinet held on Thursday, 24th July, 2014 at 5.00 p.m. at the AFC Telford Learning Centre, Haybridge Road, Wellington, Telford**

**PUBLISHED ON WEDNESDAY, 30<sup>th</sup> JULY, 2014**

**(DEADLINE FOR CALL-IN: MONDAY, 4<sup>th</sup> AUGUST, 2014)**

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

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

### **CB-16      MINUTES**

**RESOLVED** – that the minutes of the meetings of the Cabinet held on 26 June and 10 July 2014 be confirmed and signed by the Chair.

### **CB-17      APOLOGIES FOR ABSENCE**

Councillor E.A. Clare

### **CB-18      DECLARATIONS OF INTEREST**

Councillor A.R.H. England declared a personal interest in agenda item 7 – Youth Justice Plan – in relation to his role as a JP in the Youth Court.

Councillor S. Davies declared a personal interest in agenda item 7 – Youth Justice Plan – in relation to his work as a Solicitor representing people in the Youth Court.

Councillor A.R.H. England declared a prejudicial interest in agenda item 11 – AFC Telford: Amendments to Legal Agreements – in relation to his role as a Trustee (by virtue of being a season ticket holder) of AFC Telford Utd.

### **CB-19      PROPERTY AND HOUSING INVESTMENT PROGRAMME**

**Key Decision** identified as **Housing Investment Programme** in the Notice of Key Decisions published on 26 June 2014.

**Part Recommendations to Full Council – decisions (a), (b) and (c) below not subject to Call-in**

Councillor W.A.M. McClements, Cabinet Member: Finance & Enterprise, and Councillor S. Davies, Cabinet Member: Neighbourhood Services, Employment & Skills, presented the report of the Director: Development, Business & Customer Service, which provided detailed proposals for the delivery of new homes and commercial and retail space on Council owned land. Thanks were expressed to the team of Officers who had worked on this project.

Further to the decision taken by Cabinet in April 2013 to deliver a major housing programme, a full Stage 1 feasibility and viability assessment had been carried out by consultants. As part of this process the potential development sites had been tested and investigated as to their viability and development potential. This had resulted in some sites being discounted, for a number of reasons. The sites that were being recommended for inclusion in the Programme were listed, with layouts of each site appended to the report. These sites would deliver 425 housing units and a number of commercial developments. Around 80% of the properties would be for market rental, with the remaining 20% affordable rental units. The proposals had been subjected to a full financial and legal analysis in order to identify the most robust and efficient model for delivery. Information had also been sought from other Councils embarking on similar initiatives.

Full details of the financial analysis and funding options were contained within the report, including the capital cost, source of funds, and both annual and cumulative project cash flows. The projected capital cost of the consolidated programme was £59.298m, and it was recommended that this be funded through borrowing from the Public Works Loan Board, capital receipts and a developer contribution. The report also outlined the options that had been considered for a preferred delivery vehicle that would meet the project objectives. Following robust analysis and testing, it was concluded that a Wholly Owned Company (WOC) was the most appropriate method. While it offered less potential to share risk than other options that involved a private sector partner, overall it was shown to best meet the project criteria. The report detailed a potential company structure, constitution and governance arrangements, and what management arrangements would be required. The aim was for the WOC to be the best landlord in the Borough, and to set a benchmark to help drive up standards in the rental market sector locally.

Although the proposals were to address the housing need within the Borough and create regeneration, any revenue income that the Council received back would be invested in the protection of essential frontline services. In addition, the assets would appreciate over the project life to provide a significant capital receipt should the assets be disposed of. The programme would enable the Council to utilise brown field and stalled sites, thus stimulating economic growth and regeneration and creating a number of jobs and apprenticeships for local people during the construction and operational phases. It was estimated that the Council's investment in the scheme (ie: land valued at £6.775m) would generate over £100m in terms of future income, asset value and the benefits to the local economy.

Councillor W.L. Tomlinson (Liberal Democrat/Independent Group Leader) expressed regret that the Council was not able to provide social housing, and

that the proposed scheme was a commercial venture. Councillor A.J. Eade (Conservative Group Leader) stated that before this report went to Council for the budgetary approvals his Group would wish to see the full feasibility study and an understanding of why other options involving private sector partners had been discounted. There was also concern at the pressure being put on officers in terms of running a housing company in addition to their current workloads. In response, the Cabinet Members advised that the current rules on Right to Buy made the social housing model unviable. The requests for further information would be considered and a response provided. Further details about the management and governance arrangements for the WOC would also come forward in due course.

**RESOLVED to RECOMMEND to COUNCIL**

- (a) that the investment of Council held land valued at £6.776m to facilitate the housing and commercial developments set out in the report, which includes part disposal of the Madeley Court site (as shown in the appendix to the report) be approved;**
- (b) that prudential borrowing of up to £52m to fund the investment in housing and commercial developments, as set out in the report, be approved;**
- (c) that the necessary changes to the capital programme and revenue budget to account for the housing and commercial developments as detailed within the report be approved.**

**RESOLVED –**

- (d) that, in order to assist in the delivery of the Council's housing development and regeneration objectives, the establishment of a Wholly Owned Company, based upon the general principles of governance and operation as set out in the report, be approved. This will form part of the Final Business Case that will be brought back to Cabinet for approval;**
- (e) that if circumstances require, authority be delegated to the Director of Development, Business and Customer Service, in consultation with the Cabinet Members for Finance & Enterprise and Neighbourhood Services, Employment & Skills, to enter into contracts to deliver the construction element of the programme. Otherwise it be noted that the Wholly Owned Company will independently enter into the necessary contracts to deliver both the construction element of the programme and, thereafter, the ongoing operation and maintenance of the properties;**
- (f) that authority be delegated to the Director of Development, Business and Customer Service, in consultation with the Cabinet Members for Finance & Enterprise and Neighbourhood Services, Employment & Skills, to award all future phases of the programme**

not included within the tender, but within the approved budget proposals contained in the report;

- (g) that authority be delegated to the Assistant Director: Law, Democracy & People Services to set up a company limited by shares for the purposes of carrying out the aims set out in the report, and to execute all legal agreements and documents necessary pursuant to the set-up and subsequent operation of such a company;
- (h) that authority be delegated to the Assistant Director: Law, Democracy & People Services to execute all documents in accordance with the Council's Constitution so required to give effect to the proposals contained in this report.

**CB-20      SCRUTINY REVIEW OF THE MEALS ON WHEELS HOT MEALS SERVICE**

**Key Decision** identified as **Health & Adult Social Care Scrutiny Committee Review of Meals on Wheels Service** in the Notice of Key Decisions published on 23 May 2014.

Councillor D.R.W. White, Chair of the Health & Adult Care Scrutiny Committee, presented the Committee's report on the Community Meals Service. This had run parallel to a Review of the Service that was looking to deliver £57,000 of savings agreed within the Council's budget.

The Committee had looked at how the Meals on Wheels Service was currently provided, and a fundamental part of the review had been to understand the needs of both long term and short term service users. Members had met with 12 service users, and an analysis of their views and comments were shown in the report. The Committee had also talked to volunteers from the Royal Voluntary Service who supported both the Community Meals Service and the Good Neighbours Service.

The Committee had concluded that many service users depended on the service for their main meal, and that the regular contact with someone who comes to their home is as important as the meal itself. It was believed that the service provided by the RVS could be expanded, and that any increase in costs would be far less than the potential additional care costs that the Council would face if the hot meals service ceased. In particular, a "good neighbour" service would be of great benefit to vulnerable people in terms of helping them to stay in their homes, as well as being of benefit to the wider health economy. The Review also found that many service users would still be prepared to use the service if the price was increased. The Committee had made a number of recommendations which were set out in detail in its report.

Councillor A.R.H. England, Cabinet Member for Adult Social Care, responded to the report on behalf of the Cabinet. He thanked the Committee for the work they had done. The detailed response to each of the Scrutiny Committee's recommendations was appended to the report attached to the agenda. He

also acknowledged the work of RVS in providing the current service. In tandem with the Committee's review, a new service model had been developed. This proposed that the Council should only maintain direct responsibility for securing meals on behalf of individuals assessed as eligible due to frailty and/or vulnerability. Non-eligible individuals who wished to access the service would be advised to enter into a direct arrangement with the new provider. The contract for the provision of Frozen Meals would be broadened to incorporate the delivery of hot meals, in order to develop a single model approach to service delivery. The new contract would incorporate an increase in the price of the meals in line with the Scrutiny Committee's recommendation. However, the cost of the meals to clients would still be below that charged by many other local authorities. It was also proposed to ask the RVS to run a pilot (until Spring 2015) Befriending/Good Neighbour service, which would help the Council in developing a model for a volunteer-based visiting service to vulnerable and isolated people.

### **RESOLVED –**

- (a) that the recommendations made by the Health & Adult Social Care Scrutiny Committee be noted, and the response set out in Appendix 1 of the Cabinet Member's report be approved;**
- (b) that authority be delegated to the Assistant Director: Family, Cohesion & Commissioning to**
  - (i) enter into a contract with the Royal Voluntary Service for a time-limited period of up to 9 months to support the Council in a pilot project to develop a model Befriending/Good Neighbour Service, which will then be tendered across the voluntary and/or commercial sector;**
  - (ii) following (i) above, enter into a contract with the chosen tenderer(s) for the provision of a Befriending/Good Neighbour Service post-Spring 2015;**
  - (iii) approve an increase in the existing cost charged for a meal from £2.55 to £3.15, as recommended by the Scrutiny Review;**
- (c) that authority be delegated to the Assistant Director: Law, Democracy & People Services to execute all necessary contract documentation in accordance with the Constitution, including the affixing of the common seal of the Council as appropriate in accordance with Article 14 of the Constitution.**

### **CB-21      FINANCIAL MONITORING 2014/15**

**Key Decision** identified as **2014/15 Financial Monitoring** in the Notice of Key Decisions published on 26 June 2014.

**Part Recommendation to Full Council in relation to decision (b) below not subject to Call-in**

Councillor W.A.M. McClements, Cabinet Member: Finance & Enterprise, presented the report of the Assistant Director: Finance, Audit & Information

Governance, which provided Members with the latest financial monitoring information for 2014/15.

At this early stage in the financial year, an overspend of £0.5m was being projected at year-end, which was mainly a reflection of the continuing pressures in Adult Social Care as they worked towards achieving savings targets. This was not unduly concerning, as there was plenty of time for corrective action to be taken. Considerable work was now underway within service areas to address areas of financial pressure, with further in-year savings targets being issued in order to help ensure that the Council is able to achieve a balanced financial position and address the anticipated shortfall in 2015/16.

There were a number of variances from the approved budget, including the cost of Children in Care placements (overspend of £1m); the cost of Adult Care and Support services (projected overspend of £6.3m relating to care packages); provision of in-house services to Adults with Learning Disabilities (overspend of £0.6m); and the cost of supporting 16-18 year olds as they leave care (overspend of £0.5m). Projected variances of over £0.100m for individual service delivery units were detailed in the report. There were benefits from active treasury management of £0.9m, and £0.1m from additional dividend income from West Mercia Energy.

The capital programme totalled £133m, which included slippage from 2013/14. Spend was currently standing at around 5%. Funding for the programme included a significant amount of capital receipts anticipated to be delivered over the medium term. Current monitoring showed that around £32m of the budgeted value of £40m would not now be received in 2014/15, and that the revenue impact of these changes was included in the updated treasury projections.

Collection levels for Council Tax, NNDR and Sales Ledger debt were all slightly behind the targets set for the year.

In relation to the overspend in Adult Social Care, Councillor A.R.H. England, Cabinet Member for Adult Social Care, reported on the measures that were being taken to reduce costs and re-design the way in which services were delivered. There was likely to be a reduction in care packages, with a needs-based approach determining the key elements of the care that was to be provided.

#### **RESOLVED –**

- (a) that it be noted that the 2014/15 revenue spend is currently projecting to be overspent at year end, and that the Senior Management Team is implementing action plans to ensure savings are delivered so that the budget is brought back into balance by year end;**
- (b) that the position in relation to capital spend and receipts be noted, and that it is RECOMMENDED to COUNCIL that the new**

**allocations and slippage detailed in Appendix 3 and the funding changes to the capital programme detailed at paragraph 6.2 of the report be approved;**

- (c) that the collection rates for NNDR, council tax and sales ledger be noted.**

**CB-22      YOUTH JUSTICE PLAN 2014/15**

**Key Decision** identified as **Youth Justice Plan** in the Notice of Key Decisions published on 23 May 2014.

**Full Council decision not subject to Call-in**

Councillor P.R. Watling, Cabinet Member: Children, Young People & Families, presented the report of the Assistant Director: Family & Cohesion Services regarding the Youth Justice Plan which was prepared on an annual basis on behalf of Herefordshire Council, Shropshire Council, Telford & Wrekin Council and Worcestershire County Council. A copy of the Plan for 2014/15 was appended to the report.

The Youth Justice Plan was a statutory document that set out how youth justice services across West Mercia were to be structured, provided and funded. It identified a number of priorities, and key actions to address risks to service delivery and improvement. The Plan identified five main priorities for 2014/15 – reducing youth offending and protecting communities from harm; staff training and enablement; the second phase of restructuring of the Youth Offending Service; greater integrated working with other agencies/services; and ensuring that the Service had the information required to develop services and improve outcomes.

The report detailed current performance on key national indicators for First Time Entrants to the youth justice system, the use of custody, and re-offending rates. These all generally compared favourably in comparison with national and regional performance. The figure specific to Telford & Wrekin for use of custody had gone up, but this had been skewed due to three of the six custodial sentences relating to co-defendants for the same offence. It also provided information on progress made during the first quarter of the year towards the main priorities in the Plan.

**RESOLVED –**

- (a) TO RECOMMEND to COUNCIL that the Youth Justice Plan 2014/15 be approved;**
- (b) that the responsibilities of the West Mercia Youth Offending Service be noted.**

(Having previously declared an interest, Councillors S. Davies and A.R.H. England did not vote)

**CB-23**      **TELFORD & WREKIN SUPERFAST BROADBAND PROGRAMME**

**Key Decision** identified as **Telford & Wrekin Superfast Broadband Programme** in the Notice of Key Decisions published on 26 June 2014.

Councillor C.F. Smith, Cabinet Member: Housing, Development & Borough Towns, presented the report of the Director: Development, Business & Customer Service which set out the Council's approach to the roll-out of superfast broadband infrastructure in the Borough..

In June 2013, Government announced funding of £250m to extend the roll-out of superfast broadband infrastructure across the UK, with the aim of delivering speeds of more than 24Mbps to 95% of business and residential premises. Funding was being made available to local authority areas on the basis of supporting investments which were not cost effective to the private sector, and local match funding was required for all allocations. Using a gap funding model, BDUK (the funding agency) had determined that a funding package of £4m would achieve superfast coverage of at least 96% of premises within Telford & Wrekin. Full details of the proposed funding package and value-for-money analysis were set out in the report. £1.4m of the required £2m of matched funding had been identified through the re-prioritisation of the existing capital programme and use of one-off reserves. A bid for the balance of funding would be made to the Local Growth Fund via the Marches Local Enterprise Partnership. There would be additional costs of around £200k for project staff resources over the life of the programme (Sept 2014 to June 2017).

If approved by Cabinet, a formal funding request would be submitted to BDUK, and the report set out further details of the funding allocation process. If successful, it was recommended that a new mini-competition using the existing BDUK Broadband Procurement Framework was the most cost efficient and deliverable route of procurement. BDUK had extended the existing Framework (with BT and Fujitsu).

Members welcomed the report, and stressed the importance for the competitiveness of local businesses of having access to superfast broadband. This was a much better scheme to the Rural Broadband Programme, and the Council's proposed investment would bring significant benefits in terms of better access in rural areas, of being a key driver for enterprise and growth, and to ensuring that all new housing developments had access to superfast broadband.

**RESOLVED –**

- (a) that the funding request to BDUK for the delivery of superfast broadband speeds across Telford & Wrekin as detailed within the report be approved;**
- (b) that Prudential Borrowing of £800k if the gap funding is not secured through other alternative routes be approved;**

- (c) That authority be delegated to the Director for Development, Business and Customer Service, in consultation with the Cabinet Member for Housing, Development & Borough Towns, to:
- Finalise with BDUK the Intervention Plan for superfast roll-out across Telford & Wrekin, following the results of the Open Market Review;
  - Undertake all actions necessary to finalise the funding package required to deliver the programme;
  - Procure a supplier to deliver the roll out programme as a call off from the BDUK framework agreement;
  - Draw up a Delivery Plan for the roll out programme in accordance with the priorities set out in the report and agree this with the successful supplier
- (d) that authority be delegated to the Assistant Director, Law, Democracy and People Services to execute all documentation required to give effect to the agreements reached in relation to (c) above.

#### **CB-24        MARCHES LOCAL ENTERPRISE PARTNERSHIP UPDATE**

**Key Decision** identified as **Marches Local Enterprise Partnership Update** in the Notice of Key Decisions published on 26 June 2014.

**Recommendation to Full Council in relation to decision (c) below not subject to Call-in**

Councillor K.S. Sahota, Lead Cabinet Member for the Local Enterprise Partnership, presented the report of the Director of Development, Business and Customer Service which updated Cabinet on a number of initiatives and developments regarding the Marches Local Enterprise Partnership (LEP).

On 7th July Government announced that the Marches LEP had secured £75.3m from the Government's Single Local Growth Fund to support a series of infrastructure investment projects to accelerate delivery of new jobs and homes. This included £10.4m in 2015/16 and £12.3m in 2016/17 of confirmed funding and a provisional award of £41.9m for projects starting in 2016 and beyond. This was in addition to £10.7m that the Government had previously committed as part of the Local Growth Deal funding for the area. The Government had selected projects to fund from the prioritised list set out in the Marches Strategic Economic Plan. As a result the Borough was anticipated to receive £18.8m investment over the next 2 years matched by £5.6m of public/private sector investment. This included £13.9m confirmed funding for the Telford Growth Package which would accelerate delivery of employment land at Hortonwood and open up a number of housing sites. Included on the list against the provisional funding award was £3.6m for the Telford Eastern Gateway supporting delivery of the flagship T54 employment site and £1.3m to relocate the bus station in Telford Town Centre.

In addition to the grant funding the Government has made a commitment to explore the potential for sharing land receipts from the sale of agreed HCA assets in Telford. The agreed local share would in part support a revolving Marches Investment Fund to drive further infrastructure delivery.

As part of agreeing the Growth Deal, Government was asking LEPs to put in place robust, collaborative, governance arrangements to ensure democratic accountability for expenditure and delivery of the agreed programme. It was proposed that a Joint Committee be set up including the Leaders of the 3 Local Authorities forming the Marches LEP to exercise the necessary executive functions in relation to the LEP. Further information on the proposed governance structure was appended to the report.

The Hereford Enterprise Zone at Rotherwas included over 60 hectares of land predicated to deliver c. 4200 jobs. With a proportion of the business rates uplift in future years to be invested across the LEP and a complementary sector based offer to Telford's own advanced manufacturing specialisms, the Borough had a vested interest in the success of the Zone. It was therefore proposed that the Council join the Member Board of the Hereford Enterprise Zone Ltd company as a stakeholder member.

The report also provided an update on work by the Marches LEP to establish an EU Investment Strategy to draw down the notional allocation of £98m European Structural Funding to support economic growth in line with EU priorities.

Members welcomed the news that the majority of money for Telford & Wrekin under the Local Growth Deal had been secured, and that there was a clear message from Government for investment in Housing and Jobs.

#### **RESOLVED -**

- (a) that the establishment of a joint committee to exercise executive functions in relation to the Marches LEP, and the proposed constitution for the joint committee, as outlined in Appendix 1 of the report, be approved, and that decision-making powers of the joint committee be delegated to councillor representatives appointed to it;**
- (b) that Telford and Wrekin Council becomes a Stakeholder Member of the Hereford Enterprise Zone Company Ltd, with authority being delegated to the Director, Development, Business & Customer Services, or their representative, to represent the Council, and take decisions on behalf of the Council, at meetings of the Stakeholder Member Board;**
- (c) to RECOMMEND to COUNCIL that the Growth Deal Funding from the Marches LEP be approved and that it be applied to deliver the projects for which the funding has been allocated.**

- (d) **that authority be granted to the Director, Development, Business & Customer Services, in consultation with the Cabinet Member for Finance & Enterprise, to negotiate with the Marches LEP and the Government regarding a potential HCA land receipt sharing agreement.**

## **CB-25        PROCUREMENT UPDATE**

**Key Decision** identified as **Procurement Update** in the Notice of Key Decisions published on 26 June 2014.

Councillor W.A.M. McClements, Cabinet Member: Finance & Enterprise, presented the report of the Assistant Director: Law, Democracy & People Services which updated Cabinet on the Council's Procurement Intentions Document, Social Value Policy and general progress with effective procurement.

Over the last 6 months the Procurement team had continued to support the Council in achieving value-for-money commissioning, and the indicative savings realised (both cash and non-cashable) were detailed in the report. Appended to the report was the latest Procurement Intentions document, which detailed the procurement activity for the next 6-12 months. The key activities in the document were the Stop Smoking Services procurement, the Children's Regional Residential Framework tender and the Managed Services to Temporary Agency Resources agreement. Further details on these functions were set out in the report.

Under the provisions of the Public Services (Social Value) Act 2012, the Council was required to consider how the economic, social and environmental wellbeing of the Borough might be improved through commissioning and procurement of its services. Appended to the report was a draft Social Value Policy which set out links to Council priorities and how social value would work in practice. There would be an annual report to Cabinet on how social value targets had been achieved. A precursor to this approach was the way in which the procurement for the Solar Farm (as previously agreed by Cabinet) had been undertaken. The market had been told at the outset that the local supply chain would be notified who the key bidders were, so that they could proactively engage at the tender stage. This appeared to be working, with all the bidders looking to use local businesses and suppliers.

### **RESOLVED -**

- (a) **that the updates to the Procurement Intentions document be noted, and that the delegation (where required) to the appropriate Officers to progress new procurements be approved;**
- (b) **that the Social Value Policy be approved.**

Councillor A.R.H. England, having previously declared an interest, withdrew from the meeting room before consideration of the next item.

## **CB-26      AFC TELFORD – AMENDMENTS TO LEGAL AGREEMENTS**

### **Non-Key Decision**

Councillor S. Davies, Cabinet Member: Neighbourhood Services, Employment & Skills, presented the report of the Director of Development, Business & Customer Service, which sought agreement to alterations to the legal agreements and leases relating to the West Stand at AFC Telford.

New College had recently purchased the West Stand and Whitehouse Hotel to create a hotel and catering college resource. In respect of the West Stand, amendments were required to some of the shared rights of access and some shared use of facilities to allow both parties (AFC Telford and New College) to run their respective operations. While some of these were dealt with by way of local agreement, they ran against, or were not covered in, the existing terms of the lease agreements that the Council (as freehold owner of part of the site) had negotiated. To successfully rectify these anomalies for the benefit of all parties, it was proposed that new documents should be prepared to include (but not limited to) a Collaboration Agreement to establish respective rights, Deeds of Variation to formally alter existing leases and/or agreements, and Deeds of Surrender to give up areas incorrectly leased to each other and, if necessary, new leases.

To take this forward, it was proposed that a working group be formed, to include representatives from AFC Telford, New College, the Council and community groups, to improve the offer from the overall facility for all residents in the Borough.

### **RESOLVED -**

- (a) that authority be delegated to the Director of Development, Business & Customer Services, in consultation with the Cabinet Member: Neighbourhood Services, Employment & Skills, to negotiate and agree the terms for any variation/amendment, surrender and creation of any necessary legal agreements, including new leases, as may be required pursuant to the report;**
- (b) that authority be delegated to the Assistant Director: Law, Democracy & People Services to seal or sign any documents required to give effect to the recommendations contained in the report.**

## **CB-27      SPECIAL EDUCATIONAL NEEDS & DISABILITY REFORMS**

**Key Decision** identified as **Readiness for Special Educational Needs (SEN) Reform** in the Notice of Key Decisions published on 26 June 2014.

Councillor P.R. Watling, Cabinet Member: Children, Families & Young People, presented the report of the Assistant Director: Children's Safeguarding & Specialist Services, which informed Members of the reforms being introduced by the Government relating to the needs of children and young people with Special Educational Needs and/or Disability (SEND).

The SEND reforms were enshrined in part 3 of the Children & Families Act 2014, and aimed to improve life chances through promoting early identification and intervention, and bringing together services to support children and young people through a single assessment process and appropriate plan. For those whose educational needs were more complex, there would be an Education, Health & Care Plan (EHCP). The aim was to promote choice and personalisation of provision, with children, young people and their families at the centre of the process.

The legislation was due to be implemented in September 2014, when new requests for Statements of Special Educational Needs would be met through EHCPs. It was expected that the Council would be compliant with the legislation. There was also the expectation that all existing Statements and 139A assessments were reviewed and converted to EHCP within 3 years. The Government had recognised the additional burden this would put on Councils, and had provided three separate grants to support the costs of the change.

Robust delivery arrangements were already in place to support the delivery of the main aspects of the reforms. The Council was already involved as a partner in a Pathfinder consortium of West Midlands authorities championing the new approach. In addition a re-structure of Children's Services, involving the formation of a Children's Specialist Service, had brought together key services to meet the SEND requirements. A Department for Education Advisor had expressed 'reasonable confidence' that the Council would deliver the reforms on time. However, there was a significant amount of work to be done over the next 12-18 months regarding the embedding of systems, transition arrangements and creating a culture change for staff, services and agencies.

**RESOLVED -**

- (a) that the progress towards readiness for implementation of the SEND reforms be noted;**
- (b) that authority be delegated to the Director of Children & Family Services, following consultation with the Cabinet Member: Children, Young People & Families, to approve and implement revised SEND policies to meet the requirements of the Children & Families Act 2014.**

**CB-28      2013/14 END OF YEAR PERFORMANCE ANALYSIS AND STRATEGIC RISK REGISTER**

**Non-Key Decision.**

Councillor R.A. Overton, Cabinet Member: Public Health & Public Protection, presented the report of the Managing Director, which presented an overview of 2013/14 performance against the Council's priorities and identified key risks in their delivery.

Appended to the report was a basket of performance indicators aligned to each of the Council's priorities. This showed where there had been improvements in performance and also which areas required improvement. The Cabinet Member highlighted three key areas from within the overall report:

- i) Education attainment – this had been a real success for the Council with the percentage of schools judged by OFSTED to be either “good” or “outstanding” rising over the past two years from 53% to 82.6%. There was still work to do though in raising attainment, in particular relating to Early Years Foundation Stage and the achievement of vulnerable pupils.
- ii) Job creation- The latest data for 2012 showed an increase of 2.600 (or 3.4%) in the number of jobs in the Borough. This compared to a national increase of just 0.7%. The overall unemployment rate in the Borough had continued to fall, and was now below the regional average. However, youth unemployment remained stubbornly high.
- iii) Ensuring that Neighbourhoods are safe, clean and well maintained – the rate of recycling of waste had remained static for the past three years. However, the new service introduced in April 2014 by Veolia was designed to increase the rate of recycling, with a target of 59% by 2019. The Council was also investing £8m capital and £1.6m revenue over the next two years in its Pride in Your Community programme to address environmental and social issues around the Borough.

Also appended to the report was the Strategic Risk Register for 2014/15, which set out the key risks that had been identified as potentially impacting on the Council's priorities, and the mitigating actions in place. The report also outlined the timetable for performance reporting throughout the remainder of 2014/15.

#### **RESOLVED -**

- (a) that the Council's performance for 2013/14 be noted;
- (b) that the reporting timetable for 2014/15 be approved;
- (c) that the Strategic Risk Register for 2014/15 be approved.

#### **CB-29      DEDICATION OF BRIDLEWAYS AND A FOOTPATH ON COUNCIL OWNED LAND**

**Key Decision** identified as **Dedication of Bridleways and a Footpath on Council Owned Land** in the Notice of Key Decisions published on 26 June 2014.

Councillor C.F. Smith, Cabinet Member: Housing, Development & Borough Towns, presented the report of the Assistant Director: Development, Business & Employment, which sought authority to dedicate five bridleways on Council-owned land at The Cockshutt, Wrockwardine Wood; Rough Park Way, Madeley; Halesfield 16; The Town Park; and Lees Farm to Meadow Pit in Madeley, along with authority to dedicate a footpath from Copperfield Drive to Marshbrook Way, Muxton.

All these routes were subject of outstanding applications for a Definitive Map Modification Order (DMMO) to have a way added to the map or reclassified as a bridleway. If Cabinet decided to dedicate the routes as public bridleways and a public footpath, a DMMO procedure was avoided which was likely to result in a reduced cost to the Council in terms of officer time and a possible public inquiry. Appended to the report were descriptions and maps of the proposed routes for dedication.

**RESOLVED -**

- (a) that the dedication of the five bridleways on Council owned land described in appendices 1-5 of the report, and the creation of a footpath on Council owned land described in Appendix 6 of the report, be approved;
- (b) that authority be delegated to the Assistant Director: Development, Business & Employment to agree the terms of the deed of dedication of the land described in appendices 1-5 of the report for use by the public as bridleways, and the land described in Appendix 6 of the report for use by the public as a footpath;
- (c) that authority be delegated to the Assistant Director: Law, Democracy & People Services to execute and complete such documentation as may be required to achieve the dedication of the land described in (b) above.

**CB-30      EXCLUSION OF PUBLIC AND PRESS**

**RESOLVED** – that the public and press be excluded from the meeting for the following item of business on the grounds that it may involve the disclosure of information relating to the financial or business affairs of any particular person (including the authority holding that information) and to information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime, as defined in paragraphs 3 and 7 of Part 1 of Schedule 12A of the Local Government Act 1972.

**CB-31      REGULATION OF INVESTIGATORY POWERS ACT 2000**

**Non-Key Decision**

Councillor R.A. Overton, Cabinet Member: Public Health & Public Protection, presented the report of the Assistant Director: Law, Democracy & People Services, which sought approval for a revised and updated Council Policy relating to the provisions of the Regulation of Investigatory Powers Act (RIPA).

In March 2014 the Council received its bi-annual inspection from the Office of Surveillance Commissioners (OSC) which resulted in a positive inspection report with a finding that, overall, the use of RIPA powers had been appropriate. A copy of the OSC report was appended to the report. The OSC report recommended revision of the Council's RIPA Policy in relation to the duration of authorisations and the use of the internet and social networking sites for RIPA purposes. The Policy had been revised slightly in light of the OSC inspection, and was appended to the report. The issues raised had been briefed to authorising officers and a refresher training session was planned.

In terms of usage, during the period April 2013 – April 2014 the Council had not used any of its powers under RIPA.

**RESOLVED -**

- (a) that the revised RIPA Policy document, as appended to the report, be noted and approved;**
- (b) that the contents of the report be noted.**

The meeting ended at 6.42 pm.

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

**Jonathan Eatough**  
**Assistant Director: Law, Democracy & People Services**  
**Date: 30 July 2014**

**Signed:** .....

**Date:** .....