



Telford & Wrekin
C O U N C I L

Addenbrooke House Ironmasters Way Telford TF3 4NT

CABINET

Date Thursday, 14 September 2017 Time 5.00pm
Venue Meeting Rooms G3/4, Addenbrooke House, Ironmasters Way, Telford, TF3 4NT

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Cabinet Members:

Councillor S Davies	Leader of the Council and Cabinet Member for Neighbourhood Services & Pride Programme
Councillor R A Overton	Deputy Leader and Cabinet Member for Cabinet Member for Housing & Enforcement
Councillor L D Carter	Cabinet Member for Council Finance, Commercial Services & Economic Development
Councillor A R H England	Cabinet Member for Communities, Health & Wellbeing
Councillor R C Evans	Cabinet Member for Customer Services, Tourism & Partnerships
Councillor A D McClements	Cabinet Member for Transport, Infrastructure & Broadband
Councillor J C Minor	Cabinet Member for Leisure, Green Spaces & Parks
Councillor S A W Reynolds	Cabinet Member for Education & Skills
Councillor P R Watling	Cabinet Member for Children's & Adult's Early Help & Support

Invitees

Councillor A J Eade	Conservative
Councillor W L Tomlinson	Liberal Democrat/Independent

AGENDA

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		<u>Key</u>	
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CABINET

Decision Notices and Minutes of a meeting of the Cabinet held on Thursday, 14 September 2017 at 5.00pm at Addenbrooke House, Ironmasters Way, Telford

PUBLISHED ON WEDNESDAY, 20 SEPTEMBER 2017

(DEADLINE FOR CALL-IN: MONDAY, 25 SEPTEMBER 2017)

Present: Councillors S Davies (Leader and Chair), L D Carter, A R H England, R C Evans, A D McClements, J C Minor, R A Overton, S A W Reynolds and P R Watling.

Also Present: Councillors A J Eade (Conservative Group Leader) and Councillor W L Tomlinson (Liberal Democrat/Independent Group Leader)

CB-117 Apologies for Absence

None.

CB-118 Declarations of Interest

Councillor S Davies declared a personal interest in agenda item 6 – West Mercia Youth Justice Plan in relation to his work as a Solicitor representing people in the Youth Court.

Councillor A R H England declared a personal interest in agenda item 6 – West Mercia Youth Justice Plan in relation to his role as a JP in the Youth Court.

CB-119 Minutes

RESOLVED – that the minutes of the meeting held on 13 July 2017 be confirmed and signed by the Chair.

CB-120 Locally Administered Temporary Business Rates Relief Scheme

Key Decision identified as **Locally Administered Temporary Business Rates Relief Scheme** in the Notice of Key Decisions published on 16 August 2017.

Councillor L D Carter, Cabinet Member: Finance, Commercial Services & Economic Development, presented the report of the Assistant Director: Finance & Human Resources and Chief Financial Officer. It was reported that in April 2017, businesses were subject to a change in the rateable value of their business premises due to a revaluation by the Government's Valuation Office Agency. The impact of this change on the 5046 business premises within the borough was noted: 62% had an increase in value, 23% had a decrease in value, and 15% had no change.

It was noted that funding for Locally administered business rate schemes would be made available to councils to help provide further support for businesses affected adversely by the national business rates revaluation exercise.

It was reported that funding for the locally administered business rate scheme had been allocated by the Government to councils on a formula basis. The amounts for Telford & Wrekin were presented in the report. The Government would compensate authorities for the lost business rates income they incurred as a result of the new scheme up to the maximum of each years' allocation.

After a long period of delay, the Government had confirmed that there would be no flexibility to move funding between allocated years. The funding formula was calculated by the Government based on properties with a rateable value of less than £200,000, and the increase in rateable value of the property was more than 12.5% before reliefs. The proposed discretionary scheme had therefore been prepared with these businesses in mind. It was noted that businesses already benefited from a range of relief schemes to reduce the burden of business rates where appropriate criteria were met. These were highlighted in broad terms in the report and included Small Business Rate Relief, Charitable Relief and Pub Relief. Other reliefs, such as empty property relief were available. Transitional Relief had been brought in to smooth the impact of significant increases and decreases in rateable value. The Report included a table which showed that 2,011 businesses were receiving relief which assisted in phasing in the increase in rateable value.

The proposed "Locally Administered Temporary Business Rates Relief" scheme was set out in Appendix A of the report. It was reported that the principles for this scheme had been developed in conjunction with Shropshire Council and if approved by both councils, the proposals would be adopted as a Shropshire wide scheme and provide consistency to businesses in awards which were made within the County. Appendix B showed how the relief would be distributed across the Borough.

The scheme had been designed to provide temporary relief to small and medium sized local businesses. Larger businesses with a rateable value above £200,000 had been excluded from the scheme on the basis that they were not considered by the Government when determining the Council's funding allocation.

National businesses had also been excluded from the scheme to ensure that they did not contravene state aid regulations. Verification of this would add considerable additional complexity and administrative cost and so the scheme had been designed to enable the provision of support to local businesses. It was noted that the scheme operated on a tapering basis, so each year the award would reduce in line with government funding allocations.

The proposal for 2017/18 for the new discretionary relief scheme was set at 65% of the increase in business rates as a result of the revaluation, net of other reliefs. Relief would be awarded to properties with a rateable value under £200,000, where the increase in rateable value is more than 5% as a result of the revaluation. The guidance was designed to be simple in nature to minimise the administrative burden to the Council and also create a scheme which was as easy as possible for ratepayers to understand. It was anticipated that there would be approximately 337 businesses that would benefit from an award of discretionary relief.

It was noted that consultation with major preceptors was a requirement of the funding by the Government. For Telford and Wrekin Council, this applied to Shropshire Fire Service and West Mercia Police. The Fire Authority had not yet expressed an opinion on the proposed scheme at the time of finalising the report.

It was noted that the Police had responded with no specific comments as the Police and Crime Commissioner was not directly impacted by the proposals.

At the end of the financial year, the Council would be required to complete a statutory statistical return which would report on the amount of money spent. The funding allocation given to the Authority would be reduced if the expenditure incurred as part of the relief scheme was at a lower level. Assistance provided to businesses in excess of the Government funding allocation would need to be met by the Council forcing further reductions in front line services.

Part funding for the discretionary fund has been provided by the Government for a four year period as outlined in the report. Allocations for 2018/19, 2019/20 and 2020/21 would be made towards the year of the previous financial year, and were expected to be in the region of 2018/19: 20-40%; 2019/20: 8-20%; 2020/21: 1-5%.

RESOLVED that -

- (a) the proposed locally administered business rate relief scheme as set out in this report be approved;**
- (b) delegation to the Assistant Director: Finance & HR to administer any future new reliefs which are fully funded by the Government and introduced under the Council's discretionary powers be approved.**

CB-121 Better Care Fund Update Report

Identified as Better Care Fund Update Report in the Notice of Key Decisions. In accordance with Regulation 10, the relevant Scrutiny Chair has been informed of the reasons why compliance with regulation 9 (28 days' notice of key decisions) was impracticable.

Councillor P R Watling, Cabinet Member: Adult's and Children's Early Help and Support, presented the report of the Head of Commissioning: Better Care Fund/ Care Close to Home, Telford & Wrekin CCG and Assistant Director: Governance, Procurement & Commissioning, which summarised the performance and progress of the Better Care Fund during 2016/17. It also provided an outline of the draft submitted Plan for 2017-19 approved by the Health and Wellbeing Board.

Members noted that the Better Care Fund (BCF) was a national programme, jointly led by NHS Telford & Wrekin Clinical Commissioning Group (CCG) and the Borough of Telford & Wrekin. The aim of the BCF programme was to transform the health and social care system, which focussed on key objectives:

- Resilient local communities focussing on well-being and Prevention
- Integrated preventative services delivered at a neighbourhood level
- A wide range of personalised approaches to support people to remain independent
- Reduced reliance on social care services
- Integrated teams to support diagnosing, treating and supporting people at home over 7 days up to 24 hours/ day
- Reduced avoidable admissions

It was reported that the aims of the programme for 2016/17 were in line with the CCG vision 'Working with our patients, Telford and Wrekin CCG which aspired to have the healthiest population in England and the Council priority to 'encourage healthier lifestyles, strengthened individuals and communities to support themselves'. The Council's Commitment Statement refreshed this, "Right Help Right Time to Promote Independence".

To deliver the BCF aims and objectives, three key integrated care programmes had been jointly agreed and were currently being implemented:

- Building Community Resilience
- Developing Telford Neighbourhood Care Teams
- Implementing Robust Intermediate care services

The key performance metrics and out-turns for 2016/17 were outlined, which included the following:

- Reducing non-elective hospital admissions, re-admissions and length of stay. Outturn- Emergency admissions for 2016/17 was 18,867. Month 12 was 17888. Reduction of -979/5.2%
- Reducing permanent admissions to residential and nursing care. Outturn-Rate of permanent admissions to residential care target was 540.6/100,000 (155 people). The final position was 383.4/100,000 (104 People).
- Improved patient experience
Outturn – Feeling supported to manage long term conditions has a target of 65.6. Final position was 62.77 which had been an improvement but below target.
- Reducing delayed transfers of care.
Outturn-Delayed Transfers of Care (DToC) target was 3285 days. Month 12 showed 3318 days (32 days over target). Month 12 showed a reduction against last year of 205 days.
- Improving the effectiveness of reablement/rehabilitation services.
Outturn-Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services target was 70%. The final position was 71% (72 of 101 still at home)

- A local measure of Reducing emergency admissions in 65 years + age group (revised in 2016/17 to 70+ years)
Outturn-The local metric was a reduction of 352 for 70+ population against last year (1967) of identified conditions. The final position was 1778 (actual reduction of – 86); -266 short of the target

Over the year more work had been undertaken to ensure that the BCF plan was aligned to other strategic and operational plans including the Sustainability and Transformation Plan, CCG Operational Plans and Council transformation plans.

It was reported that BCF planning for 2017/18 had been extended to two years (2017-2019), planning towards explicit integration of health and social care services was being measured and there were a reduced number of metrics, national conditions and KLOEs in order to provide assurance. The Council had received additional monies (Improved BCF or iBCF) through the Social Care Grant with some specific requirements of how it needed to be used.

The BCF performance and position for 2016/17 was set out in the report which rag rated achievements in key metrics. It was noted that there had been substantial progress made during the year. Key progress and impact of each initiative was summarised in the report.

The BCF performance for 2017-19 was detailed in the report which included the changes to the *'Integration and Better Care Fund'* as set out in the published planning requirements. The two year plan (2017-19) and all metrics, financial planning and planning reflected this.

The additional Improved Better Care Fund (iBCF) monies provided directly for social care services to support social care needs and also to reduce pressures on the NHS including supporting discharge and ensuring the local provider market was supported. The specific focus on Integration of health and social care services continued, reinforcing the 2015 Spending Review that highlighted the Government's intention that by 2020 health and social care must be fully integrated.

The simplification in reporting was welcomed but the narrative plans, part of the Submission, had to address what was seen nationally as key enablers to integration:

- 7 day services across health and social care;
- improved data sharing; and
- joint assessment and planning.

Members noted the future work programme outlined in the report which was set out in more detail within the draft Narrative Plan. The four national metrics needed to be agreed for the two years and the work programme would continue with existing themes. There was significant inter-relationship between BCF programmes and integrated working with other programmes such as Frailty; A&E Delivery Board and STP.

The report was welcomed by Liberal Democrat/Independent Group Leader and the importance of integration of social care and NHS services was noted. It was further noted that increased joined up working with out of area NHS services and partners was needed. The comments were welcomed by the Lead Cabinet Member, it was noted that the BCF and IBCF was a key part of the greater strategy to meet future need in creating resilient communities so that people could get the right kind of care at the right time.

RESOLVED to note –

- (a) **the outcomes of the Better Care Fund programme for 2016/17;**
- (b) **the BCF draft submission for 2017-19 approved by the HWBB subject to final, minor revisions which can be agreed by the appropriately delegated officers in Telford & Wrekin Council and Telford & Wrekin CCG;**
- (c) **the proposed use of BCF and iBCF monies as detailed in the report.**

CB-122 West Mercia Youth Justice Plan 2017/2018

Key Decision identified as **West Mercia Youth Justice Plan 2017/2018** in the Notice of Key Decisions published on 16 August 2017.

Recommendations for Full Council – not subject to Call-in.

Cllr P R Watling, Cabinet Member: Children and Adults Early Help & Support presented the report of the Director: Children's and Adult Services which outlined the responsibility of the West Mercia Youth Offending Service and presented the Youth Justice Plan 2017/18 for approval and endorsement to Council.

It was noted that the Youth Justice Service was a youth offending partnership between the Local Authorities and NHS organisations across West Mercia, National Probation Service, West Mercia Police and the Office for the West Mercia Police and Crime Commissioner. The Youth offending partnerships had a statutory duty to produce an annual youth justice plan which was prepared on behalf of Herefordshire Council, Shropshire Council, Telford and Wrekin Council and Worcestershire County Council and partners.

The Youth Justice Plan for 2017/18 was prepared in May 2017 in line with the guidance issued by the Youth Justice Board (YJB), agreed at the West Mercia Youth Justice Service Management Board on 26th May 2017 and would be submitted to the YJB by the end of July 2017.

The Youth justice Plan set out how youth justice services across West Mercia was structured and funded and identified key actions to address identified risks to service delivery and improvement. Members noted the partnerships priorities for 2017/18 and commentary on the three national performance indicators for youth offending services (YOS). For the 'Rate of first time entrants to the youth justice system' it was reported that Telford and Wrekin's performance had improved by 16%. For 'The

number and rate of custodial sentences', Telford and Wrekin's rate equated to a rate of 0.12 which compared favourably to the West Mercia rate of 0.22 and the national rate of 0.37. For 'The proportion of young people re-offending', Members noted that there were proportionally more young people re-offending in Telford and Wrekin than for West Mercia. It was highlighted that when they did re-offend, on average, less offences were being committed. It was reported that a detailed analysis of the characteristics of re-offenders would be undertaken during 2017/18 and used to determine prevention measures that needed to be in place. The Officer presenting the report provided an update on the re-offending rate as the latest data had just become available for 2016/17. This saw the re-offending rate drop in Telford & Wrekin from 505 to 387 which was noted as a vast improvement. The Leader noted that this could be a result of reducing youth unemployment in Telford & Wrekin through initiatives such as Job Box.

The plan provided additional data across all 4 Local Authorities in West Mercia. In 2016/17 Telford and Wrekin recorded 86 young people entering the criminal justice system which equated to 0.52% of our youth population. The peak age of offending was 16 years of age.

Members noted the seven main priorities for 2017/18 which were detailed in the report and the actions being taken to address each priority.

It was reported that the hosting arrangement for the service transferred to the Office of the West Mercia Police and Crime Commissioner from 1st April 2016. West Mercia Youth Justice Service Management Board oversaw the implementation of the plan across West Mercia. The Safer Telford and Wrekin Partnership (the local community safety partnership) would scrutinise the local delivery of the plan.

The performance of the Youth Justice Service was highlighted in the report as subject to the three national indicators. Performance against the indicators was outlined in the plan and actions identified to address risks to performance improvement.

RESOLVED that the Youth Justice Plan 2017/18 be recommended to Full Council for approval and endorsement and that the West Mercia Youth Offending Service responsibilities are noted.

CB-123 West Mercia Fire and Rescue Governance Proposals

Key Decision identified as **Customer, Community and Partnership Scrutiny Committee Report to Cabinet on West Mercia Fire and Rescue Governance** in the Notice of Key Decisions published on 16 August 2017.

Leader of the Council, S Davies, Cabinet Member: Neighbourhood Services and Pride Programme introduced the report of the Customer, Community and Partnership Scrutiny Committee presented by Councillor G Reynolds, Chair of the CCP Scrutiny Committee.

Cllr G Reynolds reported that in June 2017, the West Mercia Police & Crime Commissioner (PCC) launched a three month consultation proposing an alteration to

governance arrangements for local fire services in Worcestershire, Herefordshire, Shropshire and Telford & Wrekin. The proposals focussed on the PCC's preferred option for the PCC to take on the roles of two local Fire Authorities (Shropshire & Wrekin and Hereford & Worcester), with the aim of improving local police and fire services and achieving £4m savings. As a result, Telford & Wrekin Council's Leader requested a recommendation from Scrutiny to Cabinet on whether or not Telford & Wrekin Council should support the proposals.

It was noted that the Customer, Community & Partnership Scrutiny Committee was a politically balanced scrutiny group of seven elected Members and two co-optees. The Committee was responsible for scrutinising key Council services including housing, environmental services, community safety and enforcement.

The PCC's proposals considered three options to meet the aims of central Government in bringing about closer working between emergency services and improving the way in which communities were served, the public protected and value for money for taxpayers. The PCC's proposals rejected the options of maintaining the status quo and single employer and recommended joint governance as the preferred option. It was noted that both Shropshire & Wrekin and Hereford & Worcester FRAs were well respected and were not failing and Shropshire & Wrekin FRA was one of the top 5 performing FRAs in the country.

The statutory consultees to the proposals were the constituent authorities of each Fire and Rescue Authority (FRA), the public, staff and their representative bodies. The Committee had extended it's thanks to the Police and Crime Commissioner, the Chief Fire Officer, Chair of the Shropshire & Wrekin Fire and Rescue Authority and Main Opposition Group Leader Shropshire & Wrekin Fire and Rescue Authority. It was noted that the PCC had kindly extended the consultation period to allow sufficient time for a recommendation to be made to Cabinet and for Cabinet to make a formal response.

It was reported that a meeting had been held by the Scrutiny Committee on 17 July 2017 to formally receive the PCC's proposals and to hear from the Chair and Main Opposition Group Leader of Shropshire & Wrekin Fire & Rescue Authority (FRA). Following a question and answer session, the Committee considered that further information was required to enable them to reach a recommendation and agreed to meet as a working group on 3 August 2017 to receive the FRAs' Independent Consultants' report and agree the Committee's recommendation to Cabinet. The Consultant's report was endorsement by the Shropshire & Wrekin FRA at its Extraordinary General Meeting on 1 August 2017.

The recommendations were made unanimously by those Scrutiny Members present on 3 August 2017 and were based on four main considerations; financial, service resilience, replacing the Fire and Rescue Authorities and collaboration. Members noted the detail of the considerations highlighted by the Scrutiny Committee provided in the report.

It was noted that the Committee considered the ability to deliver the savings uncertain. Although the PCC had stated that the savings were not a target, on balance the Scrutiny Committee felt that there did not seem to be sufficient evidence

to demonstrate that they could be made as described. The Committee was concerned that if the proposed savings would not be made as stated, they would be delivered either through other means which may adversely impact service delivery (ie as a result of redundancies or loss of buildings/ appliances), or result in an increase to the precept.

It was noted that the Committee concluded that the proposals to make savings from enabling services would reduce the resilience of the service. It was noted that the Committee concluded that the proposals risked a loss of control and influence of locally elected members and this could lead to reduced services with less local accountability. The Committee had found no merit in the PCC's proposals, especially within the context of a well-performing FRA, and welcomed current efforts at collaboration and encouraged this to be continued.

The legal implications were outlined in the report and it was noted that where the PCC wished to take on the responsibilities of a FRA, they must develop a proposal that demonstrated it was in the interests of economy, efficiency and effectiveness, or in the interests of public safety. Where local agreement did not exist, the Secretary of State had to obtain an independent assessment of the proposal, any representations made by the relevant local authorities, and the summary of views expressed by the people in the police area. The Secretary of State must have regard to that independent assessment before making an order to give effect to the proposal.

The Conservative Group Leader expressed his concerns on the proposals and stressed that there was a question mark over the capacity of the PCC to head up two organisations and the financial savings described in the proposals did not stack up. The Liberal Democrat/Independent Group Leader fully supported the recommendations of the Scrutiny Committee. The Leader of the Council highlighted the importance of local accountability.

RESOLVED to approve

- (a) the Customer, Community & Partnership Scrutiny Committee recommendations that:**
- (b) the proposal for the Police and Crime Commissioner to take on governance of local fire services in Herefordshire, Shropshire, Telford & Wrekin and Worcestershire not be supported for reasons of financial considerations, service resilience, and replacing the existing Fire and Rescue Authorities; and**
- (c) collaboration between Shropshire & Wrekin and Hereford & Worcester Fire & Rescue Authorities and other public bodies be encouraged to continue.**

Key Decision identified as **Cycling and Walking Strategy** in the Notice of Key Decisions published on 31 May 2017.

Cllr A D McClements, Cabinet Member: Transport, Infrastructure and Broadband and Cllrs A R H England, Cabinet Member: Communities, Health and Wellbeing presented the report of the Assistant Health and Wellbeing and the Assistant Director: Customer & Neighbourhood Services which outlined the proposals for the Telford & Wrekin Council Cycling and Walking Strategy for review and approval as the adopted Cycling and Walking Strategy for the borough.

It was noted that in recent years the Council had been successful in securing external funding into sustainable transport improvements such as the new National Cycle Route 55 connection between Newport & Stafford or the replacement Telford Central footbridge. Alongside this the Council continued to invest in maintenance of the Borough's infrastructure through the Pride in Our Community programme which would see £1.4m invested in our footway and cycleways over the next two years as well as investment into the roll out of new LED's across the Borough. However a strategy was needed to ensure that resources were focussed in the right areas to continue to encourage walking and cycling in the Borough and to ensure that it was accessible to all regardless of age or ability.

It was reported that the new Cycling and Walking strategy set out a long-term plan to encourage and support residents and visitors of the Borough to walk and cycle more in their everyday lives. The Action Plan together with the Strategy would guide priorities and funding on those measures, infrastructure schemes and wider supporting initiatives that were considered to be the most effective methods to increase cycling and walking rates in the Borough.

The action plan of proposed measures would help to achieve the vision of the strategy *"To provide a safe and attractive network of walking and cycling routes to support successful, prosperous and healthy communities."* This approach would ensure the Council was better placed to co-ordinate activities to achieve the aims of the strategy and secure funding from external sources over the lifetime of the strategy as well as seeking opportunities linked to Pride in Our Community, Telford's 50th Birthday and the use of existing assets such as Telford Town Park.

Members noted that the strategy sought a longer term behavioural change for people to make lifestyle changes in order to consider the use of walking and cycling more actively and frequently. The benefits of cycling and walking as an alternative mode of transport were highlighted and it was noted that Telford & Wrekin Council had taken a number of steps towards encouraging more people to use their cycles for both leisure and commuting to work and the Council has also sought to promote walking – again for leisure through its gardens and parks and for walking to access work and social facilities.

The Strategy reviewed recent developments in cycling and walking in Telford & Wrekin borough and recent developments in policy regarding these modes at the national and regional level, and progress that Telford & Wrekin Council had made over recent years had been evaluated. Members noted the success in areas such as cycle riding training in schools and colleges and installation of cycle lanes across the borough by joint working with property developers. It was highlighted that recent

Department for Transport published guidance on 'Local Cycling and Walking Infrastructure Plans, stated that whilst this approach was not mandatory, Local Authorities who had plans would be well placed to make the case for future investment. This strategy confirmed to the requirements of the LCWIP's subject to the development of a network plan which would be undertaken. The proposed Cycling and Walking Strategy had developed a framework of objectives to achieve the required increase in take up of these modes. The objectives and goals of the strategy were detailed in the report.

Telford & Wrekin Council would implement the Strategy and Action plan in close partnership with Parish and Town Councils; Enterprise Telford; Marches Local Enterprise Partnership; Shrewsbury and Telford Hospital NHS Trust and Telford & Wrekin Public Health; Shropshire Council; Telford and Wrekin Council for Voluntary Service; Shropshire Rural Communities Charity; Community Council of Shropshire and Cycle Experience along with any further organisations with an interest or expertise in the area. This strategy has been developed in a challenging funding environment, where the case for investment in sustainable travel initiatives must be made in the light of competing priorities. By adopting the Strategy the Council will be in a strong position to press for further funding for cycling and walking and to compete when further funding streams become available as well as maximise opportunities linked to Pride in Our Community and Telford's 50th Birthday.

The Liberal Democrat/Independent Group Leader fully welcomed the report and the funding that would be put in place to support the strategy. It was noted that it was important that this enabled access to further funding opportunities. It was noted that the strategy was aligned with the Health and Wellbeing priorities and it supported community resilience.

RESOLVED that-

- (a) the adoption of the new Cycling and Walking Strategy appended to the report be approved;**
- 2.2 support and participation in the successful delivery of the measures proposed in the new Cycling and Walking Strategy be noted.**

The meeting ended at 5.34pm

Signed for the purposes of the Decision Notices

Jonathan Eatough
Assistant Director: Governance, Procurement & Commissioning
Date: 20 September 2017

Signed:
Date:

CABINET

Decision Notices and Minutes of a meeting of the Cabinet held on Thursday, 13 July 2017 at 5.00pm at Addenbrooke House, Ironmasters Way, Telford

PUBLISHED ON WEDNESDAY, 19 JULY 2017

(DEADLINE FOR CALL-IN: MONDAY, 24 JULY 2017)

Present: Councillors S Davies (Leader and Chair), L D Carter, A R H England, R C Evans, A D McClements, J C Minor, R A Overton, S A W Reynolds and P R Watling.

Also Present: Councillors A J Eade (Conservative Group Leader)

CB-105 Apologies for Absence

Councillor W L Tomlinson (Liberal Democrat/Independent Group Leader)

CB-106 Declarations of Interest

None

CB-107 Minutes

RESOLVED – that the minutes of the meeting held on 29 June 2017 be confirmed and signed by the Chair.

CB-108 2017/18 Financial Management Report

Key Decision identified as **Financial Management Report** in the Notice of Key Decisions published on 14 June 2017.

Recommendations for Full Council – not subject to Call-in.

Councillor L D Carter, Cabinet Member: Finance, Commercial Services & Economic Development, presented the report of the Assistant Director: Finance & Human Resources and Chief Financial Officer.

Members were informed that the net projected outturn position for 2017/18 was estimated to be within budget. This was after taking into account the specific contingency of £2.5m earmarked in the 2017/18 budget strategy for Early Help & Support pressures but without using any of the centrally held contingency.

It was a positive start to the year given that £13.8m savings were required to balance the 2017/18 budget and the aim was that senior managers would sustain this position and make further improvements where possible by year end.

Children's Safeguarding and Early Help & Support continued to be key areas of focus and both had cost improvement plans in place to reduce costs and deliver savings. These plans were monitored on a regular basis both by senior managers and Cabinet Members.

There were a number of variations from the approved budget, including some beneficial variances. The main areas were highlighted as:

- A benefit of £2.3m relating to Treasury Management activities - the majority of which related to benefits from low interest rates for short term borrowing. Children's Safeguarding was a key pressure with an overspend of £1.0m being reported which was a combination of the cost of placements for Looked after Children, the cost of social workers and barrister costs. A four year model was in place which was designed to deliver efficiencies over the remainder of the year and medium term.
- Early Help & Support – overall the service was currently projected to be within budget at year end. Purchasing care costs were £0.3m overspent which was being offset by employee savings.

The funding outlook for the medium term remained uncertain however it was anticipated that the Council would need to identify a further £15-£20m savings by the end of 2019/20 on top of the £13m already identified for 2017/18, so it was important to maintain the excellent track record in managing budgets and maximise the position in 2017/18 which would assist in future years.

RESOLVED -

- (a) that it be noted that the 2017/18 revenue spending is currently projected to be within budget and that work will continue with SMT to sustain this position;**
- (b) that the position in relation to capital spend be noted TO RECOMMEND TO COUNCIL that the new allocations, virements and slippage detailed in Appendix 3 be approved; and**
- (c) that the collection rates for NNDR, council tax and sales ledger be noted.**

CB-109 Variation to the West Mercia Energy Joint Agreement

Key Decision identified as **Variation to the West Mercia Energy Joint Agreement** in the Notice of Key Decisions published on 14 June 2017.

Councillor L D Carter, Cabinet Member: Finance, Commercial Services & Economic Development, presented the report of the Assistant Director: Finance and Human Resources which proposed to vary the Joint Agreement for West Mercia Energy (WME) held by the constituent authorities to enable WME to supply utilities,

alongside the supply of energy. It was noted that the variation did not impact on the Council's Constitution.

From April 2017 the government had opened up the non domestic water supply market to enable businesses, charities and public sector bodies, to be able to choose their supplier rather than rely on a supplier within their region. Government hoped that competition would improve customer services, lower costs and encourage suppliers to be more innovative with the services they offered. It was noted that only 6% of the retail market was available for competition so significant savings or dividends would not be expected

WME had been working in collaboration with other public sector organisations, and the MOD to establish a national Framework Agreement for the provision of water, waste water and ancillary services. Whether to provide an offering for water to WME customers had been closely considered; progressing with water services came with business risks associated with the development of a new service (systems, management time focused on an initial low margin product rather than the core WME offering). From research conducted, not providing an offering for water was considered a greater business risk as some key large customers would be looking in the future to procure a joint gas, electricity and water contract from one provider and not being in this market space could lead to loss of business. To enable WME to be part of any framework there was a need to vary the Joint Agreement to add in the ability to supply utilities alongside the supply of energy. The Deed of Variation was appended to the report.

RESOLVED that –

- (a) the current Joint Agreement be varied to include the provision to be able to broker and supply utilities be approved; and**
- (b) the Assistant Director of Finance and Human Resources be authorised to finalise and execute the variation in Consultation with the Assistant Director of Governance, Procurement and Commissioning be approved.**

CB-110 Academy Conversion for Hadley Learning Community Private Finance Initiative School to a Multi-Academy Trust

Non- Key Decision

Councillor S A W Reynolds, Cabinet Member: Education and Skills presented the report of the Assistant Director: Education and Corporate Parenting, which provided a report on the academy conversion of Hadley Learning Community (HLC).

Members noted the government policy on Academy Schools that sought to improve standards and increase choice for parents. The Hadley Learning Community (HLC) was a Private Finance Initiative (PFI) School undergoing an academy conversion to a Multi-Academy Trust (MAT). The Council was under a statutory duty by virtue of

the Academies Act (2010) and Section 10 of the Education and Adoption Act (2016) and was legally obliged, to facilitate the process of conversion by a school to academy status within a specified time period. The target date for conversion was the 1st September 2017 (but was not restricted depending on unforeseen and extenuating circumstances). The Council was aware that the PFI arrangements added complexity and heightened legal and financial risks that the Council could become exposed to. The Council would at all times seek to safeguard its position and achieve minimum financial expenditure and future liabilities.

As part of the academy conversion HLC would absorb within its establishment the following Telford schools; Mount Gilbert School, Queensway School and Charlton Secondary School following which they would be comprised in a MAT. The HLC MAT was a single entity and would be established to undertake a strategic collaboration to improve and maintain high educational standards across the aforementioned schools. The MAT would have overarching responsibility for all the schools operation and governance.

Members welcomed the establishment of the MAT and were pleased to see local schools working together to improve and maintain high standards. It was noted that the Department for Education had approached Telford & Wrekin Council where successful practice had been demonstrated.

RESOLVED that –

- (a) in consultation with the Cabinet Members for Finance, Commercial Services and Economic Development and Education and Skills, authority be delegated to the Assistant Director – Education and Corporate Parenting to facilitate the HLC PFI academy conversion to the newly incorporated Multi Academy Trust. More specifically authority to negotiate and enter all the necessary legal agreements (including but not limited to Deed of Variation of the Project Agreement, the Principal Agreement, the School Agreement and the Commercial Transfer Agreement) and complete the formalities to effect the conversion and the level of annual charges to the academy for the Council’s continuing responsibility to monitor the PFI contract; and**
- (b) Authority be delegated to the Assistant Director - Business, Development and Employment for the land transfer, lease and licence agreements to be negotiated, signed and completed relating to the site.**

CB-111 Finalisation and Closure of the Building Schools for the Future Programme

Key Decision identified as **Finalisation and Closure of the Building Schools for the Future Programme** in the Notice of Key Decisions published on 14 June 2017.

Councillor P R Watling, Cabinet Member: Adult’s and Children’s Early Help and Support, presented the report of the Assistant Director: Education and Corporate Parenting which provided an update on the successful and much enhanced

deliverables resulting from the Building Schools for the Future programme including a comparison to the original Outline Business Case (OBC) proposals from December 2008.

The £200m Building Schools for the Future programme was the largest delivered by Telford & Wrekin and had provided borough-wide new and improved school and community facilities. The aspiration was for BSF to act as a catalyst for physical and social regeneration across Telford & Wrekin through the creation of a network of high quality learning communities. It had delivered this by being a major contributory factor to the regeneration of Dawley with the new build Telford Langley School with its iconic sporting facilities located off the main High Street, the enabling of significant commercial development in Madeley on the former Madeley Court school and sports site and providing a site for Nu Place in Madeley on the former Woodlands Primary School site.

By utilising far more than BSF grant funding and combining that with capital receipts, other grant funding, (e.g. Lottery funding, Sport England grants), funding from National Governing bodies of Sport and other Council, health and partner funding had enabled the Council to deliver an enhanced programme with the principle of sport and learning communities offering far more than educational buildings and providing a range of facilities and services for children, young people, parents and the wider community. The incorporation of Community Use Agreements across all new BSF sites further ensured a fully inclusive approach had been adopted and the wider community could enjoy great facilities throughout the borough.

At the conclusion of the BSF delivery programme, it was noted that far more had been delivered than anticipated in the original OBC despite the significant reduction in funding. At the end of the programme successful delivery of 8 new-build schools and 6 remodel/refurbishment schemes had been achieved. This demonstrated an additional 4 new-build schools to the original Outline Business Case proposals and in addition, Lawley Village Primary Academy was a further new build primary school constructed by Wates and delivered through the BSF framework Future Schools Agreement.

The BSF programme had resulted in outstanding school and community sports and leisure facilities delivering against the key recommendations of the Council's Leisure Facilities Framework and Playing Pitch Strategy. The 'Iconic' sports facilities at Langley included both regional and national standard provision and Dawley had hosted a number of national sporting events including both hockey and BMX. Usage at the Langley site had doubled that of the old Phoenix Sports Centre.

Community Use Agreements were in place or were being finalised in respect of the new build school sites, ensuring that the facilities were available and accessible by local clubs and groups. These facilities along with those directly managed by the Council's Leisure Services will make a significant contribution toward the Council's Health & Wellbeing agenda.

Furthermore, of the £201m programme value, nearly a quarter of this totalling £44.6m was contributed through Council and other external investment to help make the sport and learning community vision a reality. The additional funding was able to

be spent on major elements of work that grant funding would not cover and enabled the BSF programme to offer so much additionality through a range of sport, health and community facilities

Members noted the closure of the programme and the closing financial position; and that outstanding tasks as at 31st August 2017 would be allocated to the most appropriate service delivery area for continued management and completion.

Members welcomed the report and noted that the Council had exceeded the challenging targets set in 2011 for the Building Schools for the Future project, particularly with the building of additional schools and that Telford & Wrekin had been one of the few authorities to retain the central funding. It was also noted that this was testament to the outcomes that capital investment could achieve; substantial progress had been delivered with excellent quality school buildings that the Borough could be proud of. Members commended the Assistant Director: Education and Corporate Parenting for his leadership and direction and attributed the success of the project to him and his Officers. Members noted that the Assistant Director was leaving a fantastic legacy for the children of Telford & Wrekin.

RESOLVED that –

- (a) the achievements of the BSF Programme against the original Outline Business Case dated December 2008 be noted;**
- (b) the formal closure of the BSF Programme from 1st September 2017 be approved;**
- (c) the additional borrowing requirement be approved; and**
- (d) outstanding tasks be allocated to the most appropriate Service Delivery Area.**

CB-112 SEND Strategy

Key Decision identified as **Strategy for Children and Young People aged 0 – 25 years with SEND** in the Notice of Key Decisions published on 14 June 2017.

Councillor S A W Reynolds, Cabinet Member: Education and Skills presented the report of the Assistant Director: Education and Corporate Parenting which provided an update on the information that had been included in the Special Educational Needs and Disabilities (SEND) Strategy in the light of recent changes to the legislation regarding the support that the Local Authority was able to give to Children and Young People with special educational needs and disabilities.

Members noted the Council's vision, principles and priorities which would ensure that children and young people aged from 0 to 25 with SEND across Telford and Wrekin

made excellent progress; achieved the best possible outcomes, opened doors for their own future and enabled them to become active citizens within their community.

The proposed new policy focused on the council's statutory duty to identify, assess and meet the needs of young people with special educational needs and disabilities. A major focus for the strategy was on early identification and support for children with special educational needs, working with mainstream schools to ensure high quality provision which would not only meet the needs earlier but will also reduce the demand on Special Schools.

Members noted the comments made by Ofsted following the recent SEND inspection; that children and young people with SEND received support at the right time in Telford & Wrekin.

RESOLVED that –

- (a) the Strategy be approved; and**
- (b) authority be delegated to the Cabinet Member for Education & Skills and the Assistant Director for Education and Corporate Parenting to make any amendments to the policy which may result from any external inspection.**

CB-113 Telford Land Deal

Key Decision identified as **Telford Land Deal: Transfer of residual land from HCA to TWC** in the Notice of Key Decisions published on 14 June 2017.

Recommendations for Full Council – not subject to Call-in.

Lead Cabinet Member L D Carter, Cabinet Member: Finance, Commercial Services and Economic Development presented the report of the Assistant Director: Business, Development and Employment which provided an update on the investments into both commercial and residential development over the past 12 months.

Driven by initiatives including the £50m Growth Fund, the subject of a twin report to Cabinet, and the Telford Land Deal, the new developments, a number of which were close to completion and delivering new local job opportunities were a key part of the Council's commitment to 'creating a better Borough'.

The Council entered into the Telford Land Deal with the HCA in March 2016 and was set to see £44.5m of land receipts from the sale of agreed Homes & Communities Agency (HCA) assets in Telford recycled back into the local area, supporting the delivery of new homes, jobs and commercial floor space.

Formally signed just over one year ago the Deal had already delivered gross land sales of c.£7.2m, 277 new homes and over 400 new jobs – many highly skilled – with construction work benefitting local companies and new investors set to stimulate further growth in the supply chain.

Over the next 12 months the Deal was set to deliver a further circa £17m of gross land sales, close to 600 jobs and over 300 new homes. In addition over the next 12 months investment through the Deal would support the delivery of a new Innovation Park in Newport providing opportunities for start-ups and larger companies to invest and enabling the Borough to build on the opportunities in the Agri Technology sector – establishing its reputation as a national focus for this growth sector.

By the end of 17/18 it was also anticipated that the Deal would deliver circa £3m in local profit share – a cut of the profits from land sales which had been achieved above the HCA base land values. This would be the first time the local area had shared in such profits previously returned to the Treasury. The Report sought approval to a delegated procedure for the determination of where and what the uplift monies generated were invested in.

The Report also confirmed that agreement had been reached in respect of the transfer of the HCA liability sites (i.e. those that had no development value) which was a condition of the original Deal and sought approval for how the capital balance of dowry monies received from HCA to support the maintenance of these sites, should be treated.

It was noted that since the basedate of the Telford Land Deal the Deal had delivered the sale of 8 commercial sites and 7 sites for residential development. This had achieved a gross sale income of **£7,175,562**. The sites had delivered Employment Floor Space (EFS) of **35,504sqm** and **277** new homes and the commercial premises were anticipated to deliver c.**405** new jobs, many in engineering and manufacturing adding skilled job opportunities for the Borough's communities.

A further 8 commercial sites and 2 residential sites were currently being negotiated and were anticipated to achieve a gross sales income of c. **£17million** in 2017/18 delivering new employment floor space of **41,467sqm (446,184sqft)**, anticipated job numbers of c.**588** and **320** new homes.

The Deal alongside the Council's Enterprise Telford business pledge and the Council's ability to provide land, build and lease bespoke properties and offer a full turnkey solution through its **£50m Growth Fund** was driving a high number of enquiries and meant sites coming forward even faster than envisaged in the original programme. The Borough was seeing significant interest from the automotive and advanced manufacturing sector due in part to the continued growth of Jaguar Land Rover in the midlands region and the strength of the existing supply chain in the Borough with many resident companies expanding. Other related sectors that were active and expanding included food processing and agri tech, with the Land Deal set to make a £1m investment alongside the Government's LGF3 investment into delivering a new 10 Ha Innovation Park in Newport.

The investments coming forward were dominated by new investors entering the Borough or existing companies expanding taking additional floorspace/premises and was not leading to a major displacement of local companies from other local estates. The void level for industrial premises across all the Borough's estates was low with Telford & Wrekin Council currently holding only 2 voids across the over 300 industrial

units within the Property Investment Portfolio with Andrew Dixon, a local agent managing a significant local portfolio commenting recently on the limited void stock across Telford.

Members noted that the scale of investment continued to see the Borough established as a major inward investment destination and was delivering infrastructure, jobs and homes that were key to the Council's commitment to 'creating a better Borough'.

RESOLVED –

- (a) that the outcomes achieved since the Land Deal was completed as set out in section 4 of this report be noted;
- (b) that authority be delegated to the Assistant Director: Business, Development & Employment in consultation with the Assistant Director: Finance & Human Resources and the Cabinet Member for Council Finance, Commercial Services and Economic Development to consider the business case and determine the use of uplift monies, in line with the parameters set out in section 5 of this report;
- (c) that authority be delegated to the Assistant Director: Business, Development & Employment and Assistant Director – Neighbourhood & Customer Services to undertake the investments (as appropriate to the Service Area lead) following approval to the business case as set out in 2.2 of the report;
- (d) TO RECOMMEND TO FULL COUNCIL that delegated authority be given to the Assistant Director: Business, Development & Employment in consultation with Assistant Director: Finance & Human Resources and the Cabinet Member Council Finance, Commercial Services and Economic Development to consider the business case and determine the investment of the balance of the liability capital settlement as set out in section 6.2 of this report; and
- (e) TO RECOMMEND TO FULL COUNCIL that delegated authority be given to the Assistant Director: Business, Development & Employment to undertake the investments following approval to the business case as set out in the report at 2.4.

CB-114 £50m Growth Fund Update

Key Decision identified as **Enterprise Telford – Driving Growth and Prosperity** in the Notice of Key Decisions published on 14 June 2017.

Councillor L D Carter, Cabinet Member: Finance, Commercial Services and Economic Development presented the report of the Assistant Director: Business,

Development and Employment which provided an update since the Council launched its strategy for economic development; 'Enterprise Telford: Driving Growth and Prosperity' in May 2016. The strategy set out how existing businesses would be supported to grow and how the Council would compete nationally and internationally to attract inward investment delivering jobs, supporting local communities and generating income for the Council to invest into frontline services. The Strategy's success underpinned the Council's commitment to 'creating a better Borough' delivering new jobs, homes and infrastructure across our communities, providing opportunities for local supply chain and construction companies.

As part of Enterprise Telford the Council had established a £50 million Growth Fund which was being used to invest directly into land, property and strategic infrastructure enabling local businesses to expand and drawing in new investors and delivering a revenue return to the Authority to invest into front line services. To date over £29m had been invested which was supporting the generation of c.1000 new jobs and set to safeguard a further 400. The investment would also deliver an ongoing net return after borrowing of £1m of which some £750k was linked to long term lettings of between 8 and 15 years. The report provided an update on some of the investments made to date. The report also sought approval to offer asset management services to other organisations looking to invest capital into property providing an additional income stream to the Authority and further supporting the delivery of new jobs in the Borough.

RESOLVED that –

- (a) the outcomes of the Growth Fund investments to date be noted and the amended scope of investments to be made through the Growth Fund as set out in this report be approved; and**
- (b) authority be delegated to the Assistant Director: Business, Development & Employment, to negotiate and enter into all necessary agreements with other organisations looking to invest in property.**

CB-115 Investing in Telford at 50

Key Decision identified as **Investing in Telford at 50** in the Notice of Key Decisions published on 14 June 2017.

Leader of the Council, Shaun Davies, Cabinet Member: Neighbourhood Services and Pride Programme presented the report of the Managing Director which provided an overview of proposals for investing in Telford to commemorate its 50th birthday.

Members noted that the Council remained committed to the vision of Telford as the Place of Enterprise, Innovation and Partnership, and driving growth in the Borough was key to this vision. The Pride in Your Community Programme was established in 2014 to ensure investment was made in the Borough's infrastructure and within our local communities. The Pride programme comprised of a number of key strands

including investment in the physical infrastructure in the Borough, investment in high streets and local centres and in the community. In March 2017 Council had agreed to invest a further £2m into the Pride in Your Community Programme. This was made up of £1m of capital and £1m of revenue funding.

In 2018 Telford's 50th birthday would be commemorated as a significant milestone in the development of the town. It was proposed that the £2m community pride themed funding would be invested in creating a legacy for Telford that both celebrated the Borough's history and would also help to support the future growth of the Borough. It was proposed that the funding was divided into two themes, £1m for a 'legacy' fund including £50,000 being made available to support community organisations to celebrate Telford at 50. The other £1m would be invested in projects that supported the delivery of the Council's existing priorities, help to build resilient and strong communities and to reduce demand upon public sector services. This fund would help Telford to achieve the aspirations of our communities as set out within the Council's priorities. Community consultation would be held during the summer of 2017 to seek views on what the focus of the legacy fund would be.

The Council was committed to continue to work with partners such as our Town and Parish Councils, Voluntary and Community Organisations and local communities to ensure that the best was achieved for the residents of Telford. The Council continued to operate within a challenging financial climate and would work with partners to find new ways of delivering services. 'Being the Change' outlined the need for us to build community capacity to improve outcomes for our residents and to reduce the demand on public services. The Community Participation Team had a key role to play in supporting community capacity building in the Borough. It was recognised that investment would be required to build the capacity of organisations and our communities, therefore a capacity building fund of £695,000 was also agreed by Council in March 2017 as part of our 2016/17 to 2019/20 financial strategy. It was proposed that this fund would be used to invest in community capacity building, to support a number of key priorities for the Council such as volunteering, supporting the development of organisations that could contribute towards reducing the demand on Council services and deliver our priorities. This would be a flexible fund which would support the costs of DBS checks, training for groups such as voluntary youth groups and would enable the allocation of small grants to groups that were aiming to work in partnership with the Council.

Members noted that this would bring the Communities together right across the Borough, public interest was already visible and some of the key organisations in the Borough were looking to mark the celebration.

RESOLVED that it be approved that–

- (a) the 'Telford Pride @ 50 Fund' of £2m is implemented as set out within this report, comprising of a £1m 'legacy fund' with consultation on the themes for the fund being carried out between July and September 2017;**
- (b) £50,000 of the 'legacy fund' is allocated to organisations to support the delivery of a programme of community led 50th Birthday celebrations;**

- (c) £1m of the 'Telford Pride @ 50 Fund' is used to support projects and schemes that deliver the Council's priorities, strengthen our communities and reduce demand on Council services;
- (d) authority be delegated to the Managing Director, in consultation with the Leader of the Council to implement the 'Telford Pride @ 50 Fund', to allocate funding in line with the themes identified for the legacy fund and to support the delivery of Council priorities; and
- (e) a Community Capacity Building Fund of £695,000 is implemented as outlined in this report, and that authority be delegated for the allocation of this fund to the Community Participation Team Service Delivery Manager in consultation with the Cabinet Member Customer Services, Tourism and Partnerships.

CB-116 Developing an Online Local Authority Lottery

Key Decision identified as **Developing an Online Local Authority Lottery** in the Notice of Key Decisions published on 14 June 2017.

Councillor L D Carter, Cabinet Member: Finance, Commercial Services and Economic Development presented the report of the Managing Director which set out proposals to launch an Online Local Authority Lottery (OLAL) to assist local good causes in raising funds to support the good work they do in our communities and to contribute to a stronger community as we celebrate Telford at 50. It was noted that it had become increasingly difficult for Voluntary and Community Sector (VCS) organisations to secure funding to support the core delivery of their services. The Council was committed to supporting the VCS to build their capacity and to ensure that we work together to deliver positive outcomes for residents of Telford with the limited resources we now all have.

An OLAL would allow players to choose a local good cause to support or they could support the central fund, the Local Authority would choose how the central fund was allocated to support local need. It was proposed that the central fund was allocated to support delivery of the Council's priority relating to vulnerable adults and children.

It was proposed that the Local Authority sought an External Lottery Manager (ELM) to manage the lottery on its behalf, following the initial set-up cost the costs incurred by the ELM would be funded through the sale of tickets.

RESOLVED that –

- (a) the proposal to launch an Online Local Authority Lottery as part of our programme to celebrate Telford at 50 be approved and to seek an External Lottery Manager to run the lottery on the council's behalf on the basis of a 3 year contract;
- (b) authority be delegated to the Managing Director, in consultation with the Cabinet Member for Council Finance, Commercial Services & Economic Development to set up an online local authority lottery and make any

appropriate application as necessary to the Gambling Commission in order to establish the online local authority lottery;

- (c) the Managing Director be indemnified, including the securing of adequate insurance, in relation to any liability that may arise from being the named operating licence holder on behalf of the Council;**
- (d) the allocation of central fund monies to help to support delivery of our priority relating to vulnerable adults and children as outlined in 4.3 of this report be approved;**
- (e) authority be delegated to the Managing Director in consultation with the Cabinet Member for Council Finance, Commercial Services & Economic Development to allocate the central fund to projects that support our priority relating to vulnerable adults and children.**
- (f) authority be delegated to the Managing Director in consultation with the Cabinet Member for Council Finance, Commercial Services & Economic Development to finalise the details of the scheme, including for example the lottery name and application criteria for good causes.**

The meeting ended at 5.50pm

Signed for the purposes of the Decision Notices

Jonathan Eatough
Assistant Director: Governance, Procurement & Commissioning
Date: 19 July 2017

Signed:

Date:

TELFORD & WREKIN COUNCIL

CABINET - 14 SEPTEMBER 2017

LOCALLY ADMINISTERED TEMPORARY BUSINESS RATES RELIEF SCHEME

REPORT OF ASSISTANT DIRECTOR: FINANCE AND HR

LEAD CABINET MEMBER – CLLR LEE CARTER

PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

- 1.1 In March 2017's Budget Statement, the Chancellor announced that funding for "Locally administered business rate schemes" would be made available to councils to help provide further support for businesses affected adversely by the national "business rates revaluation" exercise.
- 1.2 Funding for the locally administered business rate scheme has been allocated by the Government to councils on a formula basis. The amounts for Telford & Wrekin are shown below. The Government will compensate authorities for the lost business rates income they incur as a result of the new scheme up to the maximum of each years' allocation.

2017-18	2018-19	2019-20	2020-21
£400,000	£194,000	£80,000	£11,000

- 1.3 After a long period of delay, the Government have recently confirmed that there is no flexibility to move funding between allocated years; i.e.: if we don't spend all funding in year one, we can't roll some forward to future years.
- 1.4 The funding formula was calculated by the Government based on the following:
- Properties with a rateable value of less than £200,000, and
 - The increase in rateable value of the property was more than 12.5% before reliefs.

The proposed discretionary scheme has therefore been prepared with these businesses in mind.

- 1.5 Businesses already benefit from a range of relief schemes to reduce the burden of business rates where appropriate criteria are met. In broad terms, these include:-

- 1.6 **Small Business Rate Relief** – If the single or main property is shown on the rating list with a rateable value of less than £12,000, the ratepayer will receive a 100% reduction in their rates bill for this property. Between £12,000 and £15,000, the percentage reduction reduces by approximately 4% for every £120 in rateable value.

Ratepayers who are not entitled to another mandatory relief and occupy a property with a rateable value which does not exceed £51,000 will have their bill calculated using the lower “small business non-domestic rating multiplier” (46.6p in 2017/18), rather than the national non-domestic rating multiplier (47.9p in 2017/18).

From 1 April 2017 property values have been updated by the Valuation Office Agency. Where a business loses some or all of their small business or rural rate relief as a result of this new value, ratepayers will not be expected to pay an increase in business rates of £600 per year or £50 per month.

- 1.7 **Charitable Relief** – registered charities are entitled to mandatory relief of 80% of their rates bill and may be entitled to a discount of up to 100% in some circumstances.
- 1.8 **Pub Relief** – Public Houses with a rateable value below £100,000 will be entitled to a £1,000 discount
- 1.9 **Transitional Relief** - At each revaluation, to smooth the impact of significant increases and decreases in rateable value, the government introduces a national transitional relief scheme which phases in large increase or decreases. The following has been awarded in Telford and Wrekin for 2017/18:

Property size	Upwards cap to phase in increases		Downwards Cap to phase in decreases	
	No. of properties	Value of Transitional relief given	No. of properties	Value of ‘excess payments’
Small	1765	£1,171,932	294	£125,249
Medium	233	£924,545	163	£688,340
Large	13	£530,056	205	£2,787,023
Total	2011	£2,626,533	662	£3,600,612

This table shows that 2,011 businesses are receiving relief which assists in phasing in the increase in rateable value.

Other reliefs e.g. empty property relief are available. This is already a complex system and the Council’s Business Rates team actively support our local businesses to try and ensure that they benefit from all reliefs to which they are entitled.

- 1.10 However, this report relates specifically to the proposed “Locally Administered Temporary Business Rates Relief” scheme which is set out in Appendix A. The

principles for this scheme been developed in conjunction with Shropshire Council. If approved by both councils, the proposals will be adopted as a Shropshire wide scheme and provide consistency to businesses in awards which are made within the County. Appendix B shows how the relief would be distributed across the Borough.

- 1.11 The scheme has been designed to provide temporary relief to small and medium sized local businesses. Larger businesses with a rateable value above £200,000 have been excluded from the scheme on the basis that they were not considered by the Government when determining the Council's funding allocation.
- 1.12 National businesses have also been excluded from the scheme to ensure that they do not contravene state aid regulations (businesses may not receive more than €200,000 state financial support over a three year period from whatever source). Verification of this would add considerable additional complexity and administrative cost and so the scheme has been designed to enable the provision of support to local businesses.
- 1.13 The scheme operates on a tapering basis, so each year the award will reduce in line with government funding allocations.

2. RECOMMENDATIONS

Members are asked to:

- 2.1 Approve the proposed locally administered business rate relief scheme as set out in this report.**
- 2.2 Approve delegation to the Assistant Director: Finance & HR to administer any future new reliefs which are fully funded by the Government and introduced under the Council's discretionary powers.**

1 **SUMMARY IMPACT ASSESSMENT**

COMMUNITY IMPACT	Do these proposals contribute to specific Co-Operative Council priority objective(s)?											
	Yes	<i>Financial support will be provided to local businesses which results in jobs retention and prosperity within the borough.</i>										
	Will the proposals impact on specific groups of people?											
	Yes	<i>Businesses that receive the relief will benefit financially from the award of the relief which is provided.</i>										
TARGET COMPLETION/DELIVERY DATE	<i>Awards to be made by 30th September, or as soon as practicable after.</i>											
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	<p>In the 2017 Spring Budget, the Government announced the establishment of a £300m discretionary fund over the period 2017/18 to 2020/21 to provide additional relief to businesses adversely affected by the Revaluation 2017. As local authorities currently retain a percentage of business rates income through the business rates retention scheme, the Government will reimburse authorities for the lost income associated with granting this relief via Section 31 grant, capped at a maximum amount based on that year's allocation. Grants are subject to consultation having taken place with major preceptors; they will be paid quarterly in arrears and reconciled to actual spend at year end.</p> <p>The total allocated to Telford & Wrekin Council is £685,000 which represents the total amount of relief which can be provided to ratepayers at no cost to the local authority:</p> <table border="1"> <thead> <tr> <th></th> <th>Total Allocation/Relief to ratepayer</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>£400,000</td> </tr> <tr> <td>2018/19</td> <td>£194,000</td> </tr> <tr> <td>2019/20</td> <td>£80,000</td> </tr> <tr> <td>2020/21</td> <td>£11,000</td> </tr> </tbody> </table> <p>There will be no reimbursement of the lost income relating to any relief granted in excess of the allocation in any year and this will be borne locally.</p>		Total Allocation/Relief to ratepayer	2017/18	£400,000	2018/19	£194,000	2019/20	£80,000	2020/21	£11,000
	Total Allocation/Relief to ratepayer											
2017/18	£400,000											
2018/19	£194,000											
2019/20	£80,000											
2020/21	£11,000											

		<p>New burdens funding will be provided by the Government to cover reasonable additional costs associated with IT changes and additional administration costs.</p> <p>PH – 16/8/2017</p>
LEGAL ISSUES	Yes	<p><i>The Government's funding is to be provided by way of grant under s 31 of the Local Government Act 2003. To access the funding, the Council is required to establish a discretionary scheme for administering the rate relief under s 47 of the Local Government Finance Act 1988, and the scheme will have to also meet the Governments grant conditions.</i></p> <p><i>Aside from the conditions, the Council is free to design its own scheme under s 47, which gives local authorities a wide power to grant discretionary business rate relief, subject to the condition that the local authority may only grant the relief if it is satisfied that it would be reasonable to do so having regard to the interests of council tax payers in its area. The Council may set guidelines as to the allocation of relief.</i></p>
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	<p><i>Although cost modelling of the proposed scheme has taken place, there is a risk that the amount of relief awarded will exceed the funding which the Government will provide. In this case the reduction in retained rates relating to any over allocation would be funded by the Council by 98% (2% Fire)</i></p> <p><i>There has been a delay in Government guidance on the new local relief schemes being issued and the Government are now very keen that councils now implement the schemes as soon as possible.</i></p>
IMPACT ON SPECIFIC WARDS	No	

PART B) – ADDITIONAL INFORMATION

2 INFORMATION

2.5 Locally Administered Discretionary Relief

4.1.1 In April 2017, businesses were subject to a change in the rateable value of their business premises due to a revaluation by the Government's Valuation Office Agency. The impact of this change on the 5046 business premises within the borough was:

- 62% had an increase in value
- 23% had a decrease in value
- 15% had no change

4.1.2 At each revaluation, to ease the impact of significant increases and decrease in rateable value, the government introduces a national transitional relief scheme which phases in large increase or decreases. The following has been awarded in Telford and Wrekin for 2017/18:

Property size	Upwards cap to phase in increases		Downwards Cap to phase in decreases	
	No. of properties	Value of Transitional relief given	No. of properties	Value of 'excess payments'
Small	1765	£1,171,932	294	£125,249
Medium	233	£924,545	163	£688,340
Large	13	£530,056	205	£2,787,023
Total	2011	£2,626,533	662	£3,600,612

This table shows that 2,011 businesses are receiving relief which assists in phasing in the increase in rateable value.

4.1.3 In addition to the transitional relief scheme, there are a range of other reliefs which are available within the existing scheme to support businesses which include small business rate relief, charitable rate relief, empty property relief, etc.

4.1.4 The proposal is for the new discretionary relief scheme for 2017/18 to be set at 65% of the increase in business rates as a result of the revaluation, net of other reliefs. Relief will be awarded to properties with a rateable value under £200,000, where the increase in rateable value is more than 5% as a result of the revaluation. The guidance is designed to be simple in nature to minimise the administrative burden to the Council and also create a scheme which is as easy as possible for ratepayers to understand. It is anticipated that there will be approximately 337 businesses which will benefit from an award of discretionary relief.

- 4.1.5 Consultation with major preceptors is a requirement of the funding by the Government. For Telford and Wrekin Council, this applies to Shropshire Fire Service and West Mercia Police.

The Fire Authority had not yet expressed an opinion on the proposed scheme at the time of finalising the report.

The Police have responded as follows:

“The PCC’s office appreciate the opportunity to comment on the draft proposals as a major preceptor, however, as you are aware the Police and Crime Commissioner is not directly impacted by the proposals and therefore has no specific comments to report on the consultation document or proposals. The Police and Crime Commissioner does however, welcome any steps taken to support local communities including businesses within our region.”

- 4.1.6 At the end of the financial year, the Council will be required to complete a statutory statistical return which will report on the amount of money spent. The funding allocation given to the Authority will be reduced if the expenditure incurred as part of the relief scheme is at a lower level and recently the Government confirmed that any underspend could not be carried forward by councils to distribute in the following year but would be taken back centrally by the Government. Assistance provided to businesses in excess of the Government funding allocation will need to be met the Council forcing further reductions in front line services.
- 4.1.7 Part funding for the discretionary fund has been provided by the Government for a four year period as outlined in the table in 1.2. Allocations for 2018/19, 2019/20 and 2020/21 will be made towards the year of the previous financial year, and are expected to be in the region of:
- 2018/19: 20-40%
 - 2019/20: 8-20%
 - 2020/21: 1-5%

3 PREVIOUS MINUTES

None

4 BACKGROUND PAPERS

None.

Report prepared by Sophie Lane, Revenues Service Delivery Manager, Telephone: 01952 383832

Locally Administered Temporary Discretionary Relief Scheme

In what circumstances will relief be awarded?

- Relief will not apply to businesses with rateable value of £15,000 or less as eligible small businesses will be covered by small business rate relief. With effect from 1 April 2017 eligible small businesses with a Rateable Value (RV) of £12,000 or less will receive 100% small business rate relief, reducing on a sliding scale for eligible businesses with RV between £12,000 and £15,000.
- Relief will only be provided to occupied properties which have been occupied by the same ratepayer on 31st March 2017 and 1st April 2017.
- Relief will end when a property become unoccupied.
- New occupiers of properties will not receive relief, as this relief is designed to protect ratepayers from large RV increases from the revaluation. New occupiers will not have been affected by the revaluation.
- Relief will be awarded to local businesses only.
- Businesses must not receive more than €200,000 in state aid over a three years period– any relief granted under this scheme would count towards this limit.
- Charities already receive a minimum 80% mandatory rate relief and as such will be excluded from this discretionary rate relief.
- National businesses will be excluded from this relief. (National businesses are considered to be those organisations which have many premises in different billing authorities in England).
- Properties where the RV increases after 1 April 2017 will not receive relief as any revaluation after 1 April 2017 will be as a result of a material change, and not the effect of the revaluation. Any such business that qualifies for new discretionary relief will receive apportioned relief from 1 April 2017 up until the effective date of the material change.
- Any RV increases with effect from 1 April 2017 should have a zero impact on the award of relief as transitional relief will adjust to compensate for the increase.
- Any business that qualifies for new discretionary rate relief that has a reduction in RV with effect from 1 April 2017 will have new discretionary rate relief reduced accordingly, potentially to zero depending on the level of RV reduction.
- Proportional adjustments may apply to any actual or proposed relief due to an RV change (actual or certified for 31/3/17 or 1/4/17), or a gross liability reduction for 2017 due to the granting or implementation of other reliefs, exemptions, in year RV changes or the ending of liability.
- Locally administered temporary discretionary relief will only be awarded after all relevant reliefs and exemptions have been made.
- Under S47 of the Local Government Finance Act 1988, no discretionary award can be made where the ratepayer is the Council or a precepting body of the Council.

How will a decision be made?

The following process will be followed:

- Eligible Ratepayers will be identified by the Council using the above criteria.
- Awards will be made automatically, and there will be no requirement for an application form to be submitted.

Amount of award

- For 2017-18, a set percentage of 65% of the increase in business rates as a result of the revaluation will be awarded.
- Set percentages will be awarded during 2018-19, 2019-20, and 2020-21. This will reduce each year in line with the reductions in Government funding. Allocations for 2018/19, 2019/20 and 2020/21 will be made towards the end of the previous financial year, and are expected to be in the region of:
 - 2018/19: 20-40%
 - 2019/20: 8-20%
 - 2020/21: 1-5%
- Towards the end of each financial year, the Council will consider increasing the percentage awards which have been made to qualifying businesses throughout the year to ensure the Government funding is allocated to the maximum amount.

Period of award

The award will last for 4 years and will reduce in line with the Government funding reductions. Exact amounts awarded to businesses will be notified by means of their rates bill for the financial year in question.

Appendix B

Proposed Locally Administered Temporary Discretionary Relief Scheme - Geographical Analysis

Area	Number of businesses	Value	Percentage
Halesfield	70	£ 73,379.95	17.72%
Wellington	54	£ 68,612.18	16.57%
Newport	39	£ 45,386.12	10.96%
Stafford Park	27	£ 38,567.18	9.31%
Oakengates & Trench	31	£ 36,631.43	8.84%
Town Centre	15	£ 36,379.88	8.78%
Ketley	12	£ 25,424.64	6.14%
Madeley	27	£ 20,787.68	5.02%
Ironbridge & Coalbrooke	11	£ 18,616.45	4.49%
Rural Areas	10	£ 15,480.62	3.74%
Hadley	8	£ 9,200.39	2.22%
Dawley	9	£ 7,310.79	1.77%
Donnington & Muxton	7	£ 6,288.61	1.52%
Stirchley & Brookside	5	£ 5,665.57	1.37%
St Georges	3	£ 3,381.94	0.82%
Hortonwood	8	£ 3,057.17	0.74%

TELFORD & WREKIN COUNCIL

**HEALTH AND WELLBEING BOARD – 6 SEPTEMBER 2017
CABINET – 14 SEPTEMBER 2017**

BETTER CARE FUND UPDATE REPORT

REPORT OF: MICHAEL BENNETT, HEAD OF COMMISSIONING: BETTER CARE FUND/CARE CLOSER TO HOME TELFORD & WREKIN CCG, AND JONATHAN EATOUGH, ASSISTANT DIRECTOR: GOVERNANCE, PROCUREMENT & COMMISSIONING

LEAD CABINET MEMBER: CLLR PAUL WATLING

PART A) – SUMMARY REPORT

1.	SUMMARY OF MAIN PROPOSALS
1.1	<p>This report summarises the performance and progress of the Better Care Fund progress during 2016/17. It also summarises the draft submitted Plan for 2017-19 to this Board for formal Approval.</p> <p>The full draft Narrative Plan with associated documents is included as part of the submission.</p>
1.2	<p>The Better Care Fund (BCF) is a national programme, jointly led by NHS Telford & Wrekin Clinical Commissioning Group (CCG) and the Borough of Telford & Wrekin. The aim of the BCF programme is to transform the health and social care system, focussing on key objectives:</p> <ul style="list-style-type: none"> • Resilient local communities focussing on well-being and prevention • Integrated preventative services delivered at a neighbourhood level • A wide range of personalised approaches to support people to remain independent • Reduced reliance on social care services • Integrated teams to support diagnosing, treating and supporting people at home over 7 days up to 24 hours / day • Reduced avoidable admissions
1.3	<p>The aims of the programme for 2016/17 were in line with the CCG vision 'Working with our patients, Telford and Wrekin CCG which aspires to have the healthiest population in England. Healthier, Happier, Longer' and the Council priority to 'encourage healthier lifestyles, strengthened individuals and communities to support themselves' and the Council's Commitment Statement, refreshed this, "Right Help Right Time to Promote Independence".</p>
1.4	<p>To deliver the BCF aims and objectives, three key integrated care programmes have been jointly agreed and are currently being implemented:</p> <ul style="list-style-type: none"> • Building Community Resilience

	<ul style="list-style-type: none"> • Developing Telford Neighbourhood Care Teams • Implementing Robust Intermediate care services
1.5	<p>The key performance metrics and out-turns for 2016/17 were:</p> <ul style="list-style-type: none"> • Reducing non-elective hospital admissions, re-admissions and length of stay. Outturn- Emergency admissions for 2016/17 is 18,867. Month 12 was 17888. Reduction of -979/5.2% • Reducing permanent admissions to residential and nursing care. Outturn-Rate of permanent admissions to residential care target was 540.6/100,000 (155 people). The final position was 383.4/100,000 (104 People). • Improved patient experience Outturn – Feeling supported to manage long term conditions has a target of 65.6. Final position was 62.77 which has been an improvement but below target. • Reducing delayed transfers of care. Outturn-Delayed Transfers of Care (DToc) target was 3285 days. Month 12 shows 3318 days (32 days over target). M12 shows a reduction against last year of 205 days. • Improving the effectiveness of reablement/rehabilitation services. Outturn-Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services target was 70%. The final position was 71% (72 of 101 still at home) • A local measure of Reducing emergency admissions in 65 years + age group (revised in 2016/17 to 70+ years) Outturn-The local metric was a reduction of 352 for 70+ population against last year (1967) of identified conditions. The final position was 1778 (actual reduction of – 86); -266 short of the target
1.6	<p>BCF planning for 2017/18 has changed in a number of ways:</p> <ul style="list-style-type: none"> • BCF planning has been extended to two years (2017-2019) • Planning towards explicit integration of health and social care services is being measured • There are a reduced number of metrics, national conditions and KLOEs to provide assurance • The Council has received additional monies (Improved BCF or iBCF) through the Social Care Grant with some specific requirements of how it needs to be used <p>The BCF programme continues to have the three integrated programmes referred to above:</p>

- Building Community Resilience
- Developing Telford Neighbourhood Care Teams
- Implementing Robust Intermediate care services

The Council must develop, agree with the CCG and submit a Narrative Plan and Planning template by 12th September 2017, "the Submission". It will be subject to an Assurance process before receiving Approval.

2. RECOMMENDATIONS

2.1 The following recommendations are made:

- Note the outcomes of the Better Care Fund programme for 2016/17
- HWBB to approve the BCF draft submission for 2017-19 subject to final, minor revisions which it agrees can be agreed by the appropriately delegated officers in Telford & Wrekin Council and Telford & Wrekin CCG.
- Cabinet note and supports the proposed use of BCF and iBCF monies as detailed in this report.

3. IMPACT OF ACTION

3.1 Key actions for the development of the Better Care programme are:

- Formal support of the Narrative Plan and associated Action Plan

4. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to a specific HWB Priority	
	Yes	Improve emotional health and wellbeing of Telford and Wrekin residents. Support people with specific health needs to live independently for as long as possible.
	Do these proposals contribute to specific Co-operative Council priority objective(s)?	
	Yes	Vulnerable adults and children
	Will the proposals impact on specific groups of people?	
	No	The BCF will impact on all groups.
TARGET COMPLETION/ DELIVERY DATE	The draft Narrative Plan includes the programme of work for 2017/19.	

**FINANCIAL/
VALUE FOR MONEY
IMPACT**

Yes

The Better Care Fund Pooled Budget in 2016/17 was £14,252,675 (Council contribution of £2,261,545/ CCG £11,991,130). The year end position was an underspend of £159,000 which was carried forward into 2017/18 and will be available to spend on schemes within the BCF in addition to the budget below.

The Pooled Budget for 2017/19 is below with contributions from the Council and CCG:

	2017/18	2018/19
Council excl iBCF	£2,428,198	£2,589,807
iBCF monies	£4,019,858	£5,487,290
Minimum CCG contribution	£10,774,611	£10,979,329
Additional CCG contribution	£1,084,999	£1,100,885
TOTAL	£18,307,666	£20,157,311

The funding within the Pooled Budget relates to the key areas of work as set out below, with more detail shown in Section 5 of the report.

Community Resilience	£1,343,365
Telford Neighbourhood Care	£2,795,849
Intermediate Care	£6,527,963
Other Care	£7,640,489

LEGAL ISSUES

Yes

The BCF is based on a s75 Agreement ('The Agreement') that provides the legal framework for a pooled budget between the Council and the CCG ('The Parties') and also provides for future flexibility via the likes of the optional Non-Pooled Fund which has its contributions identified but held separately and transferred between partners via separate standard agreements under s76 and s256 of the National Health Service Act 2006.

The new agreement will establish the terms on which the Parties have agreed to collaborate including the Risk Sharing Agreement that has been developed as part of the Narrative Plan, schedules in line with the four themes, reporting and monitoring arrangements and governance arrangements.

The Agreement needs to be formally executed by both parties. The appropriate delegation is to the Director of Adult and Childrens Services to sign these agreements on behalf of the Council when they have been agreed. There is a requirement for the 2017/19 Agreement to be formally

		<p>signed off by 30th November 2017.</p> <p>There is an agreed joint Governance process between the Parties to monitor the current Agreement and these arrangements will continue. Where changes affect the Council and CCG commissioning plans, separate reports through respective Governance structures will take place.</p> <p>This year the Government have provided further 'Adult Social Care Grant', referred to as Improved Better Care Fund (iBCF) from 1st April 2017 to 31st April 2019.</p> <p>The allocation of iBCF funds (2017-2019) is provided in accordance with the ASC Grant conditions. Funds have been allocated accordingly to the BCF workstreams and requirements of Adult Social Care Needs and continuing pressures and impact on Adult Social Care Capacity and will be referred to in the 2017/19 Agreement.</p>
EQUALITY & DIVERSITY	Yes	The BCF is intended to reduce risks of admissions to groups at high risk of hospital admission as identified from local analysis and support the development of community resilience to prevent hospital admission in the first place.
IMPACT ON SPECIFIC WARDS	No	Borough-wide impact
PATIENTS & PUBLIC ENGAGEMENT	Yes	<p>Engagement takes place on a regular basis with stakeholders including:</p> <ul style="list-style-type: none"> • Carers Partnership Board • Shropshire Partners in Care • Council for Voluntary Services and a range of voluntary and community organisations • HealthRound Table • Healthwatch
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	<p>A risk register is included within the Submission and monitored within the BCF Pooled Budget meetings.</p> <p>Financial risks are identified within a Risk Sharing Agreement between the Council and the CCG and included within the section 75 and other agreements.</p>

PART B) – ADDITIONAL INFORMATION

1	INTRODUCTION
	<p>The BCF programme implementation formally commenced in 2015 and required the Council and the CCG to agree targets and working arrangements to transform the health and social care system in Telford and Wrekin focussing on key objectives which remain central to the BCF programme:</p> <ul style="list-style-type: none"> • Resilient local communities focussing on well-being and Prevention • Integrated preventative services delivered at a neighbourhood level • A wide range of personalised approaches to support people to remain independent • Reduced reliance on social care services • Integrated teams to support diagnosing, treating and supporting people at home over 7 days up to 24 hours / day • Reduced avoidable admissions
	<p>Over the year more work has been undertaken to ensure that the BCF plan is aligned to other strategic and operational plans including the Sustainability and Transformation Plan, CCG Operational Plans and Council transformation plans.</p>
	<p>From April 2017/18 there are a number of changes within the ‘Integration and Better Care Fund’ set out nationally:</p> <ul style="list-style-type: none"> • It is a two year plan (2017-19 rather than annually) • The national conditions and national metrics have been revised and the number of Key Lines of Enquiry (KLOEs) have reduced from 73 to 37. • There is a specific focus on Integration of health and social care services • Additional Improved BCF (iBCF) monies has been allocated to Councils <p>There are four national conditions (reduced from eight):</p> <ul style="list-style-type: none"> • Plans must be jointly agreed (signed off by HWBBs) • NHS contribution to adult social care is maintained in line with inflation • Agreement to invest in NHS commissioned out of hospital services, which may include 7 day services and adult social care • Managing Transfers of Care (and implementation of High Impact Changes) <p>National metrics have been reduced to four which are:</p> <ul style="list-style-type: none"> • Reductions in non-elective admissions • Reductions in DTOCs • Reductions in Permanent admissions to residential care (nursing and residential homes) • Increase in Effectiveness of Rehabilitation - remain at 91 days after discharge from hospital into reablement / rehabilitation
2	BCF PERFORMANCE 2016/17
	<p>BCF performance is set out in the accompanying table below ‘BCF performance position 2016/17’</p>

BCF performance position 2016/17		
Metric	Performance comments	RAG Fore- cast
Reduction in non-elective admissions	Target for 2016/17 is 18,867. Month 12 was 17888. Reduction of -979/5.2%	Green
DToCs	<p>Delayed Transfers of Care (delayed days) from hospital per 100,000 population (aged 18+). The annual target of DToC days is 3285 days. Month 12 shows 3318 days (32 days over target). M12 shows a reduction against last year of 205 days.</p> <p>Delays of 626 days were attributable to Council- people with pre-existing or new care which does not include rehabilitation. 1,379 were Joint Council and NHS - individuals having further assessment and/ or rehabilitation. This supports reductions in permanent residential care. 1,313 were NHS mainly due to delays in transfers to specialised placements.</p> <p>In the first quarter of 2017/18, overall performance is slightly above target. The Council is meeting its targets. Joint delays are NHS are above target levels, mainly due to delays in transfers to specialised placements. A Joint Action Plan is in place to achieve mandated 2017/18 targets.</p>	Amber
Local measure – reductions in 70+ admissions	<p>The target identified within the QIPP plan is a reduction of 352 for 70+ population against last year (1967) of identified HRGs. The final position was 1778 (actual reduction of – 86) against a planned reduction of -352). This is -266 short of the target figure (Registered population of 20,303 registered patients aged 70+) Revised target rate was 1615/100 population. Actual was 7954</p> <p>Further integrated working through development of the Intermediate Care Team, Frailty programme and Neighbourhood working all support achieving this target in 2017/18.</p>	Amber
Patient experience	Positive responses to question 32 of the GP survey (feeling supported to manage LTC) is target of 65.6. Final published figure in July 2016 was 62.77. This shows an improvement from the previous report (62.2) but still below target.	No further reporting
Rate of permanent admissions to care homes	<p>Rate of permanent admissions to residential care per 100,000 population (65+)</p> <p>The target for 2016/17 is 540.6/100,000 (155 people).</p> <p>The final position is current position is 383.4/100,000 (104 People). This will change slightly when mid-year population estimates are released.</p>	Green
Rehabilitation	<p>Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services</p> <p>The target proportion maintained at home is 70%. The final position was 71% (72 of 101 still at home)</p>	Green

3	<u>PROGRESS OF THE PROGRAMME DURING 2016/17</u>											
There had been substantial progress made during the year. Key progress and impact is summarised below												
	<table border="1"> <thead> <tr> <th data-bbox="228 376 512 421">Initiative</th> <th data-bbox="512 376 1442 421">Progress and impact</th> </tr> </thead> <tbody> <tr> <td data-bbox="228 421 512 712">Achievements in key metrics</td> <td data-bbox="512 421 1442 712"> <p>Reductions in admissions related to care homes, chest pain, end of life, general medical conditions and related to 75+ years.</p> <p>Recognised DTOC pressure related to mental health and Community provider from provider profiling. Targeted work to address identified factors.</p> </td> </tr> <tr> <td data-bbox="228 712 512 1384">Community Resilience</td> <td data-bbox="512 712 1442 1384"> <p>Continued partnership collaborations within the care sector and utilised SPIC leadership to ensure co-production.</p> <p>Facilitated community stakeholders to encourage delivery of 'Care Supply Provider Networks' - care and support providers focusing on the provision and sustainability of care – and voluntary sector and microenterprise development to support development more resilient communities</p> <p>Workshops to develop Wellbeing Care Networks 'Wellington Pilot,' strengthening collaboration and develop flexible care provision in the community.</p> <p>Joint Grants and Commissioned voluntary services process in place. Funded 16 additional small providers through 'Supporting Communities' funding (up to 500 pounds).</p> <p>Revising the Market Position Statement</p> </td> </tr> <tr> <td data-bbox="228 1384 512 1742">Neighbourhood Care</td> <td data-bbox="512 1384 1442 1742"> <p>Multi- stakeholder Steering group in place. Strong partnership working across all sectors committed to aligning services to localities.</p> <p>Locality plans for the identified four localities in place. 19 projects in place with reporting into the STP across four localities.</p> <p>Formal links to STP on progress.</p> </td> </tr> <tr> <td data-bbox="228 1742 512 2038">Integrated Care</td> <td data-bbox="512 1742 1442 2038"> <p>Steering Group with Senior Managers from the acute Trust, Community Provider and Council developed process map and additional on-going meetings of all providers to improve implementation of the work of the Intermediate Care Team, "ICT".</p> <p>Reviewed the level of implementation of the service specification and process map revised.</p> </td> </tr> </tbody> </table>	Initiative	Progress and impact	Achievements in key metrics	<p>Reductions in admissions related to care homes, chest pain, end of life, general medical conditions and related to 75+ years.</p> <p>Recognised DTOC pressure related to mental health and Community provider from provider profiling. Targeted work to address identified factors.</p>	Community Resilience	<p>Continued partnership collaborations within the care sector and utilised SPIC leadership to ensure co-production.</p> <p>Facilitated community stakeholders to encourage delivery of 'Care Supply Provider Networks' - care and support providers focusing on the provision and sustainability of care – and voluntary sector and microenterprise development to support development more resilient communities</p> <p>Workshops to develop Wellbeing Care Networks 'Wellington Pilot,' strengthening collaboration and develop flexible care provision in the community.</p> <p>Joint Grants and Commissioned voluntary services process in place. Funded 16 additional small providers through 'Supporting Communities' funding (up to 500 pounds).</p> <p>Revising the Market Position Statement</p>	Neighbourhood Care	<p>Multi- stakeholder Steering group in place. Strong partnership working across all sectors committed to aligning services to localities.</p> <p>Locality plans for the identified four localities in place. 19 projects in place with reporting into the STP across four localities.</p> <p>Formal links to STP on progress.</p>	Integrated Care	<p>Steering Group with Senior Managers from the acute Trust, Community Provider and Council developed process map and additional on-going meetings of all providers to improve implementation of the work of the Intermediate Care Team, "ICT".</p> <p>Reviewed the level of implementation of the service specification and process map revised.</p>	
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		<p>Reviewed use of Recovery beds to ensure D2A destination accuracy after audits of usage. Reviewed therapy input to ensure optimisation of enablement. Reduced delays discharge from Enablement beds.</p> <p>Additional senior nursing support to D2A process and links to community services. Supported reductions in Pathway 2 and 3 utilisation.</p> <p>Council revision of TICAT function to give enhanced dedicated capacity to ICT.</p> <p>Commissioned Enablement Packages to support Pathway 1 discharges (home with care) since Jan 2017. Quantifiable improvement in pathways 1 discharges and 95%+ response discharge within 48 hours</p>
	<p>DToC Action Plan</p>	<p>Daily clinical Hub escalates delays to resolve and minimise delays and ensure flow; ensure utilisation of step down beds and ensure Trusted Assessors utilise appropriate pathways. Additional senior nursing and SW capacity to support discharge destination and promote Home First.</p> <p>Reviewed use of Recovery beds to ensure D2A destination accuracy. Previously 30% could have utilised other pathways – home or non-Recovery based placements. Now less than 10%.</p> <p>Additional weekly planning meeting to reduce delays from Recovery beds</p> <p>Commissioned Enablement Packages provision across Zones from Jan 2017. Quantifiable improvement in pathways 1 discharges</p> <p>Piloting Hospice Rapid Response interventions to support Fast Track early discharge and admission avoidance.</p> <p>Reviewing D2A process as part of A&E Delivery Plan</p> <p>Analysis at provider level to reduce DToC levels to 3.5%. Planning related to mental health and Community Trust.</p>
	<p>Development of 7 day services</p>	<p>Rapid Response – part of Intermediate Care Team – in place 7 days week 8am-10pm. Utilised commissioned Out of Hours domiciliary care in place to avoid admissions.</p> <p>Development of 7day services within the NHS contracts and progress monitored on a quarterly basis.</p>

		Resourced 7 day working at key times which highlighted challenges within acute setting to facilitate weekend discharges of complex patients.
	Disabled Facilities Grant	The DFG Capital Grants awarded are part of a scheme in the Better Care Fund in recognition that appropriate adaptations can help frailer older people remain independent, safe and healthy and prevent admissions and readmissions. The Grant fund is administered by the Housing department in the Councils Commercial Services Area who work in conjunction with housing providers, social care and OT teams. Interventions have been made through: <ul style="list-style-type: none"> • Preventative interventions within the locality teams • Commissioned services from Wrekin Housing Trust and other providers to deliver adaptations • Home Improvement Agency within the Council
	Care Act	The Care Act instils duties to ensure wide accessibility for carers and our most vulnerable groups including frail elderly people to gain information, advice and guidance. -Services have been commissioned to include carers and the voluntary sector with aim of self-help, assist in wellbeing and promoting independence in the community.
	Governance and Financial Management	Strategic Commissioning Group in place Monthly financial and performance monitoring in place.
4	<u>BCF PERFORMANCE 2017-19</u>	
	<p>There are a number of changes to the <i>'Integration and Better Care Fund'</i> as set out in the published planning requirements. It is a two year plan (2017-19) and all metrics, financial planning and planning reflect this. The deadline for submission of the Narrative Plan and Planning Template (financial and performance metrics) to NHSE is 12th September 2017.</p> <p>The additional Improved Better Care Fund (iBCF) monies provided directly for social care services must support social care needs but it must also reduce pressures on the NHS including supporting discharge and ensure the local provider market is supported.</p> <p>The specific focus on Integration of health and social care services continues, reinforcing the 2015 Spending Review that highlighted the Government's intention that by 2020 health and social care must be fully integrated.</p> <p>Economies can 'Graduate' from the BCF reporting processes once they can demonstrate integrating their health and social care commissioning or provision to that they exceed and continue to exceed the requirements of the BCF</p> <p>The simplification in reporting is welcomed but the narrative plans, part of the</p>	

Submission, must address what is seen nationally as key enablers to integration:

- 7 day services across health and social care;
- improved data sharing; and
- joint assessment and planning.

The four national metrics need to be agreed for the two years and there is no requirement for local metrics and none have been produced locally.

The work programme will remain around the existing themes detailed in 3 above, with future work programme detailed below and set out in more detail within the draft Narrative Plan. There is significant inter-relationship between BCF programmes and integrated working as part of with other programmes of work such as Frailty; A&E Delivery Board and STP.

Programme of work	Key actions and outcomes
Community Resilience	<ul style="list-style-type: none"> • Expansion of local communities to provide on well-being and Prevention and reduce demand for health and social care • Enable community development and resilience • Collaborative arrangements between providers • Strengthen communities by tackling the causes of poor health
Neighbourhood Care	<ul style="list-style-type: none"> • Implementation of the 22 work programmes • Locality agreement of new models of care • Alignment of community based staff statutory and voluntary services around local communities • Increased acute services e.g. clinics, clinical advice, diagnostics based and delivered within local communities and primary care • Preventative and personalised approaches e.g. Social Prescribing in Newport • Shared ownership of managing and supporting high risk patients e.g. Frail people, long term conditions, respiratory conditions, diabetes
Integrated Care	<ul style="list-style-type: none"> • A fully integrated health, social care and voluntary care team working together within a single service specification • Improved relationship with Neighbourhood teams • Development of the Care home MDT to reduce care home admissions and improve quality of care • Reduced hospital conveyances and non-elective admissions through 7 day service including from care homes • Develop joint assessment and care planning process
Integrated Care –	Deliver Actions identified in the DTOC Action Plan and 8

<p>Managing Transfers of Care/ High Impact Changes)</p>	<p>High Level Changes Self- Assessment to:</p> <ul style="list-style-type: none"> • Reduce DToC targets to 3.5% • Further develop 7 day services for admission avoidance and discharge • Improve MDT discharge planning and support • Develop Trusted Assessor role to facilitate prompt identification of correct pathway
<p>Integrated Care – Frailty Programme</p>	<ul style="list-style-type: none"> • Implementation of 11 projects supporting early identification, assessment and care planning; preventative interventions; admission avoidance; reducing LoS and early discharge; improved end of life care • Development of Frailty Team at RSH to reduce admissions and LoS and more integrated acute and community alignment • Primary Care Streaming At Front Door at PRH to divert to other appropriate services
<p>Data sharing</p>	<ul style="list-style-type: none"> • Utilisation of NHS number in place as identifier • Utilise health and social care data to support targeting of interventions • Integrated Clinical Digital Records developed (a sub group of the STP)
<p>Governance and Financial management</p>	<ul style="list-style-type: none"> • Strategic Commissioning Group providing Assurance to HWB Board, respective organisations and STP • S75 Agreement to be agreed by November 2017 • Monitoring of performance of the overall programme; metrics; financial monitoring and reporting of BCF and iBCF monies • National reporting
	<p>The key metrics for BCF are:</p> <ul style="list-style-type: none"> • Reductions in emergency admissions of 70+ years by 8% (404) • Reduced permanent admissions to care home to 155/ 100,000 • Percentage of people maintained at home 91 days after Enablement of 70% • Reduce DToC to 3285 days • Improve patient experience (feel supporting in managing long term condition) to 65.65

5

BCF FINANCE

The Section 75 Pooled Budget in 2016/17 was £14,252,675.

Organisation	Contribution
Council	£2,261,545
CCG	£11,991,130

There was a carry forward of £159,922 underspend by the Local Authority.

The pooled budget for 2017/19 has been identified below. There was national requirement for increases to the minimum contribution in line with inflation; increases in the Disabled Facilities Grant and the iBCF monies:

	2017/18	2018/19
Council excluding iBCF	£2,428,198	£2,589,807
iBCF monies	£4,019,858	£5,487,290
Minimum CCG contribution	£10,774,611	£10,979,329
Additional CCG contribution	£1,084,999	£1,100,885
TOTAL	£18,307,666	£20,157,311

The funding within the profile of Pooled Budget relates to the key areas of work is set out below across the three years (NB The carry forward in reserves of £159,922 in 2017/18 is included below, but not in the table above)

Summary Statement		2016/17 Annual Budget £	2017/18 Annual Budget £	2018/19 Annual Budget £
<u>Intermediate Care</u>				
Rehabilitation and Enablement		897,547	1,849,267	1,884,218
Domiciliary Care		664,057	932,201	786,875
Rehabilitation and Enablement Beds		973,288	596,164	607,981
Preventative Services		170,859	0	0
Shropshire Community Healthcare Trust		1,596,973	1,625,558	1,656,281
Shrewsbury and Telford Hospital Trust		1,655,069	1,684,695	1,716,536
LA Beds		46,607	0	0
Total Intermediate Care		6,004,400	6,687,885	6,651,892
<u>Community Resilience</u>				
Preventative Services		446,549	491,616	496,461
Carers		521,172	530,500	540,526
LA Grants		315,600	321,249	327,321
Total Community Resilience		1,283,321	1,343,365	1,364,308
<u>Telford Neighbourhood Care</u>				
Rehabilitation and Enablement		597,501	0	0
Assistive Technologies		493,595	503,103	512,612
Preventative Services		844,320	438,783	447,076
Shropshire Community Healthcare Trust		1,596,974	1,853,963	1,889,357
Total Telford Neighbourhood Care		3,532,390	2,795,849	2,849,044
<u>Other Care</u>				
iBCF		0	4,019,859	5,487,290
Maintaining Eligibility for Clients with LTC		878,000	893,716	910,607
Management Charges		56,395	57,404	58,489
Programme Management		477,857	486,410	495,603
Care Act Implementation		445,000	453,418	461,988
Disabled Facilities		1,575,312	1,729,682	1,878,089
Total Other Care		3,432,564	7,640,489	9,292,066
Grand Total:		14,252,675	18,467,588	20,157,310
6	<u>PREVIOUS MINUTES</u>			
	BCF update to Health and Wellbeing Board: May 2015; June 2016			

Report prepared by:

- **Michael Bennett - Head of Commissioning: Better Care Fund/ Care Closer to Home Telford and Wrekin CCG**
- **Jonathan Eatough – Assistant Director – Governance, Procurement & Commissioning**
- **Legal Review - Kirsty Fisher -Telford and Wrekin Council**
- **Finance Review-Tracey Smart - Finance Manager- Telford and Wrekin Council**

TELFORD & WREKIN COUNCIL**CABINET - 14 SEPTEMBER 2017****FULL COUNCIL- 23 NOVEMBER 2017****WEST MERCIA YOUTH JUSTICE PLAN 2017/18****REPORT OF THE DIRECTOR OF CHILDREN'S AND ADULT SERVICES****LEAD CABINET MEMBER – CLLR PAUL WATLING****PART A) – SUMMARY REPORT****1. SUMMARY OF MAIN PROPOSALS**

The Youth Justice Service is a youth offending partnership between the Local Authorities and NHS organisations across West Mercia, National Probation Service, West Mercia Police and the Office for the West Mercia Police and Crime Commissioner.

Youth offending partnerships have a statutory duty to produce an annual youth justice plan which is submitted to the Youth Justice Board for England and Wales in accordance with the directions of the Secretary of State.

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 and partners in accordance with the guidance “Youth Justice Plans: YJB Practice Note for Youth Offending Partnerships”¹

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.

The plan outlines the partnerships priorities for 2017/18 and provides commentary on the three national performance indicators for youth offending services (YOS);

- Rate of first time entrants to the youth justice system

Telford and Wrekin’s performance has improved by 16% from 613 in 2014/15 to 515 in 2015/16. YOS will work to increase the performance in this area by analysing the first time entrant’s data in more detail.

- The number and rate of custodial sentences

Telford and Wrekin’s rate equates to a rate of 0.12 and this compares favourably to the West Mercia rate of 0.22 and the national rate of 0.37.

¹ Youth Justice Board for England and Wales, May 2017.

- The proportion of young people re-offending

In 2014/15 the frequency rate for Telford and Wrekin is 3.19 and the binary rate is 40.1%, which compares to 3.49 and 34.8% for West Mercia, therefore there are proportionally more young people re-offending in Telford and Wrekin than for West Mercia, but when they do re-offend, on average, they are committing less offences.

A detailed analysis of the characteristics of re-offenders will be undertaken during 2017/18 and used to determine what prevention measures need to be in place.

The plan provides additional data across all 4 Local Authorities in West Mercia. In 2016/17 Telford and Wrekin recorded 86 young people entering the criminal justice system which equates to 0.52% of our youth population. The peak age of offending was 16 years of age.

The hosting arrangement for the service transferred to the Office of the West Mercia Police and Crime Commissioner from 1st April 2016. West Mercia Youth Justice Service Management Board oversees the implementation of the plan across West Mercia. The Safer Telford and Wrekin Partnership (the local community safety partnership) will scrutinise the local delivery of the plan.

2. RECOMMENDATIONS

2.1	That Youth Justice Plan 2017/18 recommended to Full Council for approval and endorsement and that the West Mercia Youth Offending Service responsibilities are noted.
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3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	<ul style="list-style-type: none"> • Put our children and young people first • Protect and support our vulnerable children and adults • Ensure neighbourhoods are safe, clean and well maintained
	Will the proposals impact on specific groups of people?	
	Yes	Young people already involved with offending or at risk of offending
TARGET COMPLETION/DELIVERY DATE	The Youth justice plan is for 17/18 and the plan will be reviewed in the final quarter of 17/18 in order to prepare the Youth Justice Plan for 18/19.	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	Telford & Wrekin is one of the constituent authorities in the West Midlands consortium. The service is hosted by the Office of the West Mercia Police and Crime Commissioner.

		<p>The Council's 2017/18 Youth Offending Service budget is £267k. The individual Council contributions are based on the demand level placed on the service. This is an annual contribution that the Council pays for the delivery of the service by the OPCC.</p> <p>Adopting the plan is not expected to incur any additional costs over and above the budgeted costs detailed above. However, the constituent authorities have indemnified risks undertaken by the OPCC and may be called upon to contribute further funds in the event of pressures on the budget if those pressures are not mitigated. It is possible that in pursuing the plan and improvements the constituent authorities could have to pay larger contributions than currently budgeted for.</p> <p>However, with current known information, there are no financial implications anticipated from adopting the recommendation of this report.</p> <p>RP, MLB 9.8.17</p>
LEGAL ISSUES	Yes	<p>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 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> <p>KF 11.08.17</p>

OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	The Youth Justice Plan outlines actions to reduce offending and reoffending by young people
IMPACT ON SPECIFIC WARDS	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 2017/18 was prepared in May 2017 in line with the guidance issued by the Youth Justice Board (YJB), agreed at the West Mercia Youth Justice Service Management Board on 26th May 2017 and will be submitted to the YJB by the end of July 2017.

Each Local Authority, in cooperation with Police, Probation and Clinical Commissioning Groups must put in place a youth justice 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 and on the basis of further review undertaken in 15/16 a decision taken for the service to be hosted by the Office of the West Mercia Police and Crime Commissioner from 1st April 2016.

The plan identifies seven main priorities² for 2017/18 as follows:

- (i) Reducing First Time Entrants to the Youth Justice System
 - Undertaking a comprehensive analysis of first time entrants
 - Reviewing and revising the out of court disposal joint decision making arrangements
 - Reviewing the assessment arrangements for out of court disposals
- (ii) Reduce custody and young people entering the adult criminal justice system
 - Review and revise the service's management of risk arrangements
 - Developing a remand management strategy
 - Reviewing the transition to adult services protocol
- (iii) WMYJS Interventions are of a consistently good quality

² See pages 10 to 14 of the plan

- Developing a revised performance reporting framework
 - Review the reparation, mentoring and attendance centre offers
 - Working with the University to develop learning mentoring
- (iv) We have systems in place to understand young people's journey through our services
- Re-establish Looked After Children reference group
 - Developing an approach to case auditing which involves the management board
 - Re-establish arrangements to contribute to NDTMS (national drug service database)
- (v) The voice of service users directly impacts on service delivery
- Further develop current processes of feedback to ensure it informs service development
 - Develop process of receiving feedback from victims
 - Develop strategy for the use of ViewPoint
- (vi) Team morale is good, staff feel enabled and have the tools required to do their job effectively
- The review and revision of identified working practices, policies and protocols
 - Development of a staff learning and development framework
 - Reviewing and clarifying the role of identified staffing groups in the service
- (vii) The Management Board and operational staff are working together with clear collective responsibility for improving outcomes for young people
- Arranging management board members visits to teams

Performance

The Youth Justice 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 33-36 of the plan.

- 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 for the year October 2015 to September 2016 was 515, representing an improvement on the previous year when it was 613. Reducing first time entrants is a service priority for 2017/18. A tracker has been implemented and this will collate information to understand the characteristics of why young people are first time entrants and this will be analysed to inform any service changes where necessary.

- 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. In 2016 there were two custodial sentences in Telford and Wrekin equating to a rate of 0.12, this compares favourably to the West Mercia rate of 0.22 and the national rate of 0.37.

- 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 re-offender 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 cohort identified in 2014/15 the frequency rate for Telford and Wrekin is 3.19 and the binary rate 40.1%, which compares to 3.49 and 34.8% for West Mercia, therefore there are proportionally more young people re-offending in Telford and Wrekin than for West Mercia, but when they do re-offend, on average, they are committing less offences.

It should be noted the overall cohort sizes are decreasing year on year. In the year 2010/11 there were 266 offenders in the cohort and 239 re-offences compared to a cohort size of 142 with 182 re-offences in 2014/15. The number of actual re-offences has therefore decreased by 24% between 10/11 and 14/15.

The plan contains actions to review interventions, to better understand the characteristics of reoffenders and staff training. Analysis of the outcomes of these actions will be used to further develop prevention measures.

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

- Cabinet Report 19th September 2016

7. BACKGROUND PAPERS

- West Mercia Youth Offending Service – Youth justice Plan 2017/18

Report prepared by:

Keith Barham, Head of West Mercia Youth Offending Service
Helen Didlock, Commissioning Specialist for Children and Young People

WEST MERCIA YOUTH JUSTICE PARTNERSHIP



YOUTH JUSTICE PLAN

2017/18



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1.0 INTRODUCTION

Introduction from the Karen Bradshaw, Chair of West Mercia Youth Justice Service Management Board and Director of Children Services, Shropshire Council



West Mercia Youth Justice Service (WMYJS) is partnership between the Local Authorities, National Probation Service, West Mercia Police, NHS organisations across West Mercia and the Office for the West Mercia Police and Crime Commissioner. The service is accountable to the WMYJS Management Board, comprised of senior officers from each partner agency. The service is hosted, on behalf of the Local Authorities and the partnership by the Office of the West Mercia Police and Crime Commissioner (OPCC).

During 2016/17 the service went through three significant change processes, firstly the replacement of the YOIS+ case management system with ChildView, the implementation of the AssetPlus assessment and planning framework and the transfer of the service to the OPCC, which accompanied a restructure which included staff being appointed to new posts and on new terms and conditions. Work is ongoing to embed AssetPlus in practice.

There is a mixed picture in respect to the service's performance against the national outcome indicators. Performance in relation to the rate of young people receiving a custodial sentence has slightly improved between 2015 and 2016 from 0.23 to 0.22 custodial sentences per 1,000 youth population, and this rate is significantly below the national rate of 0.37. The first time entrant (FTE) for the year ending September 2016 is at 422, which is above the national rate of 344, however the performance is an improvement on the previous year where it was 481. Reducing FTEs has been adopted as one of the seven main priorities for 2017/18. The proportion of young people re-offending (2014/15 cohort) is 34.8% which although lower the national rate at 37.7%, is 1 percentage point higher than the previous year.

Although the FTE rate is to a large extent outside of the direct control of the youth justice service the service will be undertaking analysis during 2017/18 to identify the main factors affecting the rate. The service has been piloting a bureau approach to out of court decision making in Shropshire during 2016/18 and this will be evaluated during 2017/18 to inform a full review of the joint decision arrangements.

The re-offending rate is volatile and varies year on year in a range between 30% and 35% with no real overall trend either upward or downward. Re-offending will be one of a series of deep dive reports that have been commissioned by the management board.

The management board is pleased to have received the positive feedback from service users who were surveyed through ViewPoint. Some summary feedback is given in section 2.4, but the headline statistic from the ViewPoint survey was that 86% of young people said that the work with the service had made them less likely to offend. Further work is planned in 2017/18 to ensure that the voice of the service user is used to inform service development and planning.

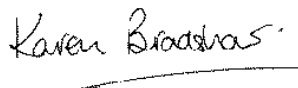
The priorities for 2017/18 are a result of joint management board and management team workshop, where a joint work plan and working together agreement agreed. A further workshop is planned in 2017/18, as well as scheduling board member visits to teams and scheduling case audits.

The service and management board do not work in isolation in reducing offending by children and young people and improving the outcomes for children and young people who have entered or at risk of entering the youth justice system. The board are committed to promoting better joint work between the service and other agencies at a local level. A particular focus has been in relation to looked after children and the board is pleased that during 2016/17 a multi-agency protocol to reduce the offending by and the criminalisation of looked after children was agreed. The LAC reference group, which worked on the protocol, will be reconvened in 17/18 to continue to provide a focus on looked after children who are in the youth justice system.

1.1 Approval of the Plan

This plan was approved at the West Mercia Youth Justice Service Management Board held on 26th May 2017

Signed:



Date: 26th May 2017

Karen Bradshaw
Chair – West Mercia Youth Justice Service Management Board

2.0 REVIEW OF 16/17

2.1 Changes in Service Delivery Arrangements

The hosting of the service was transferred to the Office of the West Mercia Police and Crime Commissioner on 1st April 2016. Following transfer a consultation was undertaken on a new structure and revised job roles within the structure with staff being appointed to new structure in October 2016. A structural diagram is included in appendix 2.

2.2 Review of Key Developments

The Youth Justice Service Management Board agreed four main priorities for 16/17, the following developments were achieved during the year:-

Priority 1 - Improving Performance and Developing Practice

- Continued improvement against service set assessment and planning quality standards
- Implementation of the ChildView case management system
- Implementation of the AssetPlus assessment and planning framework
- Piloting a bureau approach to out of court disposal decision making in Shropshire

Priority 2 - Understanding our Young People

- Refreshed needs assessment
- The first of a series of deep dives planned by the Management Board, focussing on education issues
- Re-launch of the “Tell Us” comments, compliments and complaints process

Priority 3 - Improved Joint Working and Integration

- Agreement of a multi-agency protocol to reduce the offending by and need to criminalise looked after children
- Supporting the roll out of Police led decision making forums for looked after children

Priority 4 - Governance and Communication

- Transfer of the service to the Office for the Police and Crime Commissioner
- Service restructure
- Joint workshop between the Management Board and Management Team to agree working together principles and the key priorities and actions for 17/18

2.3 Thematic Inspections

During 2016/17 the Management Board considered the findings from the Desistence and Young People thematic inspection. A number of planned actions have been agreed to address the recommendations of the thematic inspection and form part of this youth justice plan for 2017/18.

2.4 Views of Young People

The following data is taken from a ViewPoint survey of 84 young people who were subject to court orders managed by WMYJS undertaken during the last five months of 2016/17.

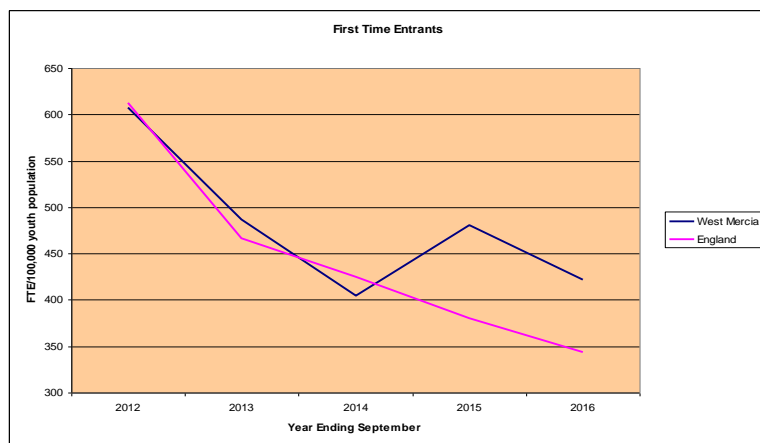
- 91% said that someone at WMYJS asked them to explain what they thought would help them stop offending.
- 89% said WMYJS took their views seriously all or most of the time
- 93% said their WMYJS worker did enough to help them take part in the WMYJS work
- 90% said that the work with WMYJS made them realise change is possible
- 86% said that since they started work with WMYJS they are less likely to offend
- 94% said that they had been treated fairly by the people who had worked with them most or all of the time
- 94% said the service provided to them by WMYJS was either good, or good most of the time

2.6 Performance

Youth Justice Partnerships are subject to three national outcome indicators;

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

(i) First Time Entrants to the Youth Justice System (FTE)



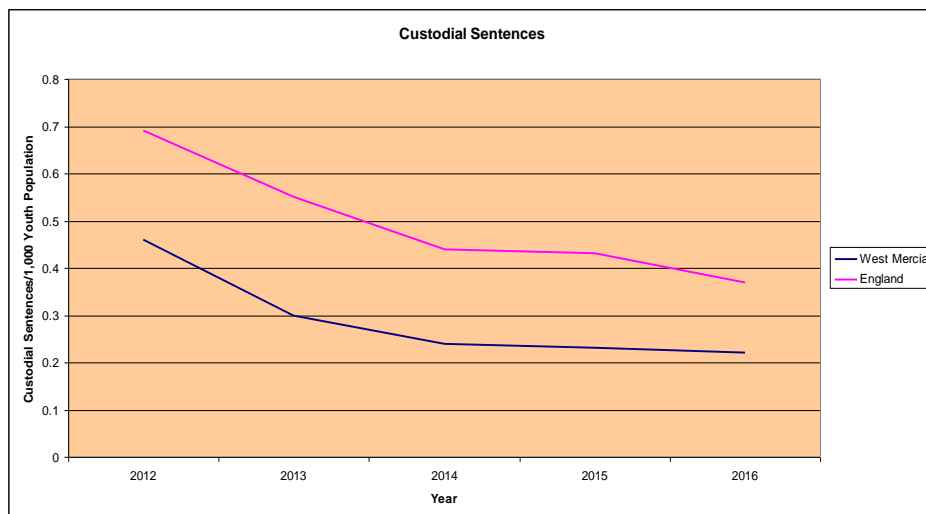
The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (Youth Caution, Youth Conditional Caution or Conviction). A lower figure denotes good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

The rate of FTEs across West Mercia for the year October 2015 to September 2016 was 422, which is an improvement on the performance for the previous year when the FTE rate was 481. The rate in West Mercia is higher than the national rate of 344.

The percentage reduction in the rate of FTEs in West Mercia over the period 2012 to 2016 has been 30.4%.

Within West Mercia there are differing FTE rates between the four Local Authority areas, with the highest being 515 and the lowest 303. The first time entrant rate is to a great extent outside of the control of the WMYJS, however WMYJS, jointly with West Mercia Police have been piloting a bureau approach to out of court decision making in Shropshire which aims to divert low level offenders from formal justice sanctions through the use of restorative processes, and this is due for evaluation during 2017/18.

(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 old population. West Mercia has, historically, had a low rate of custodial sentences. A lower figure denotes good performance.

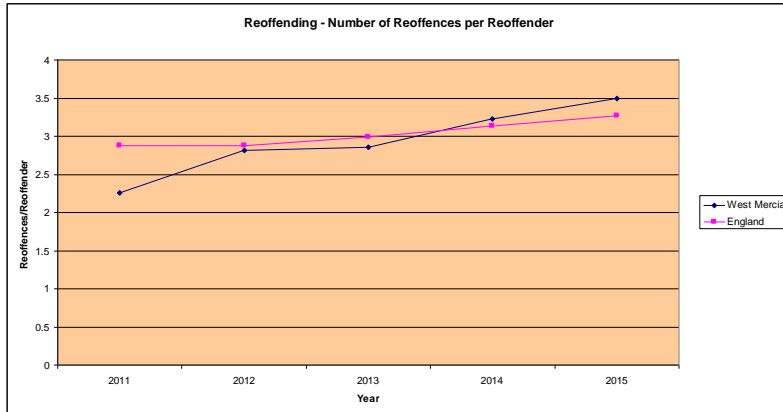
For 2016 the use of custody rate for West Mercia was 0.22 against the rate for England of 0.37, West Mercia performance is, therefore, significantly better than the national performance. The West Mercia rate for 2016 has slightly improved from 2015 when it was 0.23.

Over the five year period to 2012 to 2016 the rate has reduced from 0.41 to 0.22, a reduction of 46.3% which is comparable to 46.4% for England over the same period

The actual fall in custodial sentences was from 46 in 2012 to 24 in 2016, a reduction of 47%.

(iii) Re-Offending

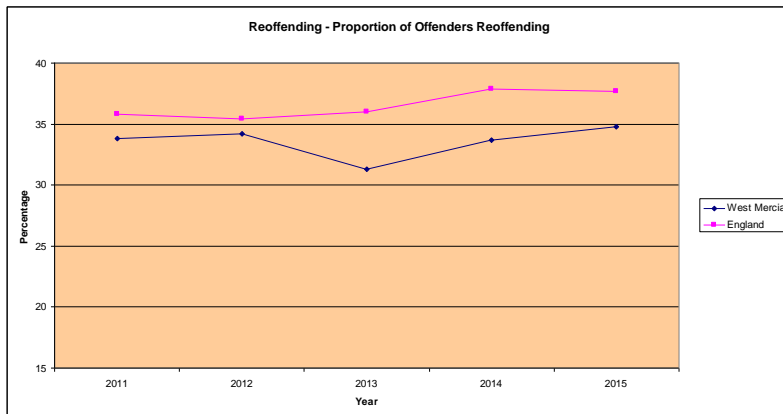
There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per re-offender in the cohort. 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 the year 2014/15. In both measures a lower figure denotes good performance.



For the year 2014/15 the frequency measure performance for West Mercia was 3.49, compared to national performance 3.27.

The binary measure performance for the year 2014/15 for West Mercia is 34.8% compared with national performance of 37.7%.

A comparison over a five year period shows that this measure is volatile varying year on year in a range between 31% and 35%. The national rate also shows a year on year variation over the same period but within the range of 35% and 38%.



It should be noted that the cohort size is falling, from 1352 young people in 11/12 cohort compared to 817 young people in the 14/15 cohort. The number of re-offences has also decreased over the same period from 1296 to 991 a decrease of 24%.

In 2015/16 WMYJS implemented a re-offending tracker tool, which provides re-offending information in real time allowing for review of the interventions at the earliest point where re-offending occurs. Early information from the tracker tool has identified that only a small proportion of young people re-offend leading to a further conviction whilst subject to a WMYJS intervention, between September and December 2016 only 3.6% of young people subject to WMYJS interventions were reconvicted of a further offence.

3. SERVICE PRIORITIES AND RISKS TO FUTURE DELIVERY AGAINST NATIONAL OUTCOME MEASURES – 2017/18

3.1 Priorities for 2017/18

Seven key priorities were identified at a joint Management Board and Management Team workshop held at the end of 2016.

Priority: Reducing First Time Entrants to the Youth Justice System

Three of the four local authority areas, and therefore West Mercia as a whole experienced a rise in the first time entrant rate between the years ending September 2014 and 2015, although the rate decreased the year after. There are differential rates across West Mercia from 303 in Shropshire to 515 in Telford and Wrekin. The reasons for the previous increases in the rates and also differences in the rates between the areas are not fully understood. Some initial analysis in 2014/15 in one particular area indicated that a higher detection rate combined with lower proportional use of community resolutions partly explained the reason why there was a higher rate in one area, but did not completely explain the extent of the difference.

It is, therefore, planned to undertake a more comprehensive analysis during 2017/18 in order to identify the key drivers of the differential rates of FTEs across West Mercia, but also to determine the profile of the FTE cohort. As part of this work a tracking tool has been developed which will be used to better understand the journey of the child into the youth justice system. The analysis will form one of the thematic deep dives to be considered by the Management Board.

During 16/17, in conjunction with West Mercia Police WMYJS has been piloting a bureau approach to out of court disposal decision making based on the South Wales model. One of the potential outcomes of this approach is the possibility of appropriately diverting more young people from formal justice sanctions through offering a wider range of options to support informal resolutions. The bureau will be evaluated during 17/18 as part of a review of joint decision making with the intention of putting in place a new joint decision making model at the pre-court stage. This work will additionally look at developing a model of quality assuring and promoting consistency in decision making, standardising recording, and also revising the screening and assessment tools for this stage of the system.

Priority: Reduce custody and young people entering the adult criminal justice system

This priority includes the national outcome indicators of re-offending (reducing young people entering the adult criminal justice system) and custody, however work planned within other priorities will additionally contribute towards these outcome areas.

The custody rate in West Mercia is low and has been reducing consistently since the establishment of the service in October 2012. Currently the custody rate is at 0.22 custodial sentences per 1,000 youth population, 24 actual custodial sentences during 2016, In 2012 there were 46 custodial sentences. Although the rate of custodial sentences is low the National Standards audit on bail and remand conducted in the last quarter of 2016/17 identified the need for improvements to ensure that the service is fully compliant to those standards. In the main this will involve the development of new remand management strategy and practice guidance for the service.

Staff will be involved in the process of informing a new resettlement framework to be completed during 2018/19. During 17/18 a register of local pathways to services for each area will be developed which will not only support the future resettlement framework but will also aid exit planning for young people ending orders and for sign posting purposes for young people receiving informal pre-court disposals.

The service implemented the use of a re-offending tracking tool during 2016/17, this has shown that very few young people are re-offending whilst subject to WMYJS interventions. It is planned to undertake further analysis of the re-offending cohort during 2017/18, and this will form another one of the Management Board's thematic deep dives which will inform further action planning for the board, or individual board members.

There are inconsistencies in the application of the service's management of risk process (MOR) across the service, and the MOR policy requires updating due to the implementation of AssetPlus. A new MOR policy and processes will be developed and implemented during 2017/18.

Although a transition protocol is in place with the National Probation Service, it pre-dates the most recent national protocol. The protocol will be reviewed to ensure that it reflects the most recent national protocol and provide for better transition planning where cases are transferred. The implementation of the use of the Y2A portal for information exchange at transition will be further explored.

Priority: WMYJS Interventions are of a consistently good quality

A revised quality assurance framework and tools for assessment and planning have been implemented following the move to the AssetPlus assessment and planning framework. AssetPlus is still being embedded into practice and it is recognised that further staff development and revisions to the performance and quality framework will be required throughout 2017/18 to achieve this. The service will be investigating the feasibility of developing a balanced scorecard approach to identifying and reporting on locally defined performance measures. The effectiveness of the tracking tools, developed during 2016 will be evaluated, in particular the ETE tracking tool.

Further development of the Attendance Centre curriculum is planned and the service will be establishing ways of recognising young people's achievements including, where appropriate, accreditation.

The mentoring scheme run within the service will be developed to include assisting young people in developing links in their own community. The service is currently working with Worcester University to develop learning mentoring to assist young people improving their basic skills using students at the University as learning mentors.

It is planned to review the reparation offer to ensure that activities are more outcome based and placements are individualised to meet the needs of the young person.

Priority: We have systems in place to understand young people's journey through our services.

The Management Board have agreed a number of deep dive analyses to inform further action planning for the service, the board, or individual board members. The first of these on education, training and employment was held in March 2017. A further deep dive on mental health is due in quarter 2 of 17/18. Both FTEs and re-offending are also on the schedule of deep dive themes.

The Management Board had a focus on looked after children, and during 15/16 had a looked after children reference group. Work of the group included developing a multi-agency protocol to reduce to offending by and the criminalisation of looked after children which was agreed at the beginning of 2017. It is agreed that further focus on looked after children who are in the youth justice system is required and the looked after children reference group will be re-established in 17/18.

It is planned to implement a schedule of case audits in involve Management Board members to enhance the oversight of practice by the Management Board.

Priority: The voice of service users directly impacts on service delivery

The service has had an active service user engagement group, who developed the services comments, compliments and complaints process and designed the service feedback forms. There is, however, inconsistency between the teams in collecting service user feedback, and the service need to better use the information collected to inform service development and planning. The group will continue throughout 2017/18 to further develop the service's approach to service user engagement, including assessing the feasibility of using ViewPoint as tool for collecting feedback.

It is additionally planned to improve the service's processes for collecting the views of victims.

Priority: Team morale is good, staff feel enabled and have the tools required to do their job effectively.

2016/17 was a year of significant change in service, with the implementation of a new case management system the implementation of the AssetPlus assessment and planning framework and the transfer of the service to the Office of the PCC. Perhaps most significant was a service restructure which resulted in staff being appointed into new jobs, with new job descriptions, new salary grades and revised terms and conditions. It is recognised that the changes have negatively affected morale within the service. It is planned to undertake a staff survey to establish from staff how they feel and establish actions to improve morale and ensure staff are communicated with and better involved.

A new post of Senior Practitioner was established in the new structure, part of the role of this post is service wide quality assurance and staff development. The management team will be working with the senior practitioners to better define and implement their cross service functions.

A key aspect of staff having the tools required to do their job effectively is learning and development. The service will be developing a new learning and development framework based on the 70:20:10 principles, and develop the learning plan for 17/18. This will be informed by a staff survey. A new communication strategy will also be put in place.

There are a number of protocols and working guidance which require reviewing and revising including protocols with mental health services and children services. The roles of certain specialist workers within the service will also be reviewed.

The arrangements for the delivery of the AIM2 assessment and intervention programmes for young people who are demonstrating harmful sexual behaviour will also be reviewed during 2017/18.

Priority: The Management Board and operational staff are working together with clear collective responsibility for improving outcomes for young people

The majority of the work planned under this priority has been undertaken prior to 1st April 2017, including agreeing a working agreement between the management board and management team, appointing lead board members and management team members for each of the priorities and agreeing a method of communicating key board decisions to staff.

During 2017/18 management board members will be visiting each of the teams to improve communication between the board and staff in the service.

3.2 Safeguarding

Safeguarding remains a key area of focus for the service. WMYJS has a key role in safeguarding young people, in terms of assessing and reducing the risk of harm to young people either from their own behaviour or the actions of others and reducing the risk of harm they may pose to others.

During 2016/17 the service undertook critical learning reviews (CLRs) as part of the YJB safeguarding and public protection reviewing process. Learning from these review has informed action planning and been shared with the LSCBs. WMYJS will continue to undertake CLRs, even though these are not now mandatory. During 2017/18 the service will review the arrangements for the provision of specialist interventions for young people demonstrating harmful sexual behaviour. Directly related to safeguarding, the delivery plan for 2017/18 also includes a review of the management of risk arrangements and the development of a strategy on domestic abuse, in particular peer domestic abuse and young person to parent abuse. The management board have commissioned a deep dive on mental health and the service will be working with the national youth justice SEND (special education needs and disabilities) project.

3.3 Risks to the Future Delivery against the National Outcome Measures

The current performance against the national outcome measures are contained in section 2.6 of this plan. As the section notes although the FTE rate is higher than the national rate, the most recent performance is an improvement on the previous year. There are however differential rates between the four LA areas and the reasons for these differences are not fully understood. The rate of custodial sentences remains low, at 0.22 per 1,000 population, but as noted in the commentary on the priorities our key area of risk in relation to custody is with custodial remands, and this is an area that will be focussed on during 2017/18. Re-offending performance is volatile and rises and falls within a range of 30% to 35%. As part of the learning and development plan it is intended to provide training on desistance for practitioners. The review and revision of the management of risk arrangements will also consider the management of the likelihood of re-offending.

Outcome Measure	Performance Indicator	Risk	Key Mitigating Actions	Other Relevant Delivery Plan Actions
First Time Entrants	The number of first time entrants to the youth justice system per 100,000 youth population	Lack of understanding of the drivers behind differing rates could mean that improvement actions focus on wrong factors	Comprehensive analysis of FTE cohort	1.1
		Inconsistencies in out of court decision making contributing to differential rates of FTEs across the area	Review and revise the OoCD joint decision making arrangements	1.2, 1.3, 1.5 and 2.3
Custody	The number of custodial sentences per 1,000 youth population	Absence of a remand management strategy may lead to an increase in young people being remanded	Development of a remand management strategy	2.2
Re-Offending	(i) The average number of re-offences per re-offender (ii) The proportion of offenders (%) re-offending within 12 months	Management of risk policy out of date and inconsistently applied	Revision of the Management of Risk policy and guidance	2.1
		Poor quality assessments, plans and delivery against local/national standards	Continued work on embedding AssetPlus. Developing a balanced scorecard approach to performance reporting	3.1 and 6.2
		Interventions are not focussed on the most significant factors or are not delivered with integrity	Review and development key intervention delivery arrangements including AIM2, reparation, mentoring, AC curriculum and use of ETE trackers	2.3, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 4.2, 5.1, 6.9 and 7.1
		Staff do not have an understanding of desistance theory	Ensure that desistance theory is incorporated in the 2017/18 training plan	6.2, 6.5 and 6.4
		Lack of understanding of the characteristics of the re-offending cohort	Deep dive analysis	

3.4 Delivery Plan

Ref	Action	Owner	Timescale (by end of quarter)
Priority: Reducing First Time Entrants to the Youth Justice System			
1.1	Undertake a comprehensive analysis of FTEs to identify characteristics of the cohort, and the development of a tracking tool to identify young peoples journey into the youth justice system	TM – T	2
1.2	Evaluate the Shropshire Youth Bureau pilot	TM – T	2
1.3	Review Joint OoCD decision making arrangements, taking into account Youth Bureau evaluation and decision making processes for LAC and develop a joint decision protocol with West Mercia Police to include putting in place an audit and scrutiny process in respect of OoCD decision making	TM – T	3
1.4	Developing Standardised recording of CRs	TM – T	3
1.5	Review assessment arrangements for OoCD	TM – T	3
Priority: Reduce custody and young people entering the adult criminal justice system			
2.1	Review and revise management of risk policy, procedure and guidance including considering how other agencies (where involved) can be better engaged in the process.	TM – S	3
2.2	Development of Remand Management Strategy	TM – H	3
2.3	Development of registers of services and pathways in each area for step down (exit strategies) and referral for support of community resolutions/simple cautions.	Team Managers	4
2.4	Review and revise transition arrangements and protocol with NPS	HoS	3
2.5	Development of Service Resettlement Framework		Deferred 17/18
Priority: Youth justice service interventions are of a consistently high quality			
3.1	Development of a balanced scorecard for in service performance reporting.	HoS/TM- S	3
3.2	Develop QA process for stand down and progress reports	TM – H	3
3.3	Review use and effectiveness of the ETE tracking tool.	TM – W	3
3.4	Establish ways of recognising young people's achievements within intervention including exploring the possibility of accreditation	VDO	3
3.5	Developing the mentoring offer to include assisting young people developing links in their community	VDO	3

Ref	Action	Owner	Timescale (by end of quarter)
Priority: Youth justice service interventions are of a consistently high quality			
3.6	Review of the reparation offer to ensure restorative activities are outcome based and activities are individualised and age related.	TM – T	3
3.7	Development of the AC curriculum to ensure compliance with the operating model	TM – T	3
3.8	Investigate with the University piloting a learning mentoring scheme using students.	VDO	4
Priority: We have systems in place to understand young people's journey through our services and to evaluate impact and Effectiveness			
4.1	Arrange schedule and format for joint management team and management board member case audits	TM – S	4
4.2	Review YJS SM provision , including the arrangements to input to NDTMS	TM – S	3
4.3	Re-establish a LAC reference group	TM – W	2
Priority: The voice of service users directly impacts on service delivery			
5.1	Develop the current feedback process to ensure the information is used to inform practice development	TM – W/SP	4
5.2	Develop and implement strategy for service's use of ViewPoint	TM – W/SP	3
5.3	Develop a process of receiving feedback from victims which is used to inform service	TM – T/SP	2
Priority: Team morale is good, staff feel enabled and supported and have the tools required to do their job effectively			
6.1	Conduct staff survey	HoS	2
6.2	Developing and defining the role of senior practitioners in undertaking learning reviews and cross service auditing	HoS	2
6.3	Development of service communication plan	HoS	3
6.4	Arrange a staff conference	HoS	2
6.5	Development of Learning and Development framework and a training plan which is informed by audit/survey of training needs and learning and development needs identified in annual appraisals	TM – S	3
6.6	Review arrangements for covering weekend and public holiday courts.	TM – H	2
6.7	Developing a policy to ensure that parents/carers and fully involved in compliance and engagement arrangements	TM – T	2
6.8	Put in place process to ensure that parental and young people's assessments are initiated in court	TM – H	3
6.9	Review AIM2 arrangements	TM – W/SP	3
6.10	Review role of the police officers	TM – H	2
6.11	Review information sharing arrangements with ChSC and ensure joint planning	Team Managers	4

Ref	Action	Owner	Timescale (by end of quarter)
Priority: Team morale is good, staff feel enabled and supported and have the tools required to do their job effectively			
6.12	Redefine role of CAMHS secondees and amend protocols with CAMHS	HoS	4
6.13	Define minimum standards with respect to re-allocating cases	TM – H	4
6.14	Development of a service domestic abuse strategy	VDO	3
6.15	Review and revise young people moving between areas guidance	TM – T	2
Priority: The management board and operational staff are working together with clear collective responsibility for improving outcomes for young people			
7.1	Schedule of management board visits to teams	ChMB	2

Key to owners:

TM – H Team Manager, Herefordshire
 TM – S Team Manager, Shropshire
 TM – T Team Manager, Telford and Wrekin
 TM – W Team Manager, Worcestershire
 VDO Volunteer Development Officer
 HoS Head of Service
 SP Delegated Senior Practitioner
 ChMB Chair of the Management Board

Appendix 1

West Mercia Youth Justice Service Resources 2017/18

Income

The Youth Offending Service has a complex budget structure comprising of partner agency cash, seconded staff and in kind contributions and the Youth Justice (YOT) Grant from the Youth Justice Board for England and Wales. The table below outlines the agreed contributions for 2017/18.

Agency	Staffing costs Secondees (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local Authorities ¹			1,212,499	1,212,499
Police Service	237,892		63,000	300,892
National Probation Service	126,066		15,000	141,066
Health Service	129,860		36,894	166,754
Police and Crime Commissioner			180,293	180,293
YJB Youth Justice (YOT) Grant			1,195,802	1,195,802
Total	493,818		2,703,488	3,197,306

The grant to run the Attendance Centres, £50,519, is included in the total for the YJB Youth Justice Grant in the table above

¹ 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.

The YJB Youth Justice (YOT) Grant

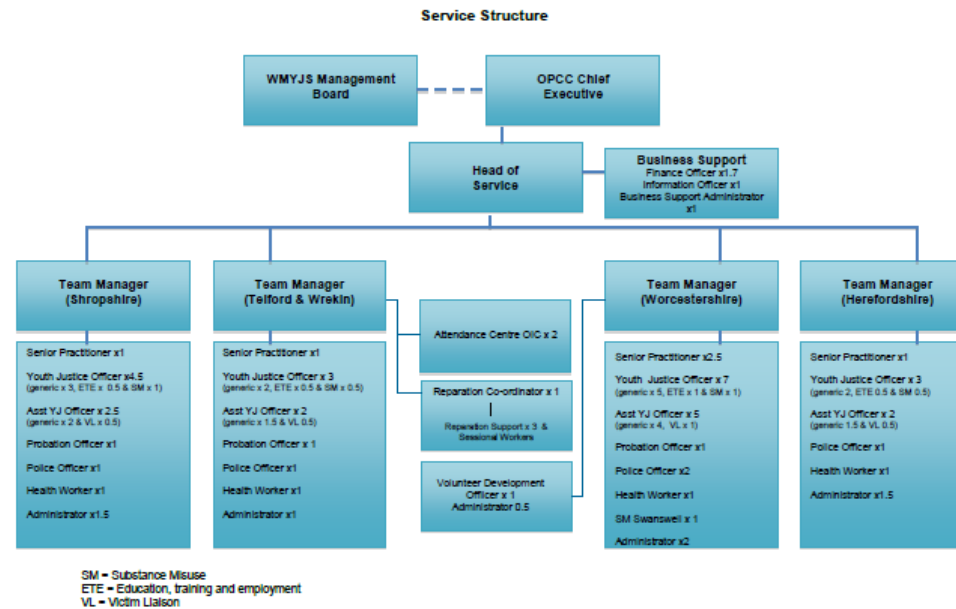
The YJB Youth Justice (YOT) Grant is provided for the provision of youth justice services with an aim of achieving the following outcomes; reducing re-offending, reducing first time entrants, reducing the use of custody, effective public protection and effective safeguarding. The grant will form part of the overall pooled partnership budget for WMYJS, which is used to deliver and support youth justice services across West Mercia. The outline draft budget for 2017/18 is provided below; the expenditure against the Youth Justice Grant is included in this budget.

Category	Budget (£)
Employee Costs	2,044,495
Other Employee Costs	1,878
Training	30,000
Premises	169,322
Supplies and Services	61,103
ICT	111,374
Third Party Payments	161,191
Transport	124,125

Appendix 2

West Mercia Youth Justice Service Structure and Staffing Information

The West Mercia Youth Justice Service comprises four multi-agency service delivery teams, aligned to the Local Authority areas to deliver the majority of services. The reparation service and volunteer services are co-ordinated centrally across the whole service, as are the finance and data and information functions.



WMYJS is compliant with the minimum staffing requirements outlined in the Crime and Disorder Act 1998, as can be seen from the structural diagram above. There are four HCPC registered Social Workers within the staffing group.

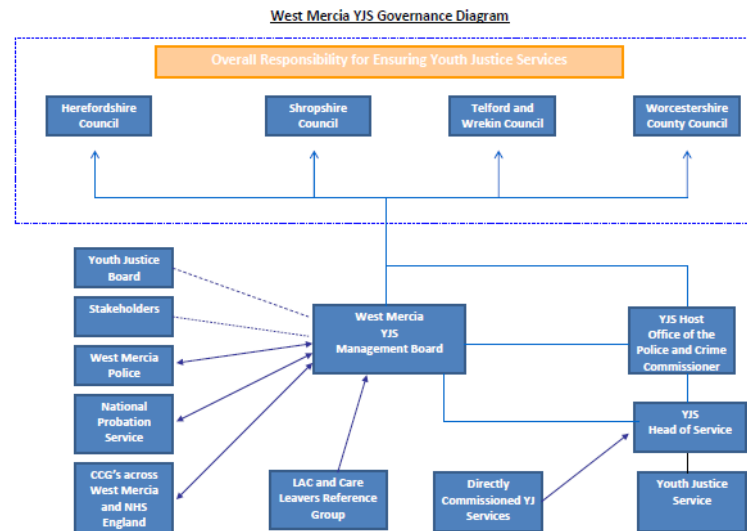
Appendix 3

West Mercia Youth Justice Service Governance and Partnership Information

Governance

WMYJS is managed on behalf of the Local Authorities and the WMYJS partnership by the Office for the West Mercia Police and Crime Commissioner (OPCC). Day to day management of the Head of Service is provided by jointly the Chief Executive of the OPCC and the Chair of the Management Board (DCS Shropshire). The Youth Justice Service is accountable to the WMYJS Management Board and the Management Board is accountable to each of the Local Authorities for the commissioning and delivery of youth justice services.

The partnership Youth Justice Plan is approved by the Management Board and by each of the four top tier Councils. The diagram below outlines the governance arrangements of West Mercia Youth Justice Service.



The Youth Justice Service Management Board is currently chaired by the Director of Children Services for Shropshire Council. The Membership of the Board at 1st April 2017 is outlined in the table below:

Agency	Representative	Role
Worcestershire County Council	Jake Shaw	Assistant Director
Shropshire Council	Karen Bradshaw	Director of Children Services
Telford and Wrekin Council	Clive Jones	Director of Children, Family and Adult Services
Herefordshire Council	Chris Baird	Director of Children's Wellbeing
National Probation Service	Tom Currie	Head of West Mercia
West Mercia Police	Debra Tedds	Assistant Chief Constable
West Mercia Clinical Commissioning Groups	Helen Bayley	Lead Nurse for Integrated Clinical Care and Safety, Shropshire CCG
Office for the West Mercia Police and Crime Commissioner	Andy Champness	Chief Executive

The Management Board meets every two months and monitors the performance and quality of the service through regular reporting. Where necessary the Management Board will monitor compliance with the YJB Grant conditions through exception reports. There is an agreed process of reporting community safeguarding and public protection incident reviews into the Management Board and the Board monitors the progress of critical learning review action plans as a standard agenda item.

The Management Board has a schedule of thematic deep dives, the purpose of which is to identify any issues, in particular with regards to provision of services and multi-agency working, and agree actions for the Management Board or individual board members in order to improve services for young people in the youth justice system.

The Management Board ensures 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.

Partnerships

The Youth Justice 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.

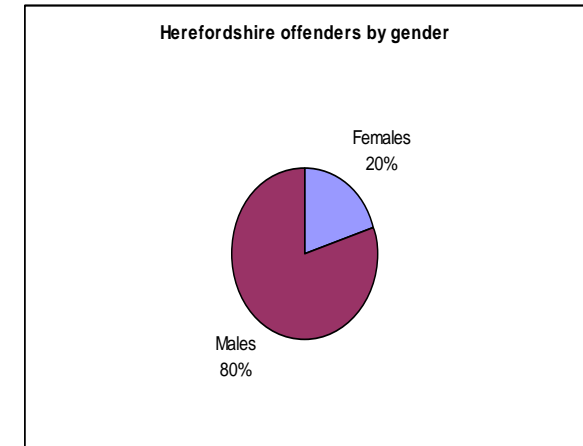
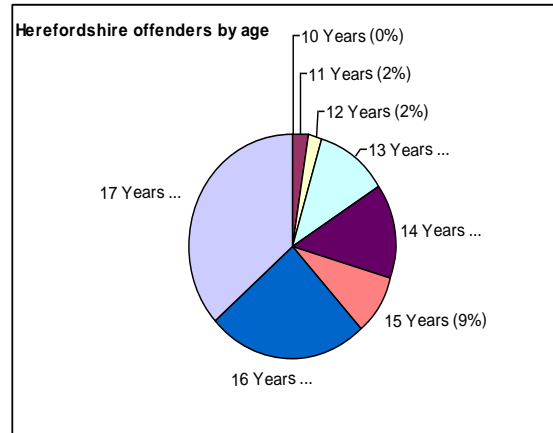
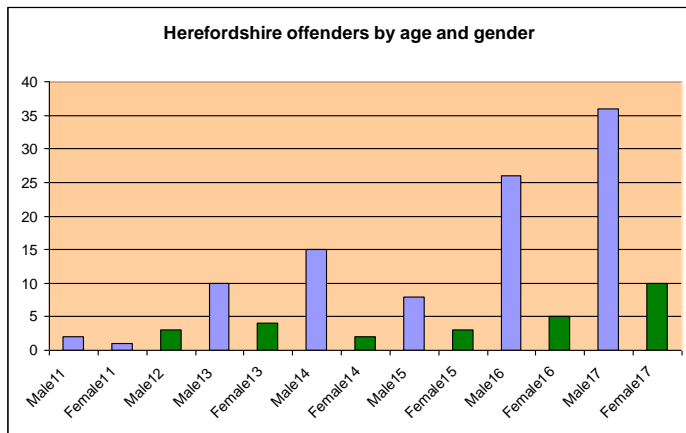
WMYJS is a member of the four Safeguarding Children Boards and several of the board's sub groups and the Children's Trusts or equivalent partnerships. WMYJS is represented on the Crime and Disorder reduction partnerships at the unitary or top tier authority level. WMYJS is an active member of the West Mercia Criminal Justice Board, the West Mercia Reducing Offending Board, the West Mercia Victim and Witness Board and the MAPPA Strategic Management Board.

WMYJS is represented on the Channel Panels across West Mercia established as part of the Prevent strategy. WMYJS staff have undertaken WRAP training in most areas. Further work is required to ensure that the WMYJS is able to respond in delivering appropriate programmes of intervention to young people who are at risk of extremism.

APPENDIX 4 - AREA PROFILE – HEREFORDSHIRE

Youth Offending Population – all Young People

There are 16,101 young people aged 10 to 17 in Herefordshire. In 2016/17 there were 179 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Herefordshire young people. A total of 125 individual young people accounted for these 179 outcomes, 0.78% of the youth population.

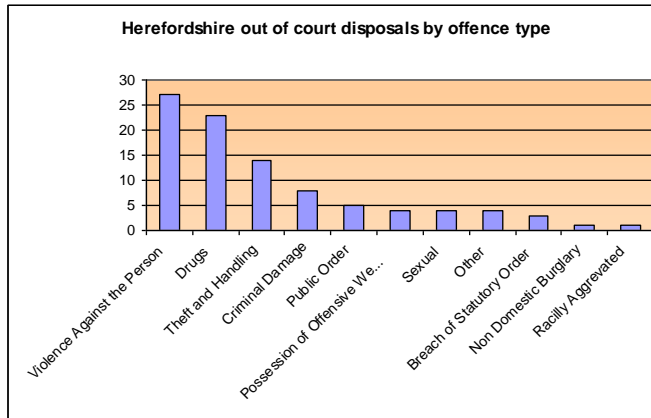


Of the 125 young people entering or in the youth justice system in 2016/17, 80% were male. The majority, 70%, were aged 15 to 17 years. The peak age of offending for both young males and young females was 17 years.

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

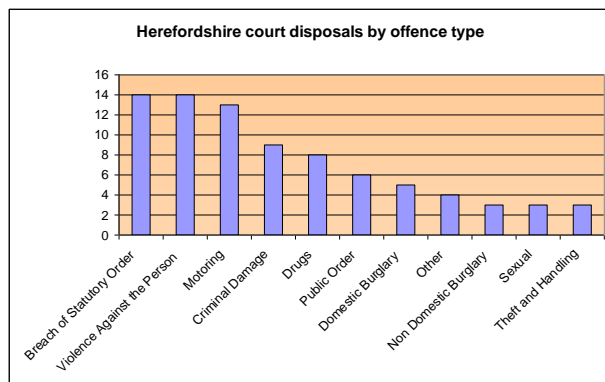
During 2016/17 there were a total of 95 pre-court disposals made on 76 Herefordshire young people, 83 of these were Youth Cautions and 12 Youth Conditional Cautions. WMYJS is required to assess all young people made subject to second or subsequent Youth Cautions and all Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in

2016/17 intervention programmes were provided for 26 pre-court disposals.



The most frequently occurring primary offences for out of court disposals were violence against the person, 28% drug offences, 24% followed by theft and handling, 15% and criminal damage, 8%.

Youth Offending Population – Young People Subject to Court Outcomes



In 2016/17 a total of 49 Herefordshire young people accounted for 84 court outcomes. Orders requiring WMYJS interventions (Referral Orders, YROs and Custodial sentences) accounted for 53 of the 85 court outcomes.

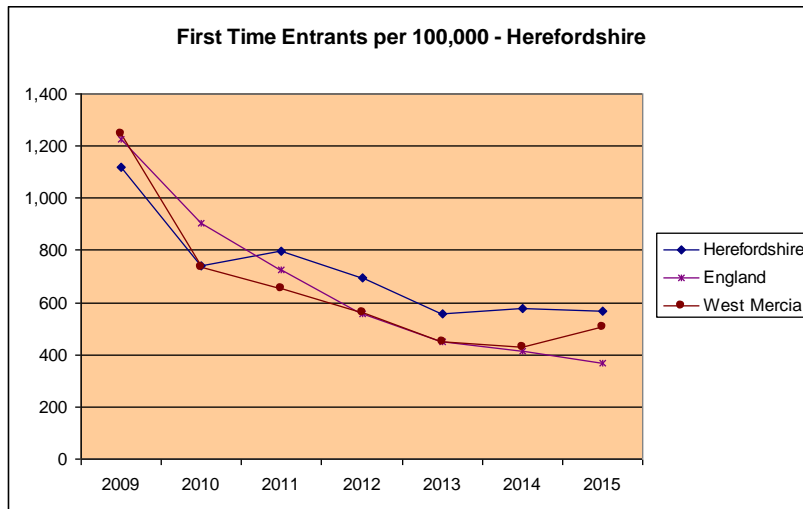
The majority, 83% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for 40% of young people receiving a court sentence.

The most frequently occurring primary offence for court sentences was violence against the person, accounting for 17% of all offences. Motoring offences were the next frequently occurring offence, 15%, followed by criminal damage, 11% and drugs 10%. 17% of court outcomes were in respect of breach of a statutory order.

Performance against the 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 (Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In the year October 15 to September 16 there were 486 first time entrants per 100,000 youth population in Herefordshire, representing a reduction of 35% since 2012. This compares with a reduction for England of 41% and for West Mercia of 30% over the same period. The actual number of first time entrants in year ending September 2016 is 79, compared to 131 in the year ending September 2012. The rate of 486 is an improvement in performance on the previous year when the rate was 596.

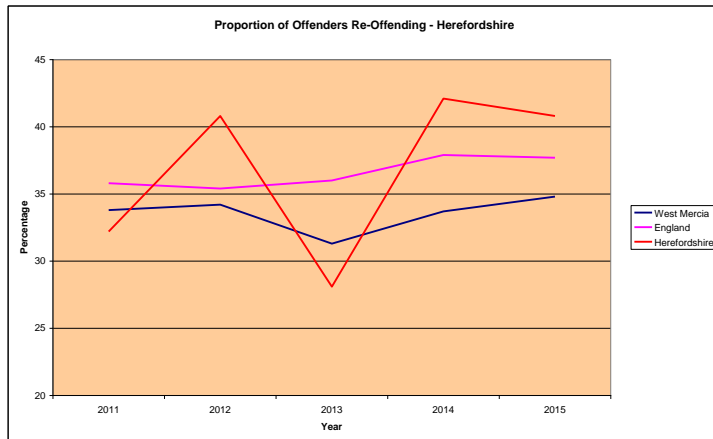
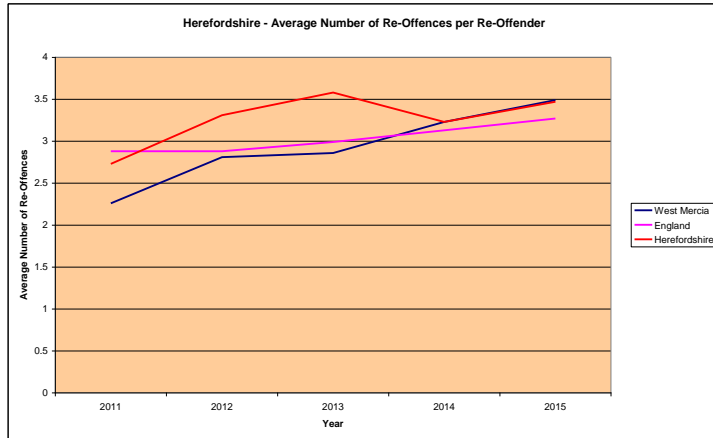
At 486 Herefordshire has the second highest rate of FTEs across West Mercia, the range in rates across the West Mercia authorities is 303 to 515. Some analysis into reasons for the high rate in Herefordshire was undertaken in 14/15, and it found that in part it is due to a higher detection rate and a lower proportional use of informal disposals. Further analysis is planned for 17/18.

(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 3 custodial sentences during 2016, equating to a rate of 0.19 custodial sentences per 1000 youth population this represents a reduction in custodial sentences from 2015/16 where there were 4 custodial sentences equating to a rate of 0.25. The 2016 rate of 0.19% compares to a West Mercia rate of 0.22 and a national rate of 0.37.

(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 re-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 2014/15. This is the year where the cohort is identified, they are then followed for re-offending for a 12 month period, hence to March 2016.

The frequency measure performance for Herefordshire for 2014/15 is 3.47, compared to the West Mercia performance of 3.49 and national performance of 3.27. Herefordshire is, therefore, performing less well than for England but slightly better than for West Mercia as a whole. Although the performance has slightly deteriorated from 13/14 when it was 3.23, it is better than for 12/13 where it was 3.53.

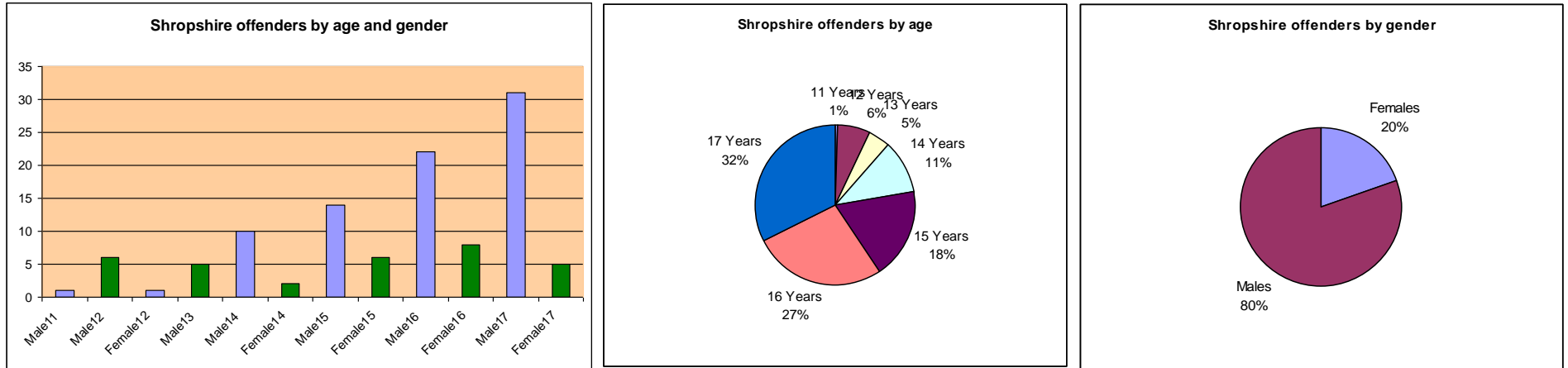
For 2014/15 the binary measure for Herefordshire is 40.8 compared with a West Mercia performance of 34.8% and a national performance of 37.7%. For 2014/15, therefore, there were a greater proportion of the cohort re-offending than for West Mercia, but they were, on average, re-offending with less frequency. The 2014/15 performance of 40.8% represents an improvement on the performance for the previous year when it was 42.1%. It should also be noted, that the overall cohort sizes are decreasing year on year. In 2011/12 there were 255 offenders in the cohort and 344 re-offences and compared to a cohort size of 157 and 222 re-offences in 2014/15.

In 2015/16 WMYJS implemented a re-offending tracker tool, which provides re-offending information in real time allowing for review of the interventions at the earliest point where re-offending occurs.

APPENDIX 5 - AREA PROFILE – SHROPSHIRE

Youth Offending Population – all Young People

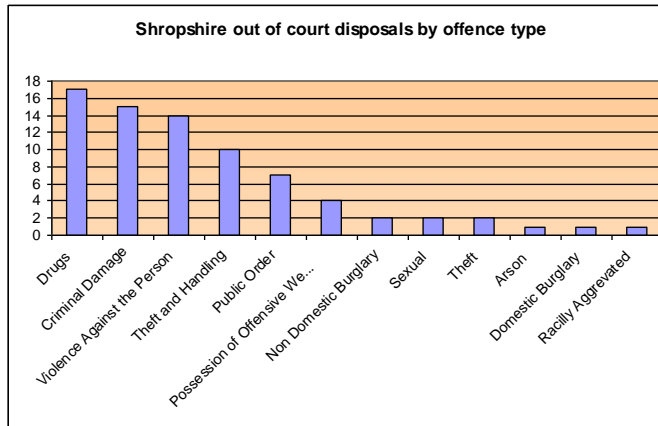
There are 27,663 young people aged 10 to 17 in Shropshire. In 2016/17 there were 146 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Shropshire young people. A total of 111 individual young people accounted for these 146 outcomes, 0.40% of the youth population.



Of the 111 young people entering or in the youth justice system in 2016/17, 80% were male. The majority, 77%, were aged 15 to 17 years. The peak age of offending for young males was 17 years and young females 16 years.

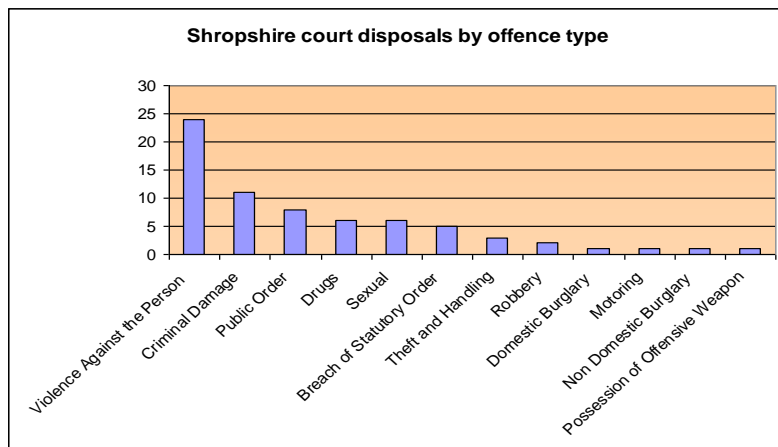
Youth Offending Population – Young People Subject to Out of Court Disposals

During 2016/17 there were a total of 76 pre-court disposals made on Shropshire young people, 70 Youth Cautions and 6 Youth Conditional Cautions. The youth justice service is required to assess all young people made subject to second or subsequent Youth Caution and all Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2016/17 intervention programmes were provided for 34 pre-court disposals.



The most frequently occurring primary offences for out of court disposals were drug offences, 22%, followed by criminal damage, 20%, violence against a person, 18%, and theft and handling 13%.

Youth Offending Population – Young People Subject to Court Outcomes



In 2016/17 a total of 48 Shropshire young people accounted for 70 court outcomes. Orders requiring WMYJS interventions (Referral Orders, YROs and Custodial sentences) accounted for 59 of the 70 court outcomes.

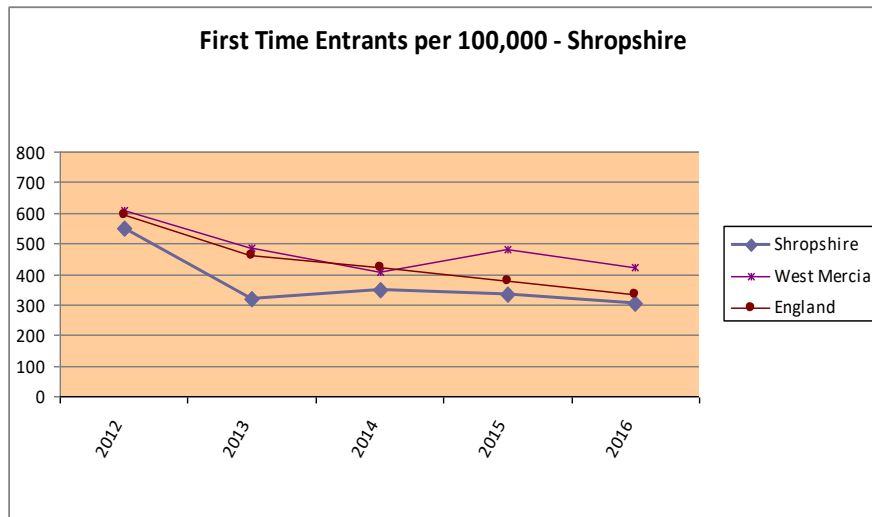
The majority, 91% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for 50% of young people receiving a court sentence.

The most frequently occurring offence for court sentences was violence against the person, accounting for 34% of all outcomes. Criminal damage was the next frequently occurring offence, 16%, followed by public order 11%, and drug offences and sexual offences, both accounting for 9%.

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 (a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate



In the year October 2015 to September 2016 there were 303 first time entrants per 100,000 youth population in Shropshire, representing a reduction of 45% since 2012. This compares with a reduction for England of 41% and for West Mercia of 30% over the same period. The actual number of first time entrants in the year ending September 2016 is 85, compared to 166 in 2012.

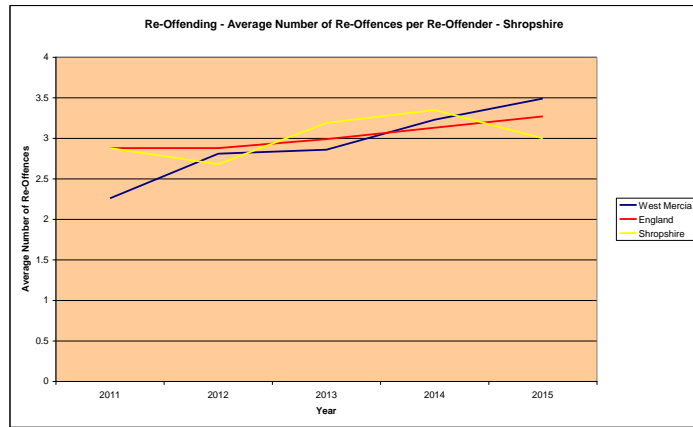
At 303 Shropshire has the lowest rate of FTEs across West Mercia, the next lowest rate being 432 and the highest 515. The Shropshire rate is lower than the national rate, 344 and significantly lower than West Mercia, 422. The September 2016 rate of 303 represents an improvement on performance from the previous year when the rate was at 332. A bureau approach to joint decision making for out of court disposal has been piloted in Shropshire throughout 16/17. This is due to be evaluated in 17/18.

(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.

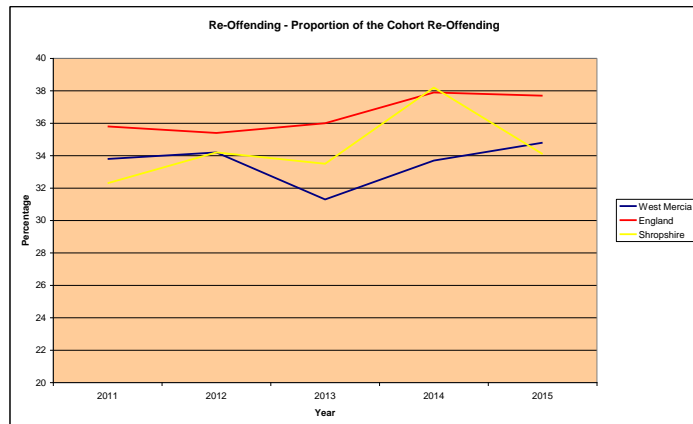
There were 8 custodial sentences during 2016, equating to a rate of 0.29 custodial sentences per 1000 youth population this represents an increase in custodial sentences from 2015/16 where there were 3 custodial sentences equating to a rate of 0.11. The 2016 rate of 0.29% compares to a West Mercia rate of 0.22 and a national rate of 0.37.

(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 who re-offends 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 cohort identified in 2014/15.

The frequency measure performance for Shropshire for 2014/15 is 3.0, compared to the West Mercia performance of 3.49 and national performance of 3.27. Shropshire is, therefore, performing better than for West Mercia and for England and the 14/15 performance represents an improvement on the previous year when it was at 3.35.



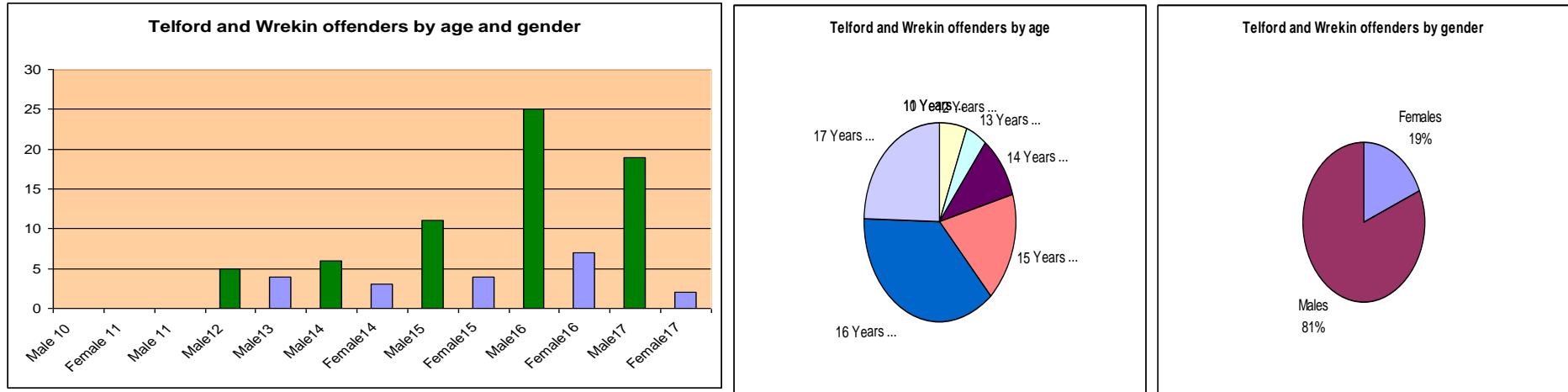
For 2014/15 the binary measure for Shropshire is 34.1% which is in line with the West Mercia performance of 34.8% and better than the national performance of 37.7%. It should also be noted that the overall cohort sizes are decreasing year on year, in 2011/12 there were 304 offenders in the cohort and 279 re-offences compared to a cohort size of 179 with 183 re-offences in 2015/16. The number of actual re-offences has therefore decreased by 34% between 2011/12 and 2014/15.

In 2015/16 WMYJS implemented a re-offending tracker tool, which provides re-offending information in real time allowing for review of the interventions at the earliest point where re-offending occurs.

APPENDIX 6 - AREA PROFILE – TELFORD AND WREKIN

Youth Offending Population – all Young People

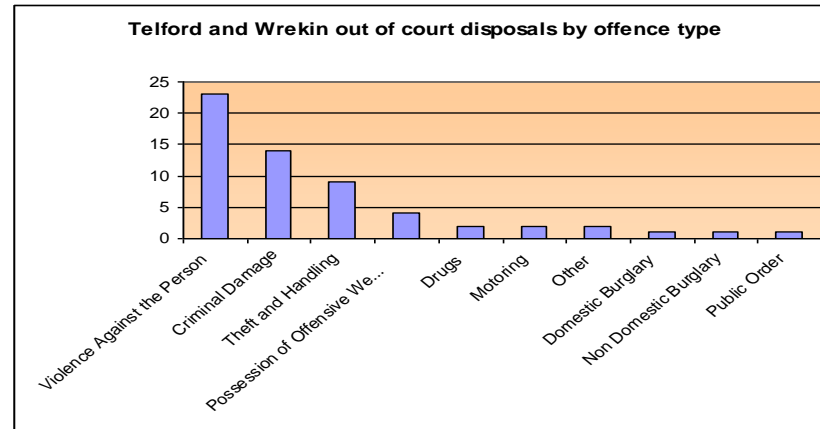
There are 16,444 young people aged 10 to 17 in Telford and Wrekin. In 2016/17 there were 139 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Telford and Wrekin young people. A total of 86 individual young people accounted for these 139 outcomes, 0.52% of the youth population.



Of the 86 young people entering or in the youth justice system in 2016/17, 81% were male. The majority, 79%, were aged 15 to 17 years. The peak age of offending for both young males and young females was 16 years.

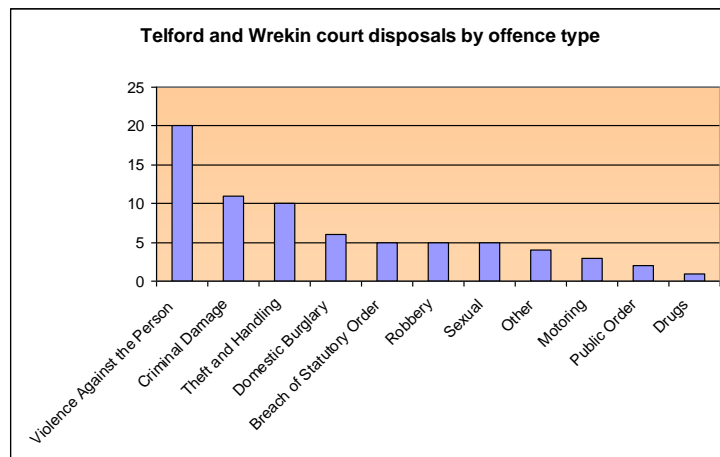
Youth Offending Population – Young People Subject to Out of Court Disposals

During 2016/17 there were a total of 67 pre-court disposals made on Telford and Wrekin young people, 57 of these were Youth Cautions and 4 Youth Conditional Cautions. WMYJS is required to assess all young people made subject to second or subsequent Youth Cautions and all Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2016/17 intervention programmes were provided for 33 pre-court disposals.



The most frequently occurring primary offence for out of court disposals was violence against the person, 38%, followed by criminal damage, 23%, theft and handling, 15%, and possession of an offensive weapon 7%.

Youth Offending Population – Young People Subject to Court Outcomes



In 2016/17 a total of 44 Telford and Wrekin young people accounted for 72 court outcomes. Orders requiring WMYJS interventions (Referral Orders, YROs and Custodial sentences) accounted for 49 of the 72 court outcomes.

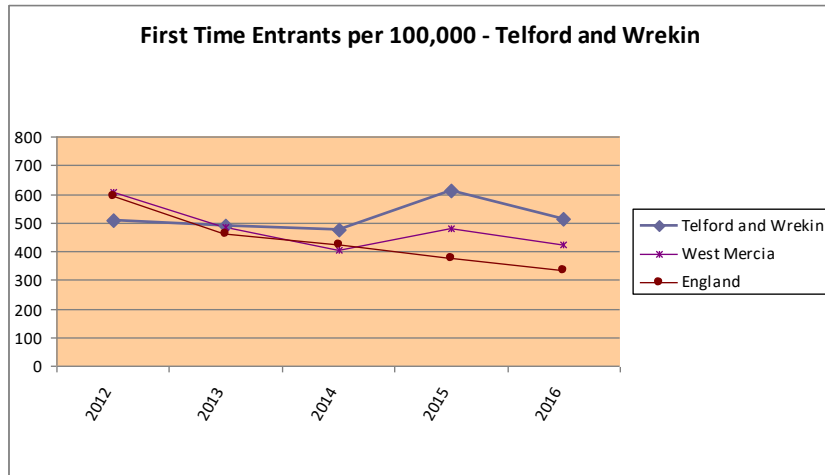
The majority, 89% of young people receiving court sentences were aged 15 to 17, with 16 and 17 year olds accounting for 78% of court outcomes.

The most frequently occurring offence for court sentences was violence against the person, accounting for 25% of all outcomes. Sexual offences were the next most frequently occurring offences, 15%, followed by breach of a statutory order, 13% and motoring offences 11%. These four categories of offences accounted for 64% 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 (a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In the year October 2015 to September 2016 there were 515 first time entrants per 100,000 youth population in Telford and Wrekin. There is very little change in the rate since 2012 where it was at 509, however the rate did fall between 2012 and 2014 when it was 475. The actual number of first time entrants in the year ending September 2016 is 85, compared to 90 in 2012.

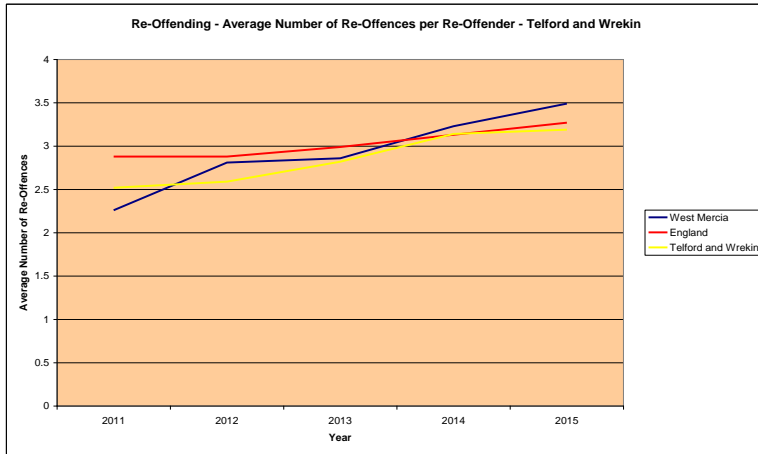
At 515 Telford and Wrekin has the highest rate of FTEs across West Mercia, the range of rates across West Mercia being 303 to 515. The rate in Telford and Wrekin has decreased from the previous year when it was significantly higher at 613. The number of FTEs has reduced from 103 to 85 between the two years, a decrease of 17%. Further analysis is planned to establish the drivers for the differential rates across West Mercia.

(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.

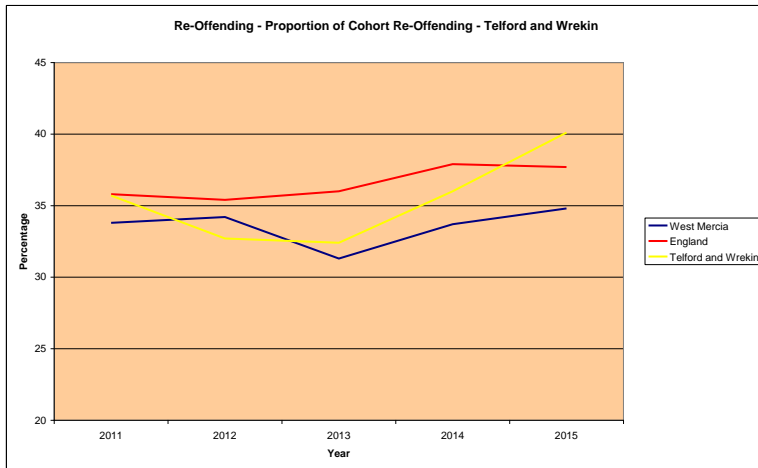
There were 2 custodial sentences during 2016, equating to a rate of 0.12 custodial sentences per 1000 youth population this represents an increase in custodial sentences from 2015/16 where there was 1 custodial sentence equating to a rate of 0.06. The 2016 rate of 0.12 compares to a West Mercia rate of 0.22 and a national rate of 0.37.

(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 who re-offends 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 cohort identified in 2104/15.

The frequency measure performance for Telford and Wrekin for 2014/15 is 3.19, compared to the West Mercia performance of 3.49 and national performance of 3.27.



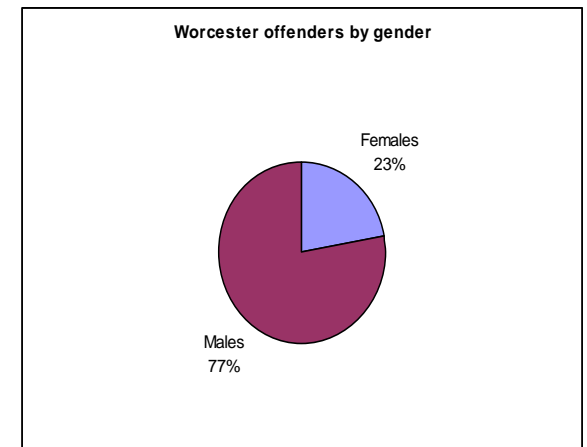
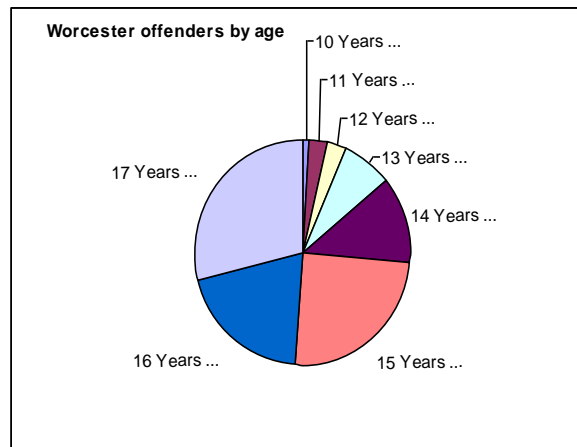
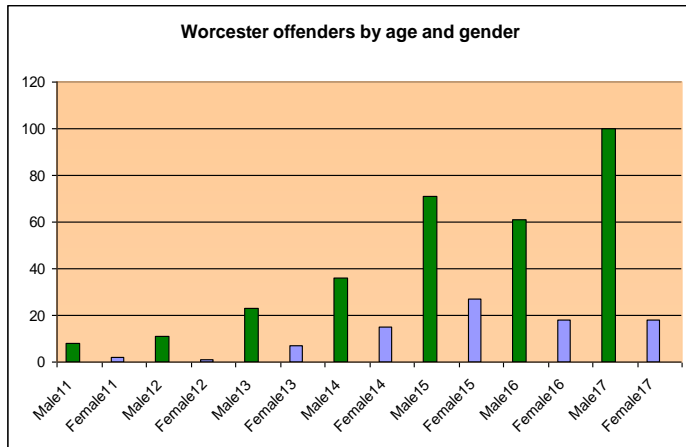
For 2014/15 the binary measure for Telford and Wrekin is 40.1% compared with a West Mercia performance of 34.8% and a national performance of 37.7%, Telford and Wrekin is therefore performing less well than West Mercia and England. The 2014/15 performance has slightly deteriorated from 2013/14 where the performance was 36%. It should be noted the overall cohort sizes are decreasing year on year. In the year 10/11 there were 266 offenders in the cohort and 239 re-offences compared to a cohort size of 142 with 182 re-offences in 2014/15. The number of actual re-offences have therefore decreased by 24% between 2010/11 and 2014/15.

In 2015/16 WMYJS implemented a re-offending tracker tool, which provides re-offending information in real time allowing for review of the interventions at the earliest point where re-offending occurs.

APPENDIX 7 - AREA PROFILE – WORCESTERSHIRE

Youth Offending Population – all Young People

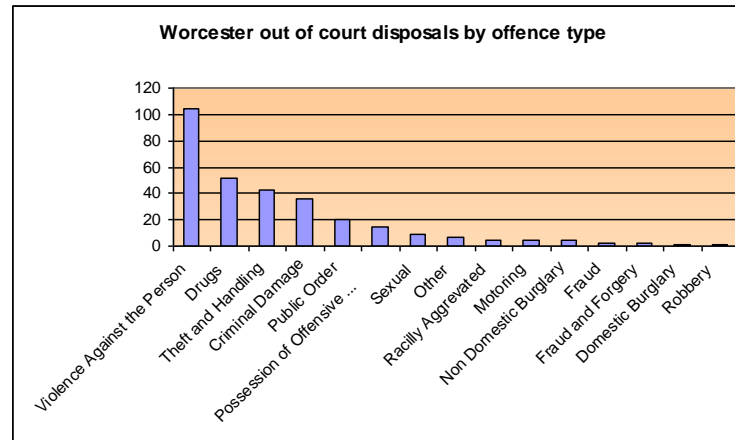
There are 50,812 young people aged 10 to 17 in Worcestershire. In 2016/17 there were 561 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Worcestershire young people. A total of 403 individual young people accounted for these 561 outcomes, 0.79% of the youth population.



Of the 403 young people entering or in the youth justice system in 2016/16, 77% were male. The majority, 73%, were aged 15 to 17 years. The peak age of offending for young males was 17 years and young females 15 years.

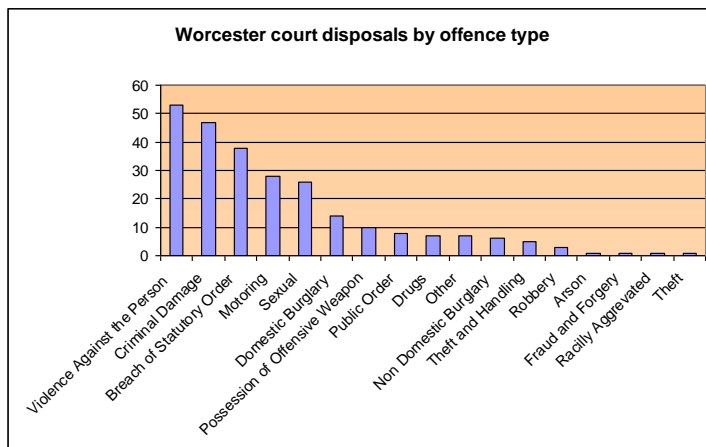
Youth Offending Population – Young People Subject to Out of Court Disposals

During 2016/17 there were a total of 305 pre-court disposals made on Worcestershire young people, 299 of these were Youth Cautions and 6 Youth Conditional Cautions. WMYJS is required to assess all young people made subject to second or subsequent Youth Cautions and all Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2016/17 intervention programmes were provided for 76 pre-court disposals.



The most frequently occurring primary offence for out of court disposals were violence against the person, 34%, followed by drug related offences, 17%, theft and handling, 14% and criminal damage 12%.

Youth Offending Population – Young People Subject to Court Outcomes



In 2016/17 a total of 135 Worcestershire young people accounted for 256 court outcomes. Orders requiring WMYJS interventions (Referral Orders, YROs and Custodial sentences) accounted for 198 of the 256 court outcomes.

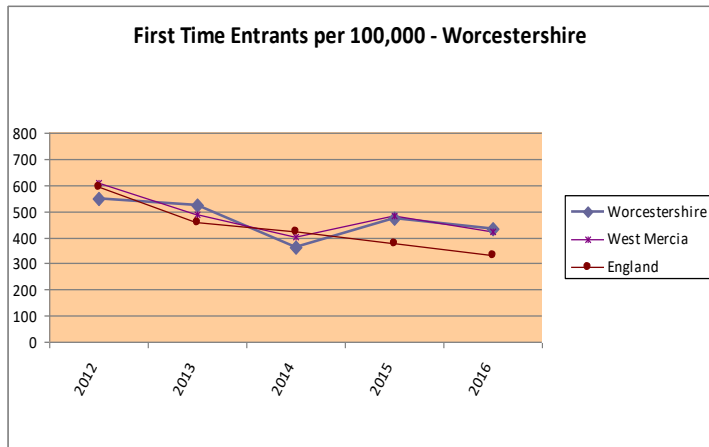
The majority, 88% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for 52% of young people receiving a court sentence.

The most frequently occurring primary offence for court sentences was violence against the person, accounting for 21% of all outcomes. Criminal damage was the next frequently occurring offence, 18%, followed by breach of a statutory order, 15% and motoring offences, 11%.

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 (a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In the year October 2015 to September 2016 there were 432 first time entrants per 100,000 youth population in Worcestershire, representing a reduction of 21% since 2012. This compares with a reduction for England of 41% and for West Mercia of 30% over the same period. The actual number of first time entrants in the year ending September 2016 is 220, compared to 299 in 2012.

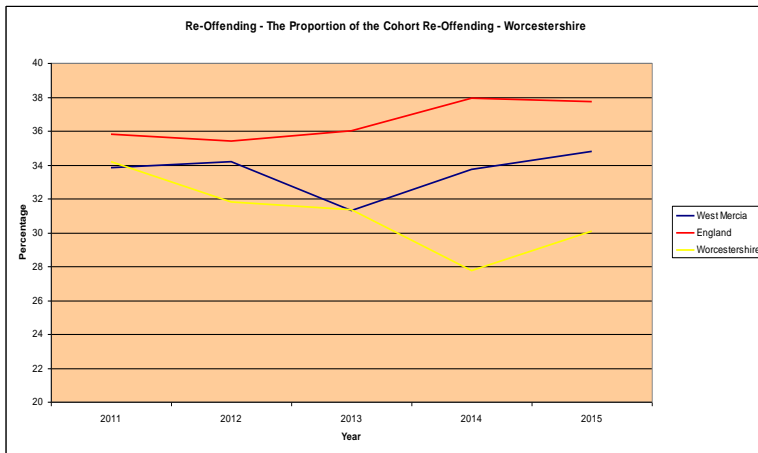
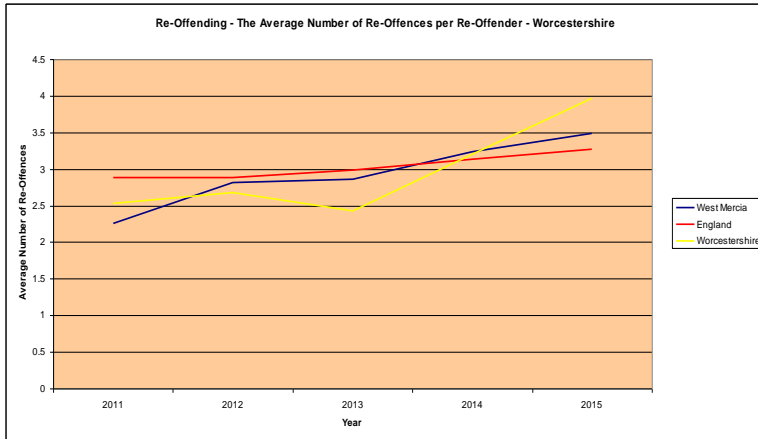
At 432 Worcestershire has the second lowest rate of FTEs across West Mercia, with the highest rate at 515 and lowest at 303. The rate in Worcestershire has decreased from the previous year when it was 471. The number of FTEs has reduced from 243 to 220 between the two years, a decrease of 10%. Further analysis is planned to establish the drivers for the differential rates across West Mercia.

(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.

There were 16 custodial sentences during 2016, equating to a rate of 0.31 custodial sentences per 1000 youth population this represents an increase in custodial sentences from 2015/16 where there were 10 custodial sentences equating to a rate of 0.20. The 2016 rate of 0.31% compares to the West Mercia rate of 0.22 and a national rate of 0.37.

(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 who re-offends 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 cohort identified in 2014/15.

The frequency measure performance for Worcestershire for 2014/15 is 3.96, compared to the West Mercia performance of 3.49 and national performance of 3.27. Worcestershire has, therefore, a lower performance than for West Mercia and England for this measure.

For 2014/15 the binary measure for Worcestershire is 30.1% compared with a West Mercia performance of 34.8% and a national performance of 37.7%. Worcestershire is therefore performing better than West Mercia and England for this indicator. It should also be noted that the overall cohort sizes are decreasing year on year. In 2011/12 there were 585 offenders in the cohort and 497 re-offences compared to a cohort size of 339 with 404 re-offences in 2014/15. The number of actual re-offences has therefore decreased by 19% between 11/12 and 14/15.

In 2015/16 WMYJS implemented a re-offending tracker tool, which provides re-offending information in real time allowing for review of the interventions at the earliest point where re-offending occurs.

TELFORD & WREKIN COUNCIL**CABINET – 14 SEPTEMBER 2017****WEST MERCIA FIRE AND RESCUE GOVERNANCE PROPOSALS****REPORT OF THE CUSTOMER, COMMUNITY & PARTNERSHIP SCRUTINY COMMITTEE****1. PURPOSE**

- 1.1 In June 2017, the West Mercia Police & Crime Commissioner (PCC) launched a three month consultation proposing changing governance arrangements for local fire services in Worcestershire, Herefordshire, Shropshire and Telford & Wrekin. The proposals focussed on the PCC's preferred option for the PCC to take on the roles of two local Fire Authorities (Shropshire & Wrekin and Hereford & Worcester), with the aim of improving local police and fire services and achieving £4m savings.
- 1.2 As a result, Telford & Wrekin Council's Leader requested Scrutiny to review the information in the consultation and provide a recommendation to Cabinet on whether or not Telford & Wrekin Council should support the proposals.

2. RECOMMENDATIONS

- 2.1 **The Customer, Community & Partnership Scrutiny Committee RECOMMENDS to CABINET that:-**
 - (a) **the proposal for the Police and Crime Commissioner to take on governance of local fire services in Herefordshire, Shropshire, Telford & Wrekin and Worcestershire not be supported for reasons of financial considerations, service resilience, and replacing the existing Fire and Rescue Authorities; and**
 - (b) **collaboration between Shropshire & Wrekin and Hereford & Worcester Fire & Rescue Authorities and other public bodies be encouraged to continue.**

3. BACKGROUND

- 3.1 The Customer, Community & Partnership Scrutiny Committee is a politically balanced scrutiny group of seven elected Members and two co-optees. The Committee is responsible for scrutinising key Council services including housing, environmental services, community safety and enforcement.
- 3.2 The PCC's proposals have been enabled by legislation which is part of central Government's agenda to bring about closer working between emergency services and improve the way in which they serve communities, protect the public and provide value for money for taxpayers. The PCC's proposals consider three options to meet

these aims: (a) maintaining the status quo; (b) single employer; and (c) joint governance. The PCC's proposals reject both options (a) and (b) and recommend (c) as the preferred option (ie joint governance).

- 3.3 The statutory consultees to the proposals are the constituent authorities of each Fire and Rescue Authority (FRA), the public, staff and their representative bodies.
- 3.4 Both Shropshire & Wrekin and Hereford & Worcester FRAs are currently well respected and are not failing, as is the case in other areas where a PCC is taking over the governance of an FRA. In fact, Shropshire & Wrekin FRA is one of the top 5 performing FRAs in the country.
- 3.5 The Committee extends thanks to the following individuals who participated in this review:-
- Mr J Campion, Police and Crime Commissioner
 - Rod Hammerton, Chief Fire Officer
 - Councillor E J Carter, Chair Shropshire & Wrekin Fire & Rescue Authority
 - Councillor K Sahota, Main Opposition Group Leader Shropshire & Wrekin Fire & Rescue Authority
- 3.6 The Committee are grateful to the PCC for kindly extending his consultation period to 15 September 2017 to allow sufficient time for a recommendation to be made to the Cabinet and for Cabinet to make a formal response.

4. METHODOLOGY

- 4.1 The PCC's consultation document including the initial business case (IBC) was circulated to the Committee on 7 July 2017 in preparation for review by the Committee.
- 4.2 The Committee met on 17 July 2017 to formally receive the PCC's proposals and to hear from the Chair and Main Opposition Group Leader of Shropshire & Wrekin Fire & Rescue Authority (FRA). Members present were: Councillors G C W Reynolds (Chair), J C Ashford, C N Mason, L A Murray, J M Seymour and B D Tillotson.
- 4.3 Following a question and answer session, the Committee considered that further information was required to enable them to reach a recommendation and agreed to meet as a working group on 3 August 2017 to receive the FRAs' Independent Consultants' report (the 'Ameo/Alendi Consulting report') and agree the Committee's recommendation to Cabinet.
- 4.4 The Ameo/Alendi Consulting report was circulated to Members of the Committee on 2 August 2017 following its endorsement by the Shropshire & Wrekin FRA at its Extraordinary General Meeting on 1 August 2017.
- 4.5 On 3 August 2017 Members met with the Shropshire & Wrekin FRA Chief Fire Officer (CFO) to receive the Ameo/Alendi Consulting report and engaged in a question and answer session on points of clarification. Members present were:

Councillors G C W Reynolds (Chair), J C Ashford, C N Mason, L A Murray, J M Seymour and D Johnson (Co-optee).

- 4.6 The following Members declared interests in this review: Councillors C N Mason and L A Murray, and Mr D Johnson (co-optee).
- 4.7 These recommendations have been made unanimously by those Members present on 3 August 2017.

5. KEY INFORMATION CONSIDERED AND THE COMMENTS OF THE COMMITTEE

Financial Considerations

- 5.1 The PCC's proposals include the creation of a Fire Alliance which it is claimed would realise significant savings through working together to deliver efficiencies of £4m. The PCC stated that this was not a target.
- 5.2 The PCC's proposals suggest that savings can be made from governance, and from sharing common services such as ICT and HR.
- 5.3 The Police and FRAs have different precepts and the PCC pointed out that he was not proposing a merger and that these financial resources would not be used across services.
- 5.4 In his verbal evidence, the PCC suggested that a forensic examination of the savings figures was not possible at this early stage due to the limited nature of the IBC and the fact that the PCC was not the employer of FRA staff.
- 5.5 It was reported that Shropshire and Wrekin FRA has a good track record on making savings, with a budget that is fixed and safe until 2020, offering a well run authority with protection for appliances and no compulsory redundancies.
- 5.6 The CFO indicated that the Shropshire & Wrekin FRA currently enjoys an ability to outsource/contract out services (eg payroll) which enables exploitation of the market. Although it is acknowledged that there may be some benefits from larger resources and economies of scale under the PCC's proposals, this flexibility should be safeguarded.
- 5.7 The Ameo/Alendi Consulting report states that the consultants were "unable to reconcile the declared savings with the options proposed without significant headcount reductions."
- 5.8 **The Committee, therefore, considers that the ability to deliver the savings seems to be uncertain. Although the PCC has stated that the savings are not a target, on balance there does not seem to be sufficient evidence to demonstrate that they could be made as described. The Committee is, therefore, concerned that if the proposed savings cannot be made as stated, they would be delivered either through other means which may adversely impact service delivery (ie as a result of redundancies or loss of buildings/appliances), or result in an increase to the precept.**

Service Resilience

- 5.9 FRAs provide a risk driven service, rather than a demand led service such as that provided by the Police. This means that a certain level of cover is required to manage any risk that may arise, even when the level of incidents is perceived as low. Delay in deploying resources increases the severity of risk and it is therefore important that FRAs maintain resources at a level which maximises a rapid response.
- 5.10 The IBC assumes that the success of FRAs in reducing calls means that it is hard to justify maintaining staffing at the current levels and proposes that savings can be made by service efficiencies within what is termed 'enabling services' through consolidation of services across both FRAs and the Police. However, due to the risk led service provided by Fire & Rescue services, the Committee do not support this assumption.
- 5.11 Furthermore, although there seems to be some confusion about what constitutes 'enabling services', it is the Committee's understanding that a significant number of Officers working within these areas have a dual role which includes some operational or training duties. For instance, the CFO explained that he is also a 'Gold Commander' and his deputies are 'Silver Commanders'. This dual functionality, together with the recruitment of retained fire fighters, enables the Authority to operate at an optimum level whilst also offering additional operational (service) level cover which enables a rapid response in times of increased risk. This would not be possible in the event that these Officers were lost through the efficiencies identified by the PCC's proposals and would result in a reduction in frontline staff.
- 5.12 **The Committee, therefore, concludes that the proposals to make savings from enabling services would reduce the resilience of the service.**

Replacing the existing Fire & Rescue Authorities

- 5.13 Existing governance arrangements at the two FRAs include the appointment of 42 elected Members. Appointments are subject to political balance rules and, therefore, the cross-party views of a wide range of the community can be represented and direct accountability to the public is provided for. However, it is acknowledged that Members of Shropshire & Wrekin FRA operate a non-partisan approach.
- 5.14 At the current time, the PCC enjoys a seat on both the FRAs but does not have voting rights, although this may change in the future. The Ameo/Alendi Consulting report assumes that this is the reasoning behind the 'representation model' (which appears in guidance issued by the Association of Policing and Crime Chief Executives) being an option missing from the IBC.
- 5.15 Locally based elected Members are well placed to develop their existing good knowledge of the needs and requirements of the local area, with those appointed to the Shropshire & Wrekin FRA making visits to Stations on an annual basis. The CFO reported that relations between the Shropshire & Wrekin FRA and both

operational staff and those working within enabling services was good; staff understand what the Authority does and know who their Members are.

- 5.16 Whilst the PCC argued that the local community also plays a part in the election of the PCC and he is, therefore, also a community representative, since his administrative base is in Worcester, the Committee considers that the PCC is not as directly accessible as local Ward Councillors.
- 5.17 If governance is transferred to a single political candidate, with a wider geographical remit and with the challenge of governing both West Mercia Police and two FRAs, the voice of local people may be lost or at best diminished. This is particularly pertinent at a time when emergency services are dealing with increasing challenges following the Grenfell Tower tragedy and terrorist attacks in Manchester and London.
- 5.18 **The Committee, therefore, concludes that the proposals risk a loss of control and influence of locally elected members and this could lead to reduced services with less local accountability.**

Levels of Collaboration

- 5.19 The PCC's consultation document seeks to build upon and accelerate existing collaboration between the two FRAs and the PCC noted in his verbal evidence that the Police could learn lessons from the FRAs' preventative activities.
- 5.20 It is noted that Shropshire & Wrekin FRA shares (or plans to share) premises with the Police at a number of sites and these methods of making efficiency savings should be considered before more dramatic transformation.
- 5.21 The Committee were also advised that the Police and Shropshire & Wrekin FRA are developing a localised missing persons search protocol and there are further cross-over services which allow a degree of collaboration between various services which give value for the pound and continue to make the area safer.
- 5.22 The Committee was extremely pleased to hear about the collaborative work which is already taking place between the two FRAs and with other public services, including local authorities and health and care agencies. It is noted from the Ameo/Alendi Consulting report that the pace of collaboration may not be hastened by a change of governance, since this is influenced by the sheer number of collaborative projects underway.
- 5.23 **The Committee found no merit in the PCC's proposals, especially within the context of a well-performing FRA, and welcomes current efforts at collaboration and encourage this to be continued.**

6. BACKGROUND PAPERS

- West Mercia Police and Crime Commissioner West Mercia Fire and Rescue Governance Consultation Pack - June 2017
- Ameo/Alendi Consulting Limited Analysis of West Mercia PCC Initial Business Case – 26 July 2017

Report prepared by Deborah Moseley, Democratic & Scrutiny Services Team Leader, 01952 383215, deborah.moseley@telford.gov.uk and endorsed by the Customer, Community & Partnership Scrutiny Committee.

Date: 14 August 2017

FINANCIAL IMPLICATIONS

The Shropshire & Wrekin Fire and Rescue Authority is a separate legal entity which receives funding via the precept it levies on tax payers in the Borough, a precept which is collected as part of the Council tax bill. Therefore, there are no direct financial implications to the Council arising from the implementation of the recommendations of this report.

LEGAL IMPLICATIONS

The new provisions in the Policing and Crime Act 2017 enable PCCs to take on responsibility for the governance of local fire and rescue services where a local case is made.

Where the PCC wishes to take on the responsibilities of a FRA, they must develop a proposal that demonstrates it is in the interests of economy, efficiency and effectiveness, or in the interests of public safety.

The PCC has to consult with the relevant local authorities and people in the PCC's police area, and publish their response to the consultation process. Where there is agreement to the proposal from the relevant local authorities, it will be considered by the Secretary of State who may make an order to give effect to the proposal.

Where local agreement does not exist, the Secretary of State must obtain an independent assessment of the proposal, any representations made by the relevant local authorities, and the summary of views expressed by the people in the police area. The Secretary of State must have regard to that independent assessment before making an order to give effect to the proposal.

Where an order is made the Police and Crime Panel will have its responsibilities extended to provide scrutiny for fire functions and will be renamed the Police, Fire and Crime Panel.

TELFORD & WREKIN COUNCIL**CABINET – 14 SEPTEMBER 2017****TELFORD & WREKIN CYCLING AND WALKING STRATEGY****REPORT OF: ASSISTANT DIRECTOR, HEALTH & WELL BEING AND ASSISTANT DIRECTOR, CUSTOMER & NEIGHBOURHOOD SERVICES****LEAD CABINET MEMBER – COUNCILLOR ANGELA McCLEMENTS and COUNCILLOR ARNOLD ENGLAND****PART A) – SUMMARY REPORT****1. SUMMARY OF MAIN PROPOSALS**

- 1.1 The purpose of this report is to present to Cabinet the proposed Telford & Wrekin Council Cycling and Walking Strategy for review and approval as the adopted Cycling and Walking Strategy for the borough.
- 1.2 In recent years the Council has been successful in securing external funding into sustainable transport improvements such as the new National Cycle Route 55 connection between Newport & Stafford or the replacement Telford Central footbridge. Alongside this the Council continues to invest in maintenance of the Borough's infrastructure through the Pride in Our Community programme which will see £1.4m invested in our footway and cycleways over the next two years as well as investment into the roll out of new LED's across the Borough. However a strategy is needed to ensure that resources are focussed in the right areas to continue to encourage walking and cycling in the Borough and to ensure that it is accessible to all regardless of age or ability.
- 1.3 This new Cycling and Walking strategy sets out a long-term plan to encourage and support residents and visitors of the Borough to walk and cycle more in their everyday lives. The Action Plan that comes with the Strategy will guide priorities and funding on those measures, infrastructure schemes and wider supporting initiatives that are considered to be the most effective methods to increase cycling and walking rates in the Borough.
- 1.4 The strategy has an action plan of proposed measures which will help to achieve the vision of the strategy *“To provide a safe and attractive network of walking and cycling routes to support successful, prosperous and healthy communities.”*
- 1.5 This approach will ensure the Council is better placed to co-ordinate activities to achieve the aims of the strategy and secure funding from external sources over the

lifetime of the strategy as well as seeking opportunities linked to Pride in Our Community, Telford's 50th Birthday and the use of existing assets such as Telford Town Park.

2. RECOMMENDATIONS

- 2.1 That Cabinet approves the adoption of the new Cycling and Walking Strategy (Appendix A)
- 2.2 That Cabinet resolves to support and participate in the successful delivery of the measures proposed in the new Cycling and Walking Strategy.

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	Contributes to all by improving access within the Borough but specifically: "Protect and create jobs as a Business Supporting, Business Winning Council" "We will ensure that neighbourhoods are safe, clean and well maintained" "We will improve the health and wellbeing of our communities and address health inequalities".
	Will the proposals impact on specific groups of people?	
	No	
TARGET COMPLETION/ DELIVERY DATE	The Cycling and Walking Strategy will become the Council's formal approach to these modes following adoption by the Cabinet. This will enable the Council to be better placed to co-ordinate activities to achieve the aims of the strategy and secure funding from external sources over the lifetime of the strategy.	
FINANCIAL/ VALUE FOR MONEY IMPACT	No	The Council currently funds any cycling and walking improvements through the Local Transport Plan Capital Grant Funding received from DfT. Previous grant funding has also been used to deliver other sustainable transport improvements such as the NCN55 Cycle Improvements or the Wharfage Footway scheme. The Council is also investing £1.4m of capital funding into footway and cycleway maintenance as well as £100,000 into Public Rights of Way. As the Action Plan detailed in the strategy is developed cost implications will need to be identified and funding sources explored. External funding opportunities will need to be considered and the Council could look to re-

		<p>prioritise its capital programme if it wishes to make Cycling and Walking a higher priority than other schemes. If capital funding is secured through prudential borrowing there would be a cost implication to the Council in relation to the cost of borrowing.</p> <p>Revenue costs of the strategy from marketing activities or maintenance would need to be met from existing budgets within Customer and Neighbourhood Services. DR 3/5/17</p>
LEGAL ISSUES	No	<p>Legal advice will be provided as required going forward, for example regarding changes to the highways/rights of way network and potentially regarding funding and partnership arrangements. Otherwise, there are no specific legal issues arising out of this report. (IR: 22.02.17)</p>
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	<p>Opportunities to increase the well-being of local residents through encouraging them to do more walking and cycling</p>
IMPACT ON SPECIFIC WARDS	No	

PART B) – ADDITIONAL INFORMATION

4. INFORMATION

- 4.1 Historically Telford, being a new town, was designed for the car and as a result much of the Borough is not sustainable in considering cycling and walking as a reasonable alternative to the use of car. This strategy is not anti-car but seeks longer term behavioural change for people to make lifestyle changes in order to consider the use of walking and cycling more actively and frequently.
- 4.2 The benefits of cycling and walking as an alternative mode of transport and to improve personal health and fitness levels are widely accepted. Telford & Wrekin Council has taken a number of steps towards encouraging more people to use their cycles for both leisure and commuting to work and the Council has also sought to promote walking – again for leisure through our gardens and parks and for walking to access work and social facilities.
- 4.3 In recent years the Council has been successful in securing external funding into sustainable transport improvements such as the new National Cycle Route 55 connection between Newport & Stafford or the replacement Telford Central footbridge. Alongside this the Council continues to invest in maintenance of the Borough's infrastructure through the Pride in Our Community programme which will seem £1.4m

invested in our footway and cycleways over the next two years as well as investment borough wide into upgrading to LED's.

- 4.4 The Council also continues to deliver a Bikeability training to over 800 children a year in primary schools through Government's Bikeability grant funding ensuring that children have the confidence and skills to cycle safely. However a strategy is needed to ensure that resources are focussed in the right areas to continue to encourage walking and cycling in the Borough and to ensure that it is accessible to all regardless of age or ability.
- 4.3 Walking and cycling have benefits for both the individual and the community, including:
- An improved economy
 - A healthier population
 - A more attractive borough
 - Environmental benefits
 - A fitter, happier, more productive community
- 4.4 This new approach includes the setting of the context for the need for the Strategy and the purpose of adopting this document. The Strategy reviews recent developments in cycling and walking in Telford & Wrekin borough and recent developments in policy regarding these modes at the national and regional level. The Strategy document evaluates the progress that Telford & Wrekin Council has made over recent years, for example the success that has been achieved in areas such as cycle riding training in schools and colleges and installation of cycle lanes across the borough by joint working with property developers
- 4.5 In April 2017 the Department for Transport published guidance on 'Local Cycling and Walking Infrastructure Plans (LCWIPs)' which are a new, strategic approach to identifying cycling and walking improvements at the local level. The key outputs of LCWIP's are:
- a network plan for walking and cycling which identifies preferred routes and core zones for further development
 - a prioritised programme of infrastructure improvements for future investment
 - a report which sets out the underlying analysis carried out and provides a narrative which supports the identified improvements and network
- 4.6 The recent guidance states that whilst the preparation of LCWIP's is non-mandatory, Local Authorities who have plans will be well placed to make the case for future investment. This strategy confirms to the requirements of the LCWIP's subject to the development of a network plan which will now be undertaken.
- 4.5 The proposed Cycling and Walking Strategy has set a framework of objectives to achieve the required increase in take up of these modes. The objectives of the strategy are shown below in Table 1.

Table 1: Cycling & Walking Strategy Objectives and Goals

Objectives	Goals
<p>Objective 1: Taking a holistic approach to improving health and wellbeing through walking and cycling</p>	<ul style="list-style-type: none"> • Decreasing the percentage of people who are physically inactive. • Improving the awareness of the health benefits from healthier and more active lifestyles to school children and their families. • Improving the health of all people in the area by encouraging walking and cycling as attainable exercise modes which can be incorporated into their everyday lives. • Improving mental health as a result of increased physical activity. • Reducing early deaths and costs to the NHS for diseases which may be avoided through a more active lifestyle.
<p>Objective 2: Create long-term behaviour changes towards more sustainable and healthier travel choices</p>	<ul style="list-style-type: none"> • Creating a mode shift away from the car towards public transport, walking and cycling, especially for shorter journeys. • Encouraging all or part of the journey to work, school or other amenities to be conducted by walking or cycling. • Providing additional training and support to people to make these lifestyle changes.

<p>Objective 3: Make the cycle and walking network more accessible to residents and visitors</p>	<ul style="list-style-type: none"> • Implementing a programme of improvements and maintenance for the existing infrastructure to include quality of the surface, appropriate segregation from traffic and between pedestrians and cyclist as well as lighting, signage, and planting. • Adding additional infrastructure in any 'missing gaps' in the network. • Provision of secure cycle parking stands and lockers in town and village / local centres, schools, workplaces and health centres etc. • Considering a target density for the walking and cycling network in the urban areas, for example, all residents in Telford to be within 300m of a dedicated cycle route.
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	<ul style="list-style-type: none"> • All schools and employment locations to be subject to a cycle and walk audit and to draft a travel plan to provide improved cycling and walking facilities and support measures. • Ensuring the signage to and along walking and cycling routes is visible, coherent, and consistent. Signage that includes distances and time markers on appropriate routes to be considered as well as ancillary and promotional information about the local area. • Making information more readily available through paper maps, websites and apps. • Implementing a cycle hire scheme or implementing a “try a bike scheme” as well as introducing a recycle or reuse bike scheme in order to provide universal access to cycles.
<p>Objective 4: Integrating community resources to deliver the strategy</p>	<p>Ensuring local groups with an interest in walking, cycling, local accessibility etc. are clearly represented at a council level and have clear contact points to the appropriate people within the Council.</p> <p>Local businesses to increase involvement through implementation of travel plans, providing staff incentives and trials to walk and cycle to work, including sustainable travel and active travel in their corporate responsibility considerations, and including walking and cycling in their promotional products.</p> <ul style="list-style-type: none"> • Using the extensive and active network of local community and special interest groups to help with maintenance of the network. • Increasing awareness to residents of walking and cycling groups.
<p>Objective 5: Integrate walking and cycling with other modes of public transport</p>	<ul style="list-style-type: none"> • Integration with public transport through consideration of cycle and walking access routes to the stations and stops as well as availability for additional storage on board trains (and, where appropriate, on buses). • Providing secure cycle parking stands and lockers at major transport hubs. • Make provision for electronic bikes at stations and town centres, including a network of charging stations to cater for and encourage this growing trend.

4.6 The proposed Cycling and Walking Strategy contains a detailed Action Plan that sets out new and improved infrastructure measures, awareness raising measures and wider supporting initiatives that are required to achieve success. The measures can be applied across Telford & Wrekin Council and include proposals for all user groups.

4.7 Telford & Wrekin Council will implement the Strategy and Action plan in close partnership with Parish and Town Councils; Enterprise Telford; Marches Local Enterprise Partnership; Shrewsbury and Telford Hospital NHS Trust and Telford & Wrekin Public Health; Shropshire Council; Telford and Wrekin Council for Voluntary Service; Shropshire Rural Communities Charity; Community Council of Shropshire and Cycle Experience along with any further organisations with an interest or expertise in the area. This strategy has been developed in a challenging funding environment, where the case for investment in sustainable travel initiatives must be made in the light of competing priorities. By adopting the Strategy the Council will be in a strong position to press for further funding for cycling and walking and to compete when further funding streams become available as well as maximise opportunities linked to Pride in Our Community and Telford's 50th Birthday.

5.0 **PREVIOUS MINUTES**

None

6.0 **BACKGROUND PAPERS**

Appendix A – Telford & Wrekin Cycling and Walking Strategy

Report prepared by David Balme, Senior Transport Planner, Customer & Neighbourhood Services, Telephone: 01952 384806



Telford & Wrekin Council

Cycling & Walking Strategy

September 2017



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Appendices

Appendix 1 – Telford & Wrekin Cycling & Walking Strategy in context

Appendix 2 – Cycling & Walking policy – national, regional and local

Appendix 3 – Policy Analysis

Appendix 4 – Quality of Service Methodology

Appendix 5 – Cycling Infrastructure review

Appendix 6 – Walking Infrastructure review

Appendix 7 – Travel to work analysis

Appendix 8 – Progress to date with cycling & walking facilities and initiatives

Appendix 9 – Figures

Appendix 10 – Engagement results

Appendix 11 – Monitoring review



Foreword

The benefits of cycling and walking to improve personal health and fitness levels are widely accepted and offers an alternative mode of transport. In recent years Telford & Wrekin Council has taken a number of steps towards encouraging more people to use their cycles for both leisure and commuting to work and the Council has also sought to promote walking – again for leisure through our gardens and parks and for walking to access work and social facilities. This has included the Council's increased investment into improving the condition of our footpaths, cycleways and Public Rights of Way and investment into new LED's through the Council's Pride in Our Community programme.

Now, we must build on current progress and make every effort to work towards an environment in which cycling and walking is considered on a daily basis as a safe, attractive and accessible alternative to the car.

At the heart of this strategy and action plan is a commitment to establishing links with all sectors of the community and to continue to work closely with those individuals and organisations that are already engaged with us on delivering a safe, integrated and sustainable transport system for the borough.

It will take some time to change people's attitudes and travel behaviour but the policies and proposals outlined in this strategy have been designed to lead to increased numbers of people cycling and walking throughout Telford & Wrekin not only for leisure purposes, but also for access to a whole range of facilities and opportunities.

The implementation of the action plan of this Cycling and Walking strategy will also assist with the delivery of the borough's Local Transport Plan for 2011-2026 and by encouraging more people to take regular exercise will contribute to people in Telford & Wrekin enjoying healthier, happier and longer lives.



Cllr Arnold England
Cabinet Member for Communities,
Health and Wellbeing



Cllr Angela McClements
Cabinet Member for Transport,
Customer & Neighbourhood Services





1 Introduction

As a new town developed in the 1960's and 70's Telford was built with the car in mind. The Borough has a high capacity road network that often causes severance for our communities. Generally the Borough has good cycling and walking infrastructure, however infrastructure on its own is not enough in order to change people's behaviour towards actively cycling and walking.

Previous studies have shown that the proportion of people cycling and walking in the Borough is far lower than in many other areas and many of the trips in Telford are only short in length and could be undertaken by cycling and walking. That being said there is evidence of cycling taking off as a sport across the Borough through the new BMX facilities in Dawley and cycling in Newport including the Newport Nocturne. It is this momentum that the strategy needs to capitalise on to increase cycling and walking to everyone.

This strategy therefore seeks to provide a long term vision for increasing cycling and walking in the Borough, ensuring that it becomes part of people's everyday activities whether it's travelling to the shop or going for a walk. The Council is already making significant improvements to supporting increased cycling and walking such as investment into upgrading footpaths and LED investment as part of the Council's Pride in Our Community initiative.

The objectives of the strategy are to increase the number of people cycling and walking, by making these viable and attractive alternative modes of transport for everyday journeys, including leisure and tourism trips. By encouraging greater levels of physical activity in the Borough, the strategy will help contribute towards improving the health and wellbeing of its residents.

The Strategy will be used to influence and complement wider policy documents such as the [Marches LEP Strategic Economic Plan](#); [Telford & Wrekin Health and Wellbeing Strategy 2016-2019](#); the [Telford & Wrekin Local Plan](#); and the [Telford & Wrekin Local Transport Plan 3](#).

2 Purpose, Vision and Objectives

Purpose

The Cycling and Walking Strategy sets out a long-term plan to encourage and support the residents and visitors of the Borough to cycle and walk more in their everyday lives. The Action Plan that supports the Strategy will guide priorities and funding on those measures that are considered to be the most effective methods to improve cycling and walking rates in the Borough. The Action Plan and the Strategy will therefore identify awareness raising measures, new and improved infrastructure and wider supporting initiatives required to be in place. These shall meet the Council and its partner organisations' objectives and emphases, as set out below.

Vision

The vision adopted for the Cycling and Walking Strategy supports "Vision 2026" developed for the borough Community Strategy and used in the Local Transport Plan 3. The vision for this Strategy is:

"To provide a safe and attractive network of cycling and walking routes to support successful, prosperous and healthy communities."

The benefits of cycling and walking are well documented and active travel is able to address a number of issues associated with health and wellbeing, physical inactivity, congestion and the environment. It can also help to support access to employment and education, increase economic activity in town and local centres and attract visitors and tourists.



Cycling and walking have benefits for both the individual and the community, including:

A healthier population – it has been proven that walking briskly for 30 minutes a day can help reduce obesity levels and reduce disease. While people that regularly cycle to work take less sick days compared to colleagues who do not cycle to work.

Improved economy – Customers who walk or use public transport to get to shops spends more time and money than car users, despite a perception that more parking is needed to increase retail sales

A more attractive area – integrating walking and cycling as a leisure activity can allow residents to enjoy their environment more and discover areas which cannot be reached by car.

Environmental benefits – cycling or walking short distances rather than using the car can help reduce local traffic congestion, noise and air pollution levels.

A happier community – Walking for Health states that *‘physically active people have up to a 30% reduced risk of becoming depressed, and staying active helps those who are depressed recover.’* Walking is an accessible exercise which can help prevent and treat certain mental health issues.

Objectives

Objectives	Goals
<p>Objective 1: Taking a holistic approach to improving health and wellbeing through walking and cycling</p>	<ul style="list-style-type: none"> • Decreasing the percentage of people who are physically inactive. • Improving the awareness of the health benefits from healthier and more active lifestyles to school children and their families. • Improving the health of all people in the area by encouraging walking and cycling as attainable exercise modes which can be incorporated into their everyday lives. • Improving mental health as a result of increased physical activity. • Reducing early deaths and costs to the NHS for diseases which may be avoided through a more active lifestyle. • Working in partnership with Parish & Town Councils and other organisations in support of the strategy delivery.
<p>Objective 2: Create long-term behaviour changes towards more sustainable</p>	<ul style="list-style-type: none"> • Creating a mode shift away from the car towards public transport, walking and cycling, especially for shorter journeys. • Encouraging all or part of the journey to work, school or other amenities to be conducted by walking or cycling. • Providing additional training and support to people to make these lifestyle changes.



and healthier travel choices	
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<p>Objective 3: Make the cycle and walking network more accessible to residents and visitors</p>	<ul style="list-style-type: none"> • Implementing a programme of improvements and maintenance for the existing infrastructure to include quality of the surface, appropriate segregation from traffic and between pedestrians and cyclist as well as lighting, signage, and planting. • Adding additional infrastructure in any ‘missing gaps’ in the network. • Provision of secure cycle parking stands and lockers in town and village / local centres, schools, workplaces and health centres etc. • Considering a target density for the walking and cycling network in the urban areas, for example, all residents in Telford to be within 300m of a dedicated cycle route. • All schools and employment locations to be subject to a cycle and walk audit and to draft a travel plan to provide improved cycling and walking facilities and support measures. • Ensuring the signage to and along walking and cycling routes is visible, coherent, and consistent. Signage that includes distances and time markers on appropriate routes to be considered as well as ancillary and promotional information about the local area. • Making information more readily available through paper maps, websites and apps. • Implementing a cycle hire scheme or implementing a “try a bike scheme” as well as introducing a recycle or reuse bike scheme in order to provide universal access to cycles.
<p>Objective 4: Integrating community resources to deliver the strategy</p>	<ul style="list-style-type: none"> • Ensuring local groups with an interest in walking, cycling, local accessibility etc. are clearly represented at a council level and have clear contact points to the appropriate people within the Council. • Local businesses to increase involvement through implementation of travel plans, providing staff incentives and trials to walk and cycle to work, including sustainable travel and active travel in their corporate responsibility considerations, and including walking and cycling in their promotional products. • Using the extensive and active network of local community and special interest groups to help with maintenance of the network. • Increasing awareness to residents of walking and cycling groups.
<p>Objective 5: Integrate walking and cycling with other modes of</p>	<ul style="list-style-type: none"> • Integration with public transport through consideration of cycle and walking access routes to the stations and stops as well as availability for additional storage on board trains (and, where appropriate, on buses). • Providing secure cycle parking stands and lockers at major transport hubs.



public transport	<ul style="list-style-type: none"> • Make provision for electronic bikes at stations and town centres, including a network of charging stations to cater for and encourage this growing trend.
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Within the overall principles set out above the Cycling and Walking Strategy will target:

- Improving the walking environment and cycling connectivity around the principle trip attractors – transport hubs; town and village centres; education facilities; hospitals and health centres; and places of employment. Figure 3 in Appendix 9 shows the location of these trip attractors.
- Promoting and signposting links between urban areas and the surrounding countryside to encourage leisure walks and bikes rides.
- Promotion of the tourism aspects of cycling and walking – encompassing shared-use or specific ‘cycling’ only or ‘walking only’ routes to and between tourist attractions such as around Ironbridge Gorge. The promotion of these activities is to be promoted as a tourist attraction in their own right, for example around The Wrekin.
- Behaviour change measures will be tailored to the different target groups. Firstly the ‘Areas of Enhanced Opportunity’ includes people who are already active and may walk or cycle for leisure but where they still use the car for short utility journeys and could be persuaded to walk to the shops, school and work etc. or use good quality pedestrian routes to run or jog. Those encompassed under the ‘Areas of Greatest Opportunity’ include those who are either less active or do not have amenities available to assist in a more active lifestyle. Encouraging a more active lifestyle here will result in the greatest gains in terms of health benefits but it is recognised that a greater level of support and concentrated investment is required. The strategy proposes to use the active local community groups to ensure more sustained results where people are supported to embed walking within their everyday lives, both for commuting and leisure purposes. Cycling is to be encouraged through training and cheap hire or buy schemes and routes to be accessible and attractive to use.
- A focus on children across the Borough is considered to be of prime importance to encourage active lifestyles from an early age and using the children’s influence, to encourage families to adopt healthier lifestyles.

3 Telford & Wrekin Cycling & Walking – Why do we need to Change?

- **Nearly a 1/3** of adults are obese
- **Nearly ¾** of people drive to work
- **Child obesity** levels are around 2 percentage points higher than the national average
- Significant variations in **Perceived Health** across the Borough
- 19% of all adults walk as a major part of their **commuting trip**
- **41%** of all resident’s commuter trips are less than 5km
- **2%** of travel to work trips are made by bike

Overweight and obesity levels of adults in Telford and Wrekin is very high in relation to the national statistics and when compared with the wider West Midlands. While the levels for children aged 10-11 are statistically similar to the England average. For example, the prevalence of obesity for 2013-



2015 was recorded as 31.1% for adults and 21.8% for children ages 10-11 years of age, in contrast to national statistics of 24.4% and 19.8% obesity levels for adults and children respectively. Having a more active lifestyle and making cycling and walking more attractive and easily integrated into everyday lives is an important aspect to reducing the overweight and obesity rates in the area.

Car ownership data for the area shows that 79.4% of households own a car and 70% using their car to drive to work, in comparison to the national average of 57% and the average across the West Midlands conurbation of 65%.

In contrast car ownership in some areas of the Borough is not a viable economic option. 14% of the Boroughs Lower Super Output Areas (LSOA) are amongst the 10% most deprived on a national level.

Presently there is a reasonably well developed network for cyclists and walkers to use around the Borough but the modal share of cycling and walking remains low.

Participation in general physical and sport activity is statistically similar to the England average. In 2015 53.8% of the borough's population were taking part in at least 150 minutes of physical activity a week compared to 57.0% for England. Physical inactivity in adults in the Borough for 2015 is 28.5% compared to England average of 28.7%. Incorporating cycling and walking into the daily routine could contribute towards more people achieving at least 150 minutes of physical activity a week.

The Borough is served by the National Cycle Network routes NCN 45, NCN 55, NCN 81 and NCN 552; most notable of these is the Silkin Way which routes 23km overall in a North-South direction. Many of the NCN routes are also bridleways and footpaths and these are supplemented by an extensive network of local cycle and walking routes. The rural nature of the Borough means that there are extensive areas of very accessible green space within short distances of peoples' homes that offer significant potential for cycling and walking to become a regular leisure activity for residents.

Areas of greatest opportunity

Areas of greatest opportunity are areas which will benefit most from increased levels of cycling and walking. The areas include those that suffer from multiple deprivation i.e. low income and high levels of unemployment and poor health, including high levels of obesity and premature mortality. In Telford and Wrekin these areas include Telford Town Centre, Wellington, Dawley and Madeley, shown in **Figure 1**.

People living in these areas may tend to have greater barriers to living healthier lifestyles and incorporating moderately intense levels of exercise into their daily lives and will require a higher level of intervention to encourage and embed behaviour changes. It is recognised that many in these areas do not have access to a car and who walk more to access public transport, school and work. Cycling may not be feasible due to lack of access to a bike, the need for cycle training and support to build confidence.

Areas of enhanced opportunity

People living in areas of higher affluence tend to enjoy better health and have lower mortality and obesity levels. These include most rural regions of the area, and the southern regions around Ironbridge shown in **Figure 2**. They have a greater inclination to lead more active lifestyles, cycling and walking more for leisure and having gym memberships etc.



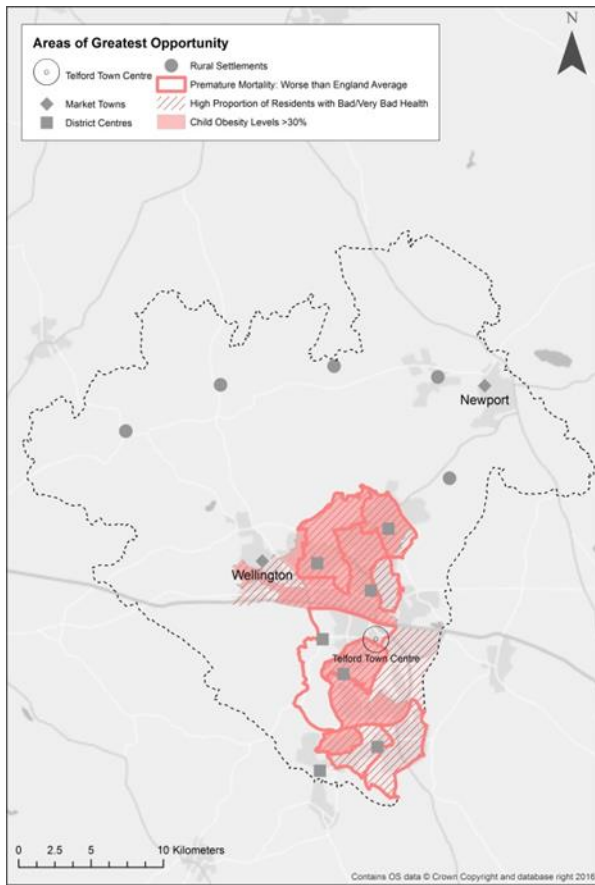


Figure 1: Target Groups for the Areas of Greatest Opportunity Map

**Refer to Figure 6 Appendix 9 for detailed view.*

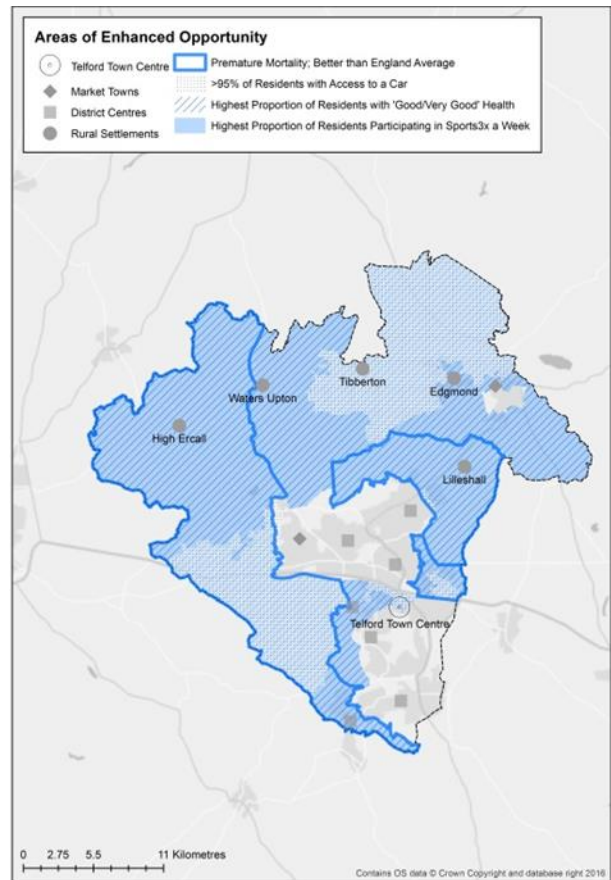


Figure 2: Target Groups for the Areas of Enhanced Opportunity Map

**Refer to Figure 7 Appendix 9 for detailed view.*

4 Cycling & Walking Action Plan – How will we get there?

The measures to be implemented through the Cycling and Walking Strategy have been categorised into three categories – infrastructure, awareness and partnership. These categories respond to the objectives of the strategy, which are to:

- Improve the health and wellbeing of residents;
- Create long-term behavioural changes;
- Make the network accessible to all groups;
- Integrate community resources to deliver the strategy; and
- Integration with other modes of transport.

A full data analysis exercise has been undertaken to identify the current conditions and trends across Telford and Wrekin, to help shape and form the action plan. The results of this analysis are show in the appendices.



In order to employ the action plan, each strategy action has been allocated an appropriate timescale, as shown in **Table 1: Action Plan Programme**.

Measure	Time period	Description
Short	0-5 years	These schemes are to be implemented immediately, either due to the limited amount of time and resources these endeavour, or due to their impact being required to showcase major impacts of the strategy
Medium	5-10 years	These are schemes which may take longer to complete due to planning and time restrictions
Long	10-15 years / continuous	These schemes may require future funding sources to continue their success, each to be analysed on a case-by-case review. These may be major infrastructure changes or changes which are ongoing

Table 1: Action Plan Programme

Short term aspirational measures

Looking towards the future of cycling and walking in the region, our aspirations are to:

- Hold a section of a national cycle race such as a section of the Tour of Britain in Telford & Wrekin
- Be involved in an initiative similar to the Vélo Birmingham / Birmingham Cycle Revolution initiative
- Use of the Telford walking routes for a 'Great Run' route
- Win a national Cycle Planning Award
- Bring cycling and walking activity levels closer to the 'Dutch-standard'

Resources

Telford & Wrekin Council will implement the Strategy and the Action plan in close partnership with Enterprise Telford; Marches Local Enterprise Partnership; Shrewsbury and Telford Hospital NHS Trust and Telford & Wrekin Public Health; Shropshire Council; Telford and Wrekin Council for Voluntary Service (CVS); Shropshire Rural Communities Charity (RCC); Community Council of Shropshire (CCS) and Cycle Experience along with any further organisations with an interest or expertise in the area.

Funding

This Strategy has been developed in a challenging funding environment, where the case for investment in sustainable travel initiatives must be made in the light of competing priorities. This Strategy aims to position Telford & Wrekin Council to be able to be successful in securing as much funding as possible by taking a plan led approach to increasing walking and cycling in the Borough. As the future funding situation becomes clearer, the action plan for this Strategy will be updated every five years, so as to ensure that the long term objectives can be delivered and vision for the Borough realised.



Action Plan

Walking				Objectives Met				
Measure	Area	Timescale	Target Groups	Health and Wellbeing	Awareness and Behavioural Change	Accessibility	Community Integration	Integration with other transport
Infrastructure								
Ensure all future transport improvements are considered with other assigned work to provide a holistic multimodal corridor approach	Whole Borough	Short	All Users					✓
Walking routes to be reviewed and considered between Telford station and the Ironbridge Gorge	Ironbridge	Medium	Everyday users					
			Tourism					
			Leisure					
Walking routes to be reviewed and considered between Wellington Town Centre and the Wrekin	Wellington	Medium	Everyday users			✓		
			Tourism					
			Leisure					
Introduce a crossing over A464 Naird roundabout (by Stafford Park)	Stafford Park	Short	All Users					
Review wayfinding to attractors and ensure is consistent, visible and clear with both time and distance measured signs	Whole Borough	Short	All Users			✓		
Investigate the introduction of a phased programme of 20mph areas/zones in residential areas to support cycling and walking. Undertake monitoring and review of early schemes to inform a wider roll out.	Whole Borough	Short	All Users			✓		



Awareness						✓			
Continue pedestrian training for primary school children and introduce where not currently available, and target further possible interventions									Whole ough
				✓	✓				

Walking				Objectives Met				
Measure	Area	Timescale	Target Groups	Health and Wellbeing	Awareness and Behavioural Change	Accessibility	Community Integration	Integration with other transport
Partnership								
Support and encourage routes for exercise and wellbeing such as interest trails, volunteer walking groups and walking buddies etc.	Whole Borough	Short	Sport		✓		✓	
			Leisure					
Encourage the community to undertake audits, especially on how existing infrastructure impacts vulnerable groups around sites such as schools, medical facilities and retirement homes	Whole Borough	Short	All Users				✓	
Community groups to deliver activities, such as led rides/walks targeted at children and disabled persons.	Whole Borough	Short	Schools		✓		✓	
			Leisure					
Maintain and introduce new walking buses to and from schools	Whole Borough	Short	Schools		✓		✓	

Cycling				Objectives Met				
Measure	Area	Timescale	Target Groups	Health and Wellbeing	Awareness and	Accessibility	Community Integration	Integration with other transport



				Behavioural Change				
Infrastructure								
Provision of a new cycle lane on the A5 (between Shrewsbury and Wellington)	A5 roundabout	Short	All Users			✓		
Implement/improve connections of cycle routes from Shifnal into Telford borough	Outside of borough connection	Short	All Users			✓		
Improve accessibility into industrial estates	Main industrial estates	Medium	Workplaces					
Cycling				Objectives Met				
Measure	Area	Timescale	Target Groups	Health and Wellbeing	Awareness and Behavioural Change	Accessibility	Community Integration	Integration with other transport
Update of the Rough Park/Silkin Way route	Rough Park	Short	All Users			✓		
More defined signage of Silkin Way signposts around Telford centre	Telford Centre	Short	All Users			✓		
Improved cycle link between M54 Junction 6 and Telford Town Centre	M54 Junction 6	Medium	All Users			✓		
Update of NCN 55 from Telford Town Centre to Donnington	NCN 55	Medium	All Users			✓		
Coalbrookdale to Ironbridge (Ironbridge Way Walking Route) to be updated	Ironbridge	Short	All Users			✓		
Update of NCN 81 through Wellington	Wellington	Short	All Users			✓		
Update of NCN 81 from M54 Junction 4 to Oakengates	Oakengates	Short	All Users			✓		



Update of cycle route from Rough Park Way to Dawley	Dawley	Short	All Users			✓		
Update and define route around Stirchley region	Stirchley	Medium	All Users			✓		
Segregated section of cycle route in Dawley to improve condition of route	Dawley	Short	All Users			✓		
Improve both off-road and on-road cycling routes	Whole Borough	Medium /Long	All Users			✓		✓
Maintain current and new cycle infrastructure to a high standard	Whole Borough	Short	All Users			✓		

Cycling				Objectives Met				
Measure	Area	Timescale	Target Groups	Health and Wellbeing	Awareness and Behavioural Change	Accessibility	Community Integration	Integration with other transport
Establish a consistent approach to regional cycling design from existing UK best practice guidelines, and adhere to them for all highway and cycle designs going forward	Whole Borough	Short	All Users			✓		
Increase levels of cycle parking at bus stops, interchanges, train stations and facilities for carrying cycles on board	Whole Borough	Short	All Users			✓		✓
Provision of safe and secure cycle parking in schools, with sufficient cycle parking at secondary schools for 20% of the total number of students.	Whole Borough	Short	Schools	✓		✓		
Complete further feasibility studies and/or business cases for other schemes ranked highly in the scheme prioritisation programme, and	Whole Borough	Short	All Users			✓		



build on the existing short term schemes to provide a long term cycle network								
Awareness								
Annual audit programme of existing cycle infrastructure in line with Wales/TfL audit tools	Whole Borough	Short	All Users		✓			✓
Establish protocol for district-wide data collection & data assembly to support monitoring and review process	Whole Borough	Short	All Users			✓		
Invest in smart technology for data collection	Whole Borough	Short	All Users			✓		
Use a range of marketing tools to promote the benefits of cycling, including engaging with media and social media.	Whole Borough	Short	All Users	✓	✓			

Cycling				Objectives Met				
Measure	Area	Timescale	Target Groups	Health and Wellbeing	Awareness and Behavioural Change	Accessibility	Community Integration	Integration with other transport
Investigate options for a cycle hire or loan scheme; this could include a Brompton Bike style hire scheme, a public bike share scheme and/or an electric bike hire scheme with docks located at strategic centres, attractor sites and public transport interchanges	Whole Borough	Short	Commuters		✓			
			Leisure					
			Tourism					
Partnership								
Organisation of cycle maintenance groups and awareness/Awareness of these groups	Whole Borough	Short	All Users				✓	
		Short	Schools					



Engage with schools/ universities, businesses, communities and residential developments to establish/ review Travel Plans	Whole Borough		Workplaces	✓	✓			
Affordability schemes set up in deprived areas for reduced rates on bikes	Whole Borough	Short	Everyday users					
			Commuters					
Ensure Bikeability is offered to all primary schools across the region	Whole Borough	Short	Schools	✓				
Set up second hand bike shops	Whole Borough	Short	Everyday Users			✓		
			Schools					
			Commuters					
All major employers signed up to 'Cycle to Work Guarantee'	Whole Borough	Short	Commuters		✓			✓



General				Objectives Met				
Measure	Area	Timescale	Target Groups	Health and Wellbeing	Awareness and Behavioural Change	Accessibility	Community Integration	Integration with other transport
Infrastructure								
Update signage and review lighting throughout country lanes	North of Borough	Medium/Long	All Users			✓		
Improve connections and safety between residential areas and Halesfield Industrial Estate	Halesfield	Short	Commuters			✓		
Improve connections and safety between residential areas and Stafford Park	Stafford Park	Short	Commuters			✓		
Improve connections and safety between residential areas and Hortonwood Industrial Park	Hortonwood	Short	Commuters			✓		
At planned new developments ensure provision of a high quality cycling and walking route that are in line with this strategy	Whole Borough	Ongoing	Everyday Users			✓		
Take a whole route approach to review and improve walking and cycle routes and public rights of way	Whole Borough	Short	Everyday Users			✓		
Develop and fund a consistent cycling way-finding programme	Whole Borough	Short	All Users		✓			
Awareness								
Provide clear route maps in a range of formats including using smart technology, apps, personal journey planning etc.	Whole Borough	Short	All Users			✓		



Promote cycling and walking apps currently available.	Whole Borough	Short	All Users			✓		
General				Objectives Met				
Measure	Area	Timescale	Target Groups	Health and Wellbeing	Awareness and Behavioural Change	Accessibility	Community Integration	Integration with other transport
Updates of the Telford and Wrekin website periodically of issues and additional routes	Whole Borough	Ongoing	All Users			✓		
Provide the public with links to online cycling and walking resources through Local Authority and other relevant websites	Whole Borough	Short	Everyday Users			✓		
			Tourism					
			Sport					
			Leisure					
Set up tailored groups for women, less-able bodied, ethnic minorities etc. to support and encourage cycling and walking within these groups	Whole Borough	Ongoing	Leisure		✓	✓	✓	
Introduction of timed, timed/distance signage and wayfinding to destinations	Whole Borough	Short	All Users			✓		
Work with agencies across sport, health and transport agendas to promote the wide range of benefits of active travel and for leisure.	Whole Borough	Medium / Long	Sport		✓		✓	
			Leisure					
Support leisure events and facilities to nurture and develop a culture of cycling and active travel	Whole Borough	Short	Leisure					
			Everyday Users					



			Sport	✓	✓			
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General				Objectives Met				
Measure	Area	Timescale	Target Groups	Health and Wellbeing	Awareness and Behavioural Change	Accessibility	Community Integration	Integration with other transport
Encourage more schools to join Travel Telford School Network which includes Modeshift STARS (online Travel Plan tool) and Junior Road Safety Officer scheme (JRSO) as well as an audit	Whole Borough	Short	Schools				✓	
Partnership								
Integrate local businesses with giving away promotional offers as incentives	Whole Borough	Short	Work Places				✓	
			Commuters					
Engage with schools/ universities, businesses, communities and residential developments to establish/ review Travel Plans	Whole Borough	Ongoing	Workplaces					
			Schools					
			Everyday Users	✓	✓		✓	
Work with local businesses to set up cycling parking outside of shops	Whole Borough	Short	Everyday Users			✓	✓	
After school clubs to deliver walking and cycling activities	Whole Borough	Short	Schools	✓				
Actively promote and incentivise walk to work and bike to work days	Whole Borough	Short	Commuters					
			Workplaces	✓			✓	



Co-ordinate volunteers groups to deal with maintenance of the cycle and walking network	Whole Borough	Ongoing	All Users				✓	
Promote Everyday Telford app to report any issues	Whole Borough	Ongoing	All Users				✓	



Appendix 1 – Telford & Wrekin Cycling & Walking Strategy in context

Telford & Wrekin supports a population of 166,413 (based on 2011 census data) concentrated in the Telford urban area and the market towns of Wellington, situated in the centre of the borough and Newport to the north of the Borough. There are also a number of rural communities such as Little Wenlock, High Ercall and Lilleshall. The mixed urban and rural nature of the area means that distances to shops, health centres, schools and jobs varies considerably across the Borough with many people having little alternatives other than the car for these journeys. There are good public transport services in the urban centres, with railway stations at Oakengates, Telford Central and Wellington along with a good urban bus service network. The strategy shall incorporate using cycling and walking as a way to reach these modes of public transport for longer journeys.

The Borough has three distinct areas. The urban area of Telford covers 7,200 hectares, including the town of Wellington, the market-town of Newport covers 300 hectares, and a large rural area of 21,400 hectares covers almost three quarters of the Borough. The rural landscape consists of the flatness of the Shropshire Plain in the north, the high ground of The Wrekin hill (the northern most extent of the Shropshire Hills) in the west and the steeply sloping wooded sides of the Ironbridge Gorge in the south. The River Severn flows from west to east through the Ironbridge Gorge.

As stated in the Telford & Wrekin [Transport Growth Strategy](#) (January 2016) *'Telford was designed for the car and has a high capacity road network which means currently there is relatively little congestion, which is an attractive incentive for encouraging businesses to invest in the area.'* However, despite the lack of traffic congestion, the Telford Urban Area was declared as one of the 65 areas in England affected by annoyance evoked from road and rail transport noise.

Whilst the area's connectivity to strategic roads nationally, particularly the excellent links to the M54 from the centre of Telford are an asset to the local economy, these strategic highways and major traffic junctions also present a barrier to movement for walkers and cyclists. Walking and cycling is a growing leisure and tourist activity across the area, particularly around The Wrekin, Ironbridge and enhancing cycle routes and walking facilities can support this important economic activity.

Within Telford and Wrekin an extensive walking network already exists with segregated walkways within the Telford urban area with many highways providing footways on both sides elsewhere in the Borough. There are a few notable longer-distance leisure walking routes that also support tourism. Walking for utility trips requires direct routes, connected street and path networks, good links between residential areas and public transport and other trip attractors. As identified through the stakeholder's workshop, residents were either unfamiliar with them or found routes disconnected. An audit of parts of the network also shows a variation in the quality of the routes, with maintenance of the surface and vegetation being particular issue on some routes.

Appendix 2 - Cycling & Walking policy – national, regional and local

A review of policies and strategies has been undertaken to determine the national, regional and local context for the development of this strategy.

Of particular relevance to this Strategy are the following documents;

- Local Plan Telford & Wrekin 2011-2031
- Telford and Wrekin Health and Wellbeing Strategy (2016-2019)
- Sport England: Towards an Active Nation (2016-2021)
- Everybody Active, Every Day (Public Health England, 2014)
- Telford and Wrekin Local Transport Plan (2011-2026)
- National Cycling and Walking Investment Strategy (Department for Transport 2016)

These collectively seek to create a culture of participating in physical activity on a daily basis. Cycling and walking are seen as physical activities available to almost everyone.

Telford and Wrekin Local Transport Plan (2011-2026)

The transport plan sets out how the transport network will be managed, maintained and developed across the borough. The borough has six Local Transport goals, including:

1. Making travel more reliable and efficient, to attract jobs and support growth and regeneration.
2. Maintain highways effectively and efficiently.
3. Reduce carbon emissions to help tackle climate change.
4. Allow everyone to access jobs, education, healthcare, shops and leisure.
5. Improve safety and security on the transport network and promote active travel choices which encourage people to be healthier.
6. Improve the quality of life by reducing the visual, noise, air quality and other impacts of transport on people and the local environment.

The goals and the overarching vision set out in the Local Transport Plan have influenced the objectives and vision of this strategy. Objectives and actions have been considered in line with the Local Transport Plan in order to assist in achieving the goals that are highlighted above.



Telford & Wrekin Health & Wellbeing Strategy (2016-2019)

A site visit and audit (Appendices 4-6) were conducted using the attractors map to assess the present use and purpose of each route. Through auditing the area it became evident that within Telford and Wrekin to maximise their potential through their health and wellbeing.

Three priorities have been highlighted in the strategy, these include: Encouraging *Healthy Lifestyles, Improve mental wellbeing and mental health* and strengthen our communities and community based support.

It is considered that the Walking and Cycling Strategy will help to achieve these priorities and will be able to support the following deliverables;

- More people having a healthy diet and taking enough exercise
- Halt the increase in overweight and obesity in children
- Reduce the number of people who die from preventable diseases and improve life expectancy across the Borough and closing the gap with

Sport England: Towards an Active Nation (2016-2021)

'We want everyone in England, regardless of their age, background or level of ability to feel able to engage in sport and physical activity.'

The focus of this strategy is to contribute to the Government's five outcomes of *physical wellbeing, mental wellbeing, individual development, social and community development and economic development.*

This strategy will align with and support these outcomes.

Everybody Active, Every Day (Public Health England, 2014)

This evidence based approach document recognises the importance of embedding a culture of physical activity across Britain.

'Physical activity needs to be made easy, made fun and made affordable. If we want everyone to be active every day, exercise and active recreation must be available to all, at every stage of life in every community across England.'

The document sets out four domains of action at national and local level:

- **Active society:** creating a social movement with a communication strategy aimed at turning around attitudes toward physical activity. It is set out as a long-term promotion with a common vision to get everybody active every day. e.g. Change4life '10 minute shake-up' campaign.
- **Moving professionals:** activating networks of expertise. To connect and activate professionals in spatial planning, social care, psychology, sport and leisure, the media, trades unions, education and business to bring about radical change.
- **Active lives:** creating the right environments. Linking transport and housing planning with local health policy not only to create new networks of expertise but also to design with physical activity as a priority and find new ways of reversing the downward trends in activity levels.
- **Moving at scale:** scaling up interventions that make us active: to increase the appetite for a revolution in physical activity and health in partnership with the support and of the local and national government, professionals in schools, the health sector, transportation and the sports, leisure and voluntary sectors.

This strategy will support the four areas of action through the action plan and the measures to be implemented.



National Cycling and Walking Investment Strategy (DfT, 2016)

Ambition: *'make cycling and walking the natural choice for shorter journeys, or as part of a longer journey.'*

The Department for Transport's Cycling and Walking Investment Strategy is the first step in a long term transformative change process to grasp the opportunities and benefits available associated with cycling and walking;

- for *People* – through improved health and cheaper travel
- for *Businesses* - through increased productivity of employees and increased footfall in shops
- for *Society* – through lower congestion, better air quality and vibrant and attractive communities

The Government's target is to double cycling activity by 2025 and reverse the recent trend of a decline in walking.

This investment strategy has strongly influenced our methodology to ensure our strategy and action plan is evidence led. Telford & Wrekin's Strategy will also support the ambition and targets of National Strategy by removing the barriers that prevent Telford and Wrekin residents making active travel choices.

Local Plan of Telford & Wrekin 2011-2031

The Local Plan sets out policies and priorities for development in relation to housing, green space, shops, businesses, transport and community facilities. It recognises that with work places and homes being segregated as part of the new town principles, and with good link roads, Telford is relatively unsustainable in terms of travel behaviour although it does have an extensive cycling and walking network albeit parts of which are unsafe and poorly lit. The challenge for the Borough is to use the Local Plan to re-shape and create an urban form and density that is more conducive for cycling, walking and viable public transport provision.

The strategy shall use the selected aims to focus the strategy targets specifically for the area:

- **Aim: Promoting prosperity and opportunity for everyone**
 - The strategy will expand the Borough's leisure, tourism and business visitor offer
- **Aim: Promote more socially cohesive, healthy and active communities**
 - The strategy will focus on enabling healthier lifestyles and improve the health and wellbeing of the population;
 - Address social and economic deprivation;
- **Aim: Enhance the infrastructure for improved access and communication**
 - The strategy will support the continued provision of a highly accessible and integrated transport network;
 - Encourage and help enable greater access by non-vehicular means to local green space, services and locations of employment;
- **Aim: Reduce the environmental impact of new development**
 - The strategy will aim to reduce car trips by promoting alternatives modes of transport for new development.



Appendix 3 – Policy Analysis

Objective List-

1. Taking a holistic approach to improving health and wellbeing through walking and cycling.
2. Create long-term behaviour changes towards more sustainable and healthier travel choices.
3. Make the cycle and walking network more accessible to residents and visitors.
4. Integrating community resources to deliver the strategy.
5. Integrate walking and cycling with other modes of public transport.

Document Title/Project and date	Level of Document	Vision	Policies/Priorities	Relevant Objectives Met					
				1	2	3	4	5	
Health and Wellbeing									
Telford and Wrekin Health and Wellbeing Strategy (2016-2019)	Local	This strategy sets out the vision and approach to allow people within Telford and Wrekin to maximise their potential through their health and wellbeing.	Of the three priorities, Priority 1 – Encouraging healthy lifestyles is where walking and cycling can play an important role. The Walking and Cycling strategy will be able to support the following deliverables: <ul style="list-style-type: none"> • More people having a healthy diet and taking enough exercise • Halt the increase in overweight and obesity in children • Reduce the number of people who die from preventable diseases and improve life expectancy, across the borough and closing the gap with national rates 	✓					
Obesity and the Environment: Increasing Physical Activity and Active Travel (2013)	National	The health benefits of active travel are clear and supported in this document, which endorses the use of active travel as a way to improve public health. It suggests that creating an environment where people actively choose to walk and cycle as part of everyday life can have a significant impact on public health and may reduce inequalities in health. It is an essential component of a strategic approach to increasing physical activity and may be more cost-effective than other initiatives that promote exercise, sport and active leisure pursuits. It stipulates that local authorities have important influence over whether planning applications for new developments prioritise the need for people to be physically active as part of their daily life. It suggest the strategic leadership of local authority and health and wellbeing boards by identifying a senior councillor responsible for active travel to be a champion on behalf of the local authority, to provide leadership, and work with district councillors in two-tier areas to be responsible for promoting walking and cycling.	The document recommends setting realistic but ambitious targets for walking and cycling within the local authority, and considers a dedicated town-wide programme along the lines of the sustainable travel towns and cycling demonstration towns. It also recommend local authorities to consider training for public health and planning colleagues in the use of the HEAT tool for walking and cycling to estimate the value of different scenarios of increasing walking and cycling levels and working with transport planners on how public health evidence can support their work.	✓	✓				
Healthy Lives and Healthy People: Our Strategy for Public Health in England	National	The Department of Health's White Paper (2010) recognises the detrimental impact of poor air quality on health whilst simultaneously promoting active travel. It suggests that active travel and physical activity need to become the norm in communities	The document specifies that the Department of Health will support local areas by providing good evidence on how to make regular physical activity and healthy food choices easier for their populations, for example by sharing learning from the experiences of the nine 'Healthy Towns', as well as sustainable travel and cycle towns.	✓					✓
Get Britain Cycling (2013)	National	The Get Britain Cycling inquiry is an initiative of the All Party Parliamentary Cycling Group (APPC) a cross party body with members in both the House of Commons and the House of Lords, with the aim to enable more people across the UK to take up cycling, cycle more often and cycle more safely.	Recommendations are divided into five broad topics and below are the recommendations that local authorities can implement: A new priority for investing public funds <ul style="list-style-type: none"> • Create a cycling budget of at least £10 per person per year, increasing to £20 • Ensure local and national bodies, such as Highways England, Department for Transport, and local government allocate funds to cycling of at least the local proportion of journeys done by bike. Redesigning Our Roads, Streets And Communities <ul style="list-style-type: none"> • A statutory requirement that cyclists' and pedestrians' needs are considered at an early stage of all new development schemes. 	✓	✓	✓			

			<ul style="list-style-type: none"> • Revise existing design guidance. • Local authorities should seek to deliver cycle-friendly improvements across their existing roads, including small improvements, segregated routes, and road reallocation. • Safe Driving And Safe Speed Limits • Extend 20 mph speed limits in towns, and consider 40mph limits on many rural lanes. • Improve HGV safety by vehicle design, driver training, and mutual awareness with cyclists; • promote rail freight and limit use of HGVs on the busiest urban streets at the busiest times, and use public sector projects to drive fleet improvements. • Training and Education • Provide cycle training at all primary and secondary schools • Offer widespread affordable (or free) cycle training and other programmes to encourage people of all ages and backgrounds to give cycling a try, as evidenced by NICE. • Promote cycling as a safe and normal activity for people of all ages and backgrounds. • Political Leadership • Central and local government and devolved authorities should each appoint a lead politician responsible for cycling. 						
Tackling Physical Inactivity: A Coordinated Approach	National	In 2014 the All Party Commission on Physical Activity published this document which set out a number of recommendations to get the country more active. The long term vision is that the villages, towns and cities are designed so that more people walk and cycle to school or work.	<p>Recommendations include:</p> <ul style="list-style-type: none"> • Re-focus transport strategy over time, to provide long-term continuity of resources to incentivise and facilitate walking and cycling as regular daily transport. • Existing and planned new developments and infrastructure to be 'health-checked' to ensure that walking, cycling, active recreation and other forms of physical activity are prioritised. • Employers are encouraged to support their employees, suppliers and visitors to be active while at work, or travelling to or from it. 	✓		✓			
Moving More, Living More (2014)	National	In 2014 'Moving More, Living More' was published, a cross-government commitment to increase physical activity for all age groups and carry on the legacy of the London 2012 Olympic and Paralympic Games. It recognises making an alternative "active" travel choice for some or all of a journey as a cheap, convenient and easy way to introduce a level of physical activity into everyday routines. It gives recommendations for encouraging walking in cycling among children and young people (e.g. provision of cycle parking, safe routes to schools, campaigns to promote cycling and walking to school, cycle training), employees (the cycle to work scheme, providing cycle parking facilities; shower/changing facilities, publicising the approved mileage for using cycles for business travel, and making it easier for employees to reclaim cycle hire costs used for business travel) and transport providers. The document also highlights that generally areas with higher levels of deprivation tend to have lower levels of physical activity and it is therefore important that opportunities to be physically active are provided in disadvantaged areas that are safe and free or low cost	<p>Transport providers can support that choice by providing:</p> <ul style="list-style-type: none"> • cycle parking at stations • linking better places for local growth and engaging with Local Enterprise Partnerships • embedding excellent cycling and walking infrastructure into all communities • introducing more 20mph limits and other design and traffic management measures • local authorities engaging communities • actively promoting 'better streets' principles • promotion campaigns, trial days, and working with national organisations • creating community cycle clubs which are targeted at any group in society • conducting an audit of local street environments with residents • joining up with employers to encourage walking and cycling to work • enforcement action to tackle anti-social pavement behaviour • championing good quality street and pavement maintenance • traffic-free city centre days. 	✓	✓	✓	✓	✓	✓
Walking and cycling: measures to promote walking and cycling as forms of travel or recreation	National	<p>This guideline, produced by NICE in 2012, sets out how people can be encouraged to increase the amount they walk or cycle for travel or recreation purposes. This will help meet public health and other goals (for instance, to reduce traffic congestion, air pollution and greenhouse gas emissions). The main recommendations are as follows:</p> <ul style="list-style-type: none"> • High-level support from the health sector • Ensuring all relevant policies and plans consider walking and cycling • Developing programmes • Personalised travel planning • Cycling programmes • Walking community-wide programmes • Walking individual support • Schools • Workplaces • NHS 	<p>Actions that need to be taken within cycling and walking programmes are the following:</p> <p>Cycling programmes</p> <ul style="list-style-type: none"> • Address infrastructure and planning issues • Implement town-wide programmes to promote cycling • Ensure programmes include theoretical framework for behaviour change • Ensure cycle parking and residential storage issues are addressed • Ensure travel by cycle and public transport is integrated to support longer journeys • Ensure training is available and ensure all training is sensitive to cultural issues • Consider providing free cycle safety checks • Use local media to publicise activities <p>Walking programmes: community-wide programmes</p> <ul style="list-style-type: none"> • Address infrastructure issues that may discourage people from walking • Programmes based on an accepted theoretical framework for behaviour change • Ensure walking programmes link to existing national and local walking initiatives • Ensure all programmes address safety, cultural and disability issues • Ensure all programmes offer a variety of routes, paces and distances • Ensure walking routes are integrated with accessible public transport links • Provide information tailored for individuals who want to go walking without joining a group or club • Develop and implement a publicity strategy • Provide support to help people who have started walking as a leisure activity to also consider walking as a means of transport. <p>Walking: individual support, including the use of pedometers</p> <ul style="list-style-type: none"> • Ensure individual support is available for anyone who is walking on their own • Ensure additional, one-to-one support is offered at regular intervals • Provide general information • Only use pedometers as part of a package 	✓	✓	✓	✓		

Cycling and Walking Investment Strategy	National	<p>The Department for Transport strategy sets out a clear ambition to transform the way we travel in England by 2040 making "cycling and walking the natural choice for shorter journeys and part of a longer journey".</p> <p>The strategy identifies a set 5 measurable objectives and targets to track progress being made by 2040, which are: 1. Double cycling, where cycling activity is measured as the estimated total number of bicycle stages made each year, from 0.8 billion stages in 2013 to 1.6 billion stages in 2025; 2. Reverse the decline in walking activity, measured as the total number of walking stages per person per year; 3. Reduce the rate of cyclists killed or seriously injured on England's roads, measured as the number of fatalities and serious injuries per billion miles cycled, each year; 4. Increase the percentage of children aged 5 to 10 that usually walk to school.</p>	<p>These objectives will be achieved by a set of three specific activities themes:</p> <ul style="list-style-type: none"> • Better Safety - "A safe and reliable way to travel for short journeys" <ul style="list-style-type: none"> - streets where cyclists and walkers feel they belong, and are safe - reduced community severance - safer traffic speeds, with 20 mph limits where appropriate - cycle training opportunities for all children • Better Mobility - "More people cycling and walking - easy, normal and enjoyable" <ul style="list-style-type: none"> -cycling facilities that are recognised by business as in the top ten globally -Urban areas that are considered as amongst the most walkable globally -dense networks of routes around public transport hubs and town centres, with safe paths along busy roads -better links to schools and workplaces -technological innovations which promote walking and cycling -behaviour change interventions • Better Streets - "Civilised places where people come first" <ul style="list-style-type: none"> - places designed for people, with walking and cycling put first -improved public realm -planning for walking and cycling -community based activities -A wider green network of walkways, cycleways and open spaces that lets people actively incorporate nature into their daily lives 	✓	✓	✓	✓	✓
DfT cycling and walking programmes	National	<p>The DfT runs a number of programmes dedicated to cycling and walking, in addition to larger Government local transport programmes, such as Bikeability, Cycle Ambition Cities, Highways England and access fund. There are also DfT local transport programmes, such as Local Growth Fund, DfT highways maintenance block and Integrated Transport Block. All of these schemes have the collective vision of improving cycling and walking at a national and local scale.</p>	<p>There are a number of Government initiatives and programmes for promotion of walking and cycling, including:</p> <ol style="list-style-type: none"> 1. NHS Healthy New Towns: a multiagency programme where stakeholders from public bodies, housing associations and the construction sector are to come together to identify development projects where they would like the NHS support in creating "health-promoting" towns and neighbourhoods. 2. Department of Health - Walking Cities: A £1.2m programme over 2 years to incentive more people to walk in five main cities such as Birmingham and Manchester. 3. Public health: Everybody Active, Every Day, evidence base report acknowledges the detriments effect on public health due to the lack of physical activity. 4. Government's new sport strategy: <ul style="list-style-type: none"> • In December 2015 the Department for Culture, Media and Sport published the Government's new sport and physical activity strategy Sporting Future: A New Strategy for an Active Nation. This contains a range of cross-Government measures to reduce physical inactivity and spread the benefits of sport and physical activity to everyone. • Sporting Future also states that Government will work with others to ensure that all children have the opportunity to learn to cycle, through the Bikeability cycle training programme. And it stresses Government's commitment to outdoor recreation. 5. Local and city programmes: In London where cycling is a major mode of transport, the Mayor's Vision for Cycling has been to continue building on this using robust planning to target investment to maximise impact and attract further the use of the network. The majority of the funding will be directed to on-street cycling routes and infrastructure. These can help to overcome the barriers to cycling of 'fear and vulnerability' and a 'lack of cycling infrastructure', supported by behavioural change interventions to encourage more people to cycle. Major Vision programmes include: <ul style="list-style-type: none"> • Substantially segregated new Cycle Superhighway routes; • A network of lower traffic 'Quietways' following backstreets and through parks; • The 'Central London Cycling Grid' of connected cycle routes; • A 'Better Junctions' programme of major safety improvements for cyclists; and • The 'Mini-Hollands programme', giving three outer London boroughs the funding to help make them as cycle friendly as their Dutch equivalents. 	✓	✓	✓		
Everybody Active, Every Day	National	<p>An evidence based approach document evidencing the importance of embedding a culture of physical activity across the country calling at all professionals, providers and commissioners in health, social care, transportation, planning, education, sport and leisure, culture, the voluntary and community sector and both public and private employers to engage and help make a case for a more active Britain.</p>	<p>The document sets out four domains of action at national and local level:</p> <ul style="list-style-type: none"> • Active society: creating a social movement. A communication strategy aimed at turning around attitudes toward physical activity. It is set out as a long-term promotion with a common vision to get everybody active every day. e.g. Change4life '10 minute shake-up' campaign. • Moving professionals: activating networks of expertise. To connect and activate professionals in spatial planning, social care, psychology, sport and leisure, the media, trades unions, education and business to bring about radical change. • Active lives: creating the right environments. Linking transport and housing planning with local health policy not only to create new networks of expertise, but also to design with physical activity as a priority and find new ways of reversing the downward trends in activity levels. • Moving at scale: scaling up interventions that make us active: to increase the appetite for a revolution in physical activity and health in partnership with the support and of the local and national government, professionals in schools, the health sector, transportation and the sports, leisure and voluntary sectors. 	✓	✓	✓	✓	

<p>Sports England: Towards an Active Nation Strategy (2016-2021)</p>	<p>National</p>	<p>Vision as outlined in the report: "We want everyone in England regardless of age, background or level of ability to feel able to engage in sport and physical activity. Some will be young, fit and talented, but most will not. We need a sport sector that welcomes everyone – meets their needs, treats them as individuals and values them as customers". The focus of this strategy is to contribute to the government's five outcomes of physical wellbeing, mental wellbeing, individual development, social and community development and economic development. To do this public funding will be targeted towards:</p> <p>1. More people from every background regularly and meaningfully engage in sport and physical activity:</p> <ul style="list-style-type: none"> • Inactive people becoming active • More resilient habits • More positive attitudes among young people • More diverse volunteers • Improved progression and inclusion in talent development <p>2. A more productive, sustainable and responsible sport sector</p> <ul style="list-style-type: none"> • A more demand-led sport sector that welcomes everyone • Improved governance • Improved financial efficiency • Increased and more diverse revenue generation • Increased diversity in leadership • A diverse and productive workforce 	<p>Public funding will be directed towards seven investment programmes which will be underpin by a new Workforce Strategy and a new Coaching Plan. The investment programmes are:</p> <ul style="list-style-type: none"> • Tackling inactivity: it is the most important features of this strategy recognizing a stronger focus to tackle this issue and target under-represented groups in the society who are less active. There is a dedicated £120m fund for this purpose. • Children and young people: £40 million into projects which offer new opportunities for families with children to get active and play and sport together: • Volunteering: create a new strategy for volunteering in sport and physical activity in England. • Taking sport and activity into the mass markets: Identify and back innovations that offer clear potential for growth at scale, especially in under-represented groups. Cycling is an appealing sport/ activity with a potential to widening the number of users, especially in underrepresented groups. It is already enjoyed by millions of people but also because it can easily fit in with people's busy life. • Supporting sport's core market: Provide insight, advice and funding to those who deliver to regular players, focusing on customer needs and delivering excellent experiences. • Local delivery: Invest at least £130 million over the next four years in 10 places in England to develop and implement local strategies for physical activity and sport. They will be a mix of urban and rural areas. As recommended by Sporting Future, these will be pilots to learn lessons we can then apply elsewhere. • Facilities: Work with the industry to develop a single customer-facing quality standard for all sports facilities and concentrate on two areas: <ul style="list-style-type: none"> - A strategic capital programme: for large, usually multi-sport facilities - Community Asset Fund : offering grants of between £10,000–£150,000 to support and improve existing local infrastructure 	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p></p>	<p></p>	
<p>Action Plan for implementation of the European Strategy for the Prevention and Control of No communicable Diseases (2012-2016)</p>	<p>International</p>	<p>This EU Action Plan focuses on priority action areas and interventions for 2012–2016 within a comprehensive and integrated framework.</p>	<p>Among supporting interventions is promoting active mobility with an aim to promote increased physical activity through cycling and walking by means of modifications of the urban environment (by developing safe infrastructures, fostering the establishment of accessible green spaces for leisure time physical activity and encouraging behavioural change). It also stresses that policies, which promote cycling and walking as means of transport, have a great potential to reduce the gap in inequalities.</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p></p>	<p></p>	
<p>European Charter of Counteracting Obesity</p>	<p>International</p>	<p>The policy addresses the growing challenge posed by the epidemic of obesity to health, economies and development, adopted by the Ministers and delegates attending the WHO European Ministerial Conference on Counteracting Obesity (2006). It suggests that impact on public health objectives should have priority consideration when developing economic policy, as well as policies in the areas of transport and urban planning.</p>	<p>Particular importance is attached to settings such as the means of transport, communities, schools, workplaces, the urban environment, housing, leisure facilities etc. A package of essential preventive actions should be promoted as measures, including promotion of cycling and walking by better urban design and transport policies.</p>	<p>✓</p>	<p>✓</p>	<p></p>	<p></p>	<p></p>	
<p>WHO Global Strategy on Diet, Physical Activity and Health</p>	<p>International</p>	<p>The WHO Strategy suggests that multi-sectoral policies are needed to promote physical activity.</p>	<p>National policies to promote physical activity should be framed, targeting change in a number of sectors and national and local governments should frame policies and provide incentives to ensure that walking, cycling and other forms of physical activity are accessible and safe; and that transport policies include non-motorized modes of transportation.</p>	<p>✓</p>	<p>✓</p>	<p></p>	<p></p>	<p></p>	
<p>Transport Link Improvements</p>									
<p>Road safety strategy (2015)</p>	<p>Local</p>	<p>This strategy will target a reduction in the number of casualties on the highway network between 2015 and 2025 to align with the delivery of Local Transport Plan 3. The vision set out in the Strategy is: "To develop a plan led approach to reducing the risk & severity of collisions occurring across Telford & Wrekin to create a safer and more reliable road network."</p>	<ul style="list-style-type: none"> • To reduce the number of casualties on the Boroughs road network, and targeting locations which represent a high benefit to cost ratio. • To implement effective and appropriate speed limits and management measures on a consistent basis, in relation to road function, type of users, traffic speeds and consideration of local conditions. • To improve the perception of road safety for all users within the local communities, by encouraging a positive, responsible and co-existence with other users attitude to travelling through the Borough. 	<p></p>	<p>✓</p>	<p>✓</p>	<p></p>	<p></p>	
<p>Local Transport Plan (2011-2016)</p>	<p>Local</p>	<p>The Local Transport Plan 2011-2026 (LTP3) sets out the goals and objectives in relation to transport following a review of issues and challenges within the Borough.</p>	<p>The Local Transport Plan notes that walking and cycling:</p> <ul style="list-style-type: none"> • Reduces carbon emissions to help tackle climate change • Allow everyone to access jobs, education, healthcare, shops and leisure • Improve the quality of life by reducing the visual, noise, air quality and other impacts of transport on people and the local environment. • Accommodates increasing travel without increasing carbon emissions and maintain the reduction in road accident casualties. • Through regeneration and new development creates an urban form that encourages cycling and walking trips. <p>The Council plans to maintain and improve on infrastructure by:</p> <ul style="list-style-type: none"> • Implement road safety schemes and consider the introduction of 20mph speed limits and Home Zones in urban areas and Quiet Lanes in rural areas. • Target road safety engineering, education, training and enforcement measures in association with promotional campaigns. 	<p></p>	<p>✓</p>	<p>✓</p>	<p></p>	<p></p>	

			<ul style="list-style-type: none"> • Use regeneration and development projects to encourage greater levels of active travel through better urban design and planning and creating strategic links to walking, cycling and bridleway networks. • Personal safety issues in urban and rural areas will be addressed during project development. <p>It also assumes that increased levels of active travel can be achieved through:</p> <ul style="list-style-type: none"> • Improved safety on the transport network, including safety education and training. • Improved public realm and transport networks. • Better levels of personal safety. • Promotion of active travel and its associated benefits (for example health, financial, climate change). 					
Marches LEP SEP	Regional	Investing in infrastructure is one of the themes of the Strategic Economic Plan (SEP) of the Marches Local Enterprise Partnership (LEP). Transport and infrastructure are a fundamental focus for the Marches SEP and make up a major proportion of the 'ask' with regard to investment. Ageing infrastructure and strategic road networks, poor site access, public transport difficulties and high levels of congestion are acting as restraints on the levels of major growth that could be delivered. The projects proposed will help to remove these constraints – they are the enabling infrastructure which will allow the Marches to accelerate growth.	The plan proposes a series of infrastructure priorities which would serve the Marches; these projects would unlock land to deliver more sites and provide improved transport networks, including public transport and sustainable transport such as walking and cycling. In Telford, Telford Growth Point Package received support for implementation. The package (in addition to highway improvements) is also supported by sustainable transport improvements across the Borough enhancing the cycle network providing linkages into the employment areas.				✓	
Active Travel Strategy	National	The Active Travel Strategy (2010) emphasises the need for better infrastructure in increasing the modal share of active travel. It also makes reference to Britain's continuing poor levels of air quality, the measureable cost of which is around £10 billion per year. The National Active Travel Strategy targets the increased uptake of cycling and walking as a way of increasing air quality whilst bringing with it various health, economic and environmental benefits. The National Active Travel Strategy also continually highlights the correlation between congestion and economic productivity and the role of Active Travel in alleviating the former to increase the latter. The strategy targets technological advancements in transport as well sustainable and active travel choices as the two main weapons in combating congestion. The National Active Strategy endorses moderate physical activity citing its potential to reduce the risk of major chronic diseases such as coronary heart disease, strokes and type 2 diabetes.	The strategy commits to substantial investment in cycling infrastructure with the aims to provide: <ul style="list-style-type: none"> • Cycle parking within easy reach of every public building • Sufficient secure bike parking at every rail station to be delivered through the Rail Integration Taskforce • Provide fully supervised cycle-hubs - • Extend the network of 20mph streets • Increase the number of cycling hubs at UK rail stations, providing bike hire, parking and repair • Improve cycling facilities on the UK rail network – support four train companies to come 'bike and ride' flagship operators • Provide improved and safer links to approximately 500 schools • Engage more employers in the Cycle to Work scheme – provide the relevant cycling infrastructure that allows employees to cycle to work and store their bicycle safely. • Continue to support development in areas with good pedestrian and cycling access to local amenities 	✓		✓		✓
Highways England: Cycling Strategy	National	HE is in charge of operating, maintaining and modernizing the strategic road network but also supporting the needs of vulnerable road users such as cyclists. The ambitious £11 billion Route Investment Strategy encompasses integrated schemes aimed at improving cyclists' facilities. The Delivery Plan will commit £100m of ring-fenced funding in 200 cycling schemes to 2021 aligning with the government vision to make cycling a natural choice for journeys and the development of the Government's Cycling and Walking Investment Strategy. It will contribute towards the development of integrated, safe, comprehensive and high quality cycling network, but it also recognizes the limitations of the network such as prohibitions of using motorways and incompatibilities with major parts of the network.	HE strategy aims at improving cycling environment by: <ul style="list-style-type: none"> • Reviewing the extent and quality of the existing cycling network. • Identifying, prioritising and investing in ways to improve cycling conditions. • Progressively creating comprehensive and coherent cycle networks with their stakeholders and delivery partners. <p>And additionally it will also bring about:</p> <ul style="list-style-type: none"> • Training and developing our planners, designers, engineers and service providers to think differently about cycling infrastructure. • Working more collaboratively with our partners and stakeholders. • Improving how HE plans for cycling. • Supporting the overall development of cycling related infrastructure design and planning. <p>The benefits of the HE cycle strategy take into account the favourable effects on the community from the environmental point of view as it has negligible climate change, air pollution and noise repercussions.</p>			✓	✓	
Transport White Paper: Roadmap to a Single European Transport Area - Towards a competitive and resource efficient transport system	International	The European Commission (EC) adopted in 2011 40 concrete initiatives to build a competitive transport system that will increase mobility, remove major barriers in areas and fuel growth and employment. It suggests that facilitating walking and cycling should become an integral part of urban mobility and infrastructure design.	One of the initiatives of the Paper is "promoting more sustainable behaviour"; particularly, to promote awareness of the availability of alternatives to individual conventional transport (e.g. walk and cycle)".				✓	
Europe 2020	International	This report is the European Union's ten-year growth strategy and it puts forward three mutually reinforcing priorities: Smart growth, Sustainable growth and Inclusive growth. The aim of this is to support the shift towards a resource efficient and low-carbon economy and to decouple the economic growth from resource and energy use, reduce CO2 emissions, enhance competitiveness and promote greater energy security. The Commission will work on proposals to modernise and decarbonise the transport sector thereby contributing to increased competitiveness.	One of the Flagship Initiatives of the strategy is the "Resource efficient Europe", which will secure growth and jobs for Europe.				✓	






Road Safety Policy Orientations 2011-2020	International	One of the EC's sub-objectives in this policy document is the protection of vulnerable road users – riders of powered two-wheel vehicles, pedestrians and cyclists. The EC notes that potential or perceived road safety risks remain a decisive obstacle for potential cyclists.	The EC acknowledges the significant environmental, climate, congestion and public health benefits of cycling and it identifies the Action Plan on Urban Mobility as the main means of improving the safety of cyclists.		✓	✓			
Pan-European Master Plan for Cycling Promotion (2014)	International	In the 2014 Paris Declaration, adopted by Transport, Health, Environment Pan-European Programme (THE PEP), revealed that they "Decide to initiate the development of a pan-European Master Plan for Cycling Promotion, supported by guidelines and tools to assist in the development of cycling promotion policies at the national level. This new initiative will be undertaken within the framework of THE PEP partnerships."	The exact content of a draft master plan will be developed by the end of 2016 and its official adoption is foreseen in 2019.			✓			
Sustainable Transport									
Telford & Wrekin Council Sustainable Modes of Travel Strategy (2016-2021) (Draft)	Local	This strategy outlines how Telford and Wrekin intend to meet the requirements of the Education and Inspections Act 2006 and in so doing it would work towards meeting the sustainable transport aims and objectives of the Telford & Wrekin Local Transport Plan and Accessibility Strategy. In particular, this strategy promotes choice for children and young people to use sustainable travel alternatives, develop healthy, safe & active lifestyles and to help protect our future environment. A number of initiatives and travel events are outlined in the document which schools take part in. The Walking and Cycling Strategy will aim to complement these measures.	<ul style="list-style-type: none"> Improving the quality of the local and global environment, by reducing carbon emissions associated with school travel and reducing local congestion Helping to reduce child casualties Widening choice by improving accessibility to educational establishments and activities Improving the physical and mental health of children and Contributing to improving educational achievement and attendance 	✓	✓				
Action Plan on Urban Mobility	International	This EU document proposes twenty measures to encourage and help local, regional and national authorities in achieving their goals for sustainable urban mobility. Under Theme 1 (Promoting integrated policies) Action 3 (Transport for healthy urban environments) can be found, which stresses that sustainable urban transport can play a role in creating healthy environments and contribute to reducing non-communicable diseases such as respiratory diseases, cardiovascular diseases and injury prevention.	The EC supports the development of partnerships towards healthy environments and will explore, in the context of its work on public health, further synergies between public health and transport policy. Under Theme 6 — Optimising urban mobility it recognises that affordable and family-friendly public transport solutions are to encourage citizens to become less car-dependent, use public transport, walk and cycle more, and explore new forms of mobility.	✓		✓			✓
Shaping of the area									
Shaping Places - Local Plan of Telford & Wrekin (2011-2031)	Local	The Local Plan will set out policies and priorities for development in relation to housing, green space, shops, businesses, transport and community facilities. It recognises that with work places and homes being segregated as part of the new town principles, and with good link roads, Telford is relatively unsustainable in terms of travel behaviour although it does have an extensive cycling and walking network albeit parts of which are unsafe and poorly lit. The challenge for the borough is to use the Local Plan to re-shape and create an urban form and density that is more conducive for cycling, walking and viable public transport provision.	<p>The aims and associated objectives of the documents that walking and cycling could contribute the most to are the following:</p> <ul style="list-style-type: none"> Aim 1: Promoting prosperity and opportunity for everyone <ul style="list-style-type: none"> -to expand the borough's leisure, tourism and business visitor offer (by increase in X visitor numbers/%); Aim 4: Promote more socially cohesive, healthy and active communities <ul style="list-style-type: none"> - Enable healthier lifestyles and improve the health and wellbeing of the population; - Address social and economic deprivation; Aim 5: Enhance the infrastructure for improved access and communication <ul style="list-style-type: none"> - Support the continued provision of a highly accessible and integrated transport network; - Encourage and help enable greater access by non-vehicular means to local green space, services and locations of employment; Aim 7: Reduce the environmental impact of new development <p>Across different policies, developers will be expected to:</p> <ul style="list-style-type: none"> take into consideration the needs of pedestrians and cyclists; provide safe, appropriately lit, accessible and convenient internal routes in the development for a range of modes including walking, cycling; design development blocks (avoiding cul-de-sacs) of a size that encourages filtered permeability for walking and cycling and traffic calming measures; fund enhancement of local and strategic walking and cycling routes; appropriately locate development that is accessible by walking, cycling and public transport; provide secure, covered, convenient on plot space to park cycles within all residential developments; provide public cycle parking in convenient, overlooked, locations to serve on site facilities such as shops and recreational areas; encourage walking and cycling in the layout and design of streets and open space and design for the car without harming the quality of the place; to adapt to climate change and provide measures to encourage greater levels of sustainable travel. 	✓	✓	✓	✓	✓	






<p>Shaping our Future Community Strategy (2013)</p>	<p>Local</p>	<p>Sets out the vision for the Borough until 2020.</p>	<p>The strategy identifies 4 themes and three most important ones that relate to walking and cycling are:</p> <ul style="list-style-type: none"> • Live – a place people choose to live and feel they belong whatever their background. We will continue our efforts to (...) improve health and address health inequalities, (...) work to ensure that all of our communities are safe and feel safe. • Visit – to continue to attract more visitors to the Borough. For more sporting visitors the Borough hosts a range of events and these will flourish as the Council and partners work with local sports clubs to support and promote these events and develop new ones too: promoting the Borough and civic pride, whilst increasing participation in sport to improve the health and wellbeing of the local population. • Play – to encourage positive and active lifestyles and community participation (...) to work with our communities to protect and maintain this infrastructure which links the Borough through footways and cycle paths – such as the Silkin Way. By encouraging 'active lifestyles', the environment will play a central role in the improvements to the health and wellbeing of the Borough. <p>Two outcome measures to deliver by 2020 where walking and cycling could play a core role were identified:</p> <ul style="list-style-type: none"> • Reduced early deaths from cancer and heart disease to the national rate • Reduced child obesity to the national rate 	<p>✓</p>	<p>✓</p>				
<p>Cycle Delivery Plan</p>	<p>National</p>	<p>This draft Cycling Delivery Plan is a 10 year plan for England, setting out government's vision for cycling and walking and the role everyone has to play in achieving this vision. In delivering this plan, the Government plans to set up partnerships with local authorities, where - in exchange for signing up to a series of actions that we believe are necessary to deliver ambitious changes in cycling and walking - local authorities will receive access to supporting tools and incentives, including knowledge sharing, priority access to funding and sector expertise.</p>	<p>In forming a partnership with government, local authorities would be expected to:</p> <ul style="list-style-type: none"> • Set a clear and specific vision for their area which outlines how cycling and walking will be increased and supported in a defined area over a defined period; • Develop a local walking and cycling delivery plan, supported by their own local partners - such as voluntary sector organisations; • Appoint an influential cycling and walking champion locally (be that an elected member, supported by senior officer or a public figure); • Demonstrate a commitment to door-to-door journeys, and to creating safe cycling and walking provision through cycle proofing and pedestrian proofing new transport infrastructure and, where relevant, a planned and funded cycling and walking investment programme; • Demonstrate that their walking and cycling plans include steps to meet the needs of people from hard to reach groups – including disabled people, older people and others - where those needs are different from the needs of other people. 			<p>✓</p>	<p>✓</p>		
<p>Environmental</p>									
<p>A Climate for Change (2008-2026)</p>	<p>Local</p>	<p>The Council's strategy 'A Climate for Change' 2008-2026 aims "to address the causes of climate change by reducing greenhouse gas emissions and preparing for the impacts of a changing climate". A target was set for the reduction of emissions as to reduce annual CO2 emissions by 60% from 1990 levels, by 2050 (36% by 2026).</p>	<p>According to the strategy, road transport accounts for 23% of CO2 emissions in Telford and Wrekin, whilst based on consumption this figure increases to approximately 29%. Transport therefore plays an important role in tackling climate change, both by being at risk due to climate change and through its impact on the GHG emissions.</p>	<p>✓</p>					
<p>Telford & Wrekin Local Green Infrastructure Needs Study (2013)</p>	<p>Local</p>	<p>The study identifies the areas of greatest need for green infrastructure in relation to health and wellbeing. Specifically, it looked at the need for green routes based on the current population movement gradient between residential areas and workplaces and/or residential areas and schools and future population movement gradient (for each housing option) between residential areas and workplaces and/or residential areas and schools. This way it suggested the areas of the borough where large numbers of people are likely to want to pass through regularly and found that the green travel routes between people's homes and places where they shop, work or go to school are most needed in urban parishes.</p>	<p>Strong concentrations of need include:</p> <ul style="list-style-type: none"> • Newport • Central Telford: the shopping facilities, institutions and other work places clustered in Telford Town Centre are a major destination and as such generate the strongest needs for accessibility through green(er) travel routes • Parishes in northern Telford, particularly: <ul style="list-style-type: none"> - Around Wellington town centre and the areas immediately to the north - Hadley and Leegomery – where the hospital as well Hadley Park and Hadley Learning Community are likely destinations for surrounding communities - Wrockwardine Wood and Trench as well as Muxton and Donnington (respectively in Wrockwardine Wood and Trench, and Lilleshall, Muxton and Donnington) - In Oakengates around the train station, the Sports & Learning Community and retail and other facilities around Market Street - In St Georges and Priorslee – where St Georges Primary School and the Priorslee Campus are expected to be likely destinations for surrounding communities • Parishes in the south of Telford, particularly: <ul style="list-style-type: none"> - Around schools and communities in Stirchley and Brookside - Across Woodside and Sutton Hill in Madeley, as well as around the Madeley Centre and Tesco Superstore 	<p>✓</p>					

<p>Creating Growth, Cutting Carbon: Making Sustainable Local Transport Happen</p>	<p>National</p>	<p>The White Paper produced by the Government in 2011 supports the active travel strategy in which the Government's commitment to facilitating travel by active travel is reaffirmed along with a commitment to infrastructure improvements. In addition to the infrastructure commitments outlined in the Active Travel Strategy, the white paper commits to the continued development of the cycling journey planner which allows the user to select a route between two points based on skill and confidence but also provides the most recreational route if so desired. It highlights the tangible benefits of localised active transport initiatives as a method for improving air quality. It recognises that while technology is more expensive and not always yet suitable, sustainable travel choices are an opportunity that exists now.</p>	<p>Expenditure on encouraging and facilitating walking and cycling travel is inexpensive and provides far greater value for money than traditional road schemes. The White Paper suggests in economic terms, public realm improvements which increase the appeal of local centres to those on foot or cycle are proven to be economically beneficial with public realm improvements providing between 5% and 15% uplift in high street expenditure. Health benefits also save the NHS money, with the cost of obesity alone costing the NHS £4.2 billion per year. In addition to the obvious weight management benefits of active travel, active travel can contribute to the promotion of a healthier lifestyle which stands to reduce absenteeism which costs around 172 million working days and the economy over £13 million.</p> <p>Behaviour change is a crucial element in the shift from car dominated journeys to active travel. An approach called the 'nudge' is supported in the White Paper; to qualify as a 'nudge' an intervention must be easy and accessible and not reduce choice. Choices become well informed, in transport terms this could mean better signage or clearly designated cycle ways, they gently encourage users to make choices which are better for them. The white paper encourages place makers to be aware of their local needs and tailor nudges accordingly. Nudges, however, are seldom effective in isolation. They are suited to forming a package of measures targeted at increasing the uptake of active travel which could include marketing and the increased provision of infrastructure.</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p></p>	<p></p>	
<p>Financial</p>									
<p>The British Cycling Economy - 'Gross Cycling Product' Report (2011)</p>	<p>National</p>	<p>Findings of the report find that the full extent of cycling contributions to the British economy include saving £2 billion over a ten year period in terms of absenteeism; • A 20 per cent increase in current cycling levels by 2015 could save the economy £207m in terms of reduced traffic congestion, £71m in terms of lower pollution levels, £107m through the reduction of premature deaths and £52m reduction in NHS costs; and the latent demand for cycling could amount to £516 million.</p>	<p>facilitators in the cycling ecosystem include:</p> <ul style="list-style-type: none"> • Cycling has been made appealing to the widest number of user groups • Coordinated and preferential traffic signals that facilitate faster and safer journeys • 'Short cut' routes in dense urban areas that join arterial road routes • Traffic calming initiatives that include road narrowing and speed restrictions • Extensive parking and in some areas, designated women-only spaces • Established bike rental schemes • Long-running training programmes for children • The prevalence of strict 'liability laws' 	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p></p>	<p>✓</p>	

Appendix 4 – Quality of Service methodology

Table 1 - Quality of Service Grade Rating by Criteria

RATING	DESCRIPTION	EXAMPLE
Criteria 1 – Surface Condition		
A+	High quality well maintained surface no manholes, gullies other ironworks (or any such fully integrated with the pavement and no loss of surface friction).	
A	High quality well maintained surface. But manholes, gullies other ironworks with perceivable lack of surface friction.	
B	Surface with deteriorating surface or poorly maintained with debris evident.	
C	Undulating, cracked, generally an unsatisfactory ride experience	
D	Very poor ride quality - cyclist experiences jolts - with severe undulations due to e.g. concrete aprons, and/or very poorly maintained surface. Unsuitable and needs action.	

RATING	DESCRIPTION	EXAMPLE
Criteria 2 – Cycle Track/Lane Width (Equivalent to Number of Adjacent Cyclists)		
A+	2.5m	2 +1 
A	2 to 2.5m	1 +1 
B	1.8 to 2.0m	1 +1 
C	1.5m to 1.8m (Mixed traffic, bus lanes, advisory cycle lanes)	1 +0 
D	<1.5m (Mixed traffic without appropriate traffic regime and heavy traffic - <2.0m on mixed Ped./Cycle Paths)	1 +0 
Criteria 3 – Number of Conflicts (per km)		
A+/A	<=1	Entrances to petrol stations and retail centres, bus stops located within cycle facilities, side roads, side roads, signalised junctions, parking areas (up to 4 spaces = 1 conflict), taxi ranks (up to 2 spaces = 1 conflict), loading bays, and gaps in cycle network.
B	2 - 3	
C	4-10	
D	>10	

RATING	DESCRIPTION	EXAMPLE
Criteria 4 – Junction Time Delay (If cyclist has priority over junction no time delay assumed)		
Not Significant A+/A	Cyclists experiences little or no delays at junctions, crossings etc.	Few junctions along a route, therefore cyclists rarely required to stop.
Perceivable B/C	Cyclists experiences some delay at junctions, crossings etc.	Cyclists required to stop at some junctions; however the delay is not too significant.
Excessive D	Cyclists stopped at regular intervals with significant wait times.	Stopped very regularly at junctions and likely that many cyclists will pass through red signals as delays are too long.
Criteria 5 – Comfort Factor		
A+	Greenway / off-road premium route.	-
A	Off road, separated by verge / next to very quiet road	-
B	Segregated cycleway of adequate width / On road compulsory cycleway on a quiet, wide road / quiet shared street	-
C	On road compulsory cycleway on a busy, wide road / On road advisory cycleway (or shared bus lane) in low speed (actual – not theoretical 30kph zone!) quiet road / moderately trafficked shared street	-
D	On road advisory (or shared bus lane) with heavy competing flows and a general feeling of discomfort.	-

Appendix 5 – Cycling Infrastructure Review

Aim

To carry out a strategic review of existing cycling infrastructure in Telford & Wrekin in order to establish the quality and conditions of the existing cycling network.

Methodology

The strategic review of existing cycling infrastructure provision was undertaken within the Access Fund Areas. The review involved a Quality of Service Assessment, which allowed the measurement of the quality of cycling routes using grading system (A*-D) and these were determined against five criteria.

Additionally, the importance of each cycling route was also assessed and each route was categorised in terms of importance. This was determined through a number of criteria based on connectivity. The table of criteria can be found below.

Importance	Criteria
Most	<ul style="list-style-type: none">• Connection between residential and trip attractors• Links over and under major roads• Provides access to a primary or secondary school• Links major routes together
Medium	<ul style="list-style-type: none">• Provides routes to parks or green spaces• Routes for general leisure• Isolated stretches of routes that provide local connectivity
Low	<ul style="list-style-type: none">• No connection between origins and attractors• Isolated short piece of route providing no purpose• Complete rural routes away from residential areas

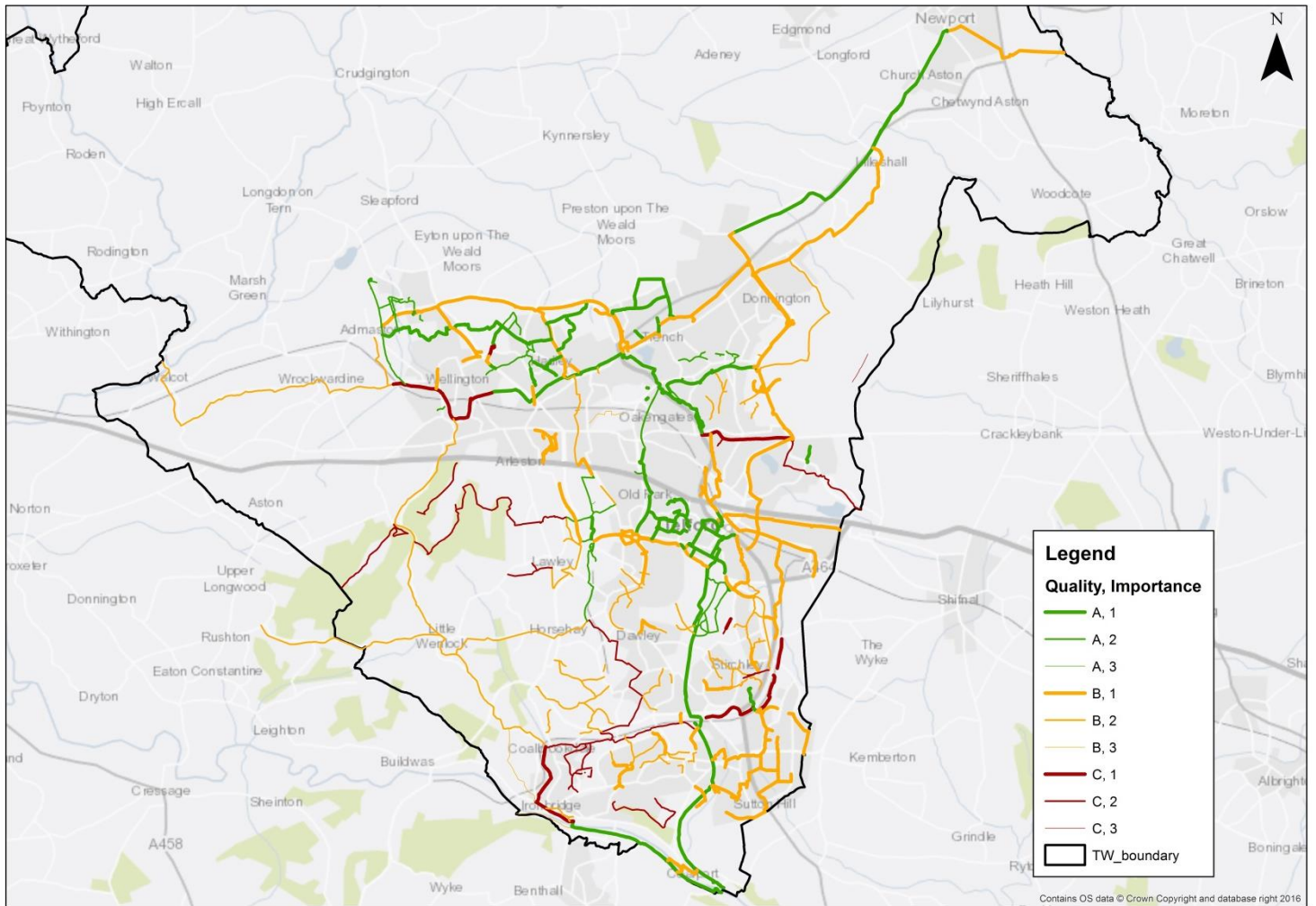
Through the assessment of both the importance and the quality of cycling routes and information was analysed and both data from quality and importance assessments were combined and can be seen through the Quality versus Importance map.

Results

Results from the site audit are highlighted in detail on the plan below. However, overall a significant number of routes were classed as a grade B with a handful of routes being evaluated as a grade C. It should be noted that no routes received a grade lower than C. Additionally, some routes received grades of A* and A and many of these were routes that were recently upgraded through the Local Sustainable Transport Fund. These included the Silkin Way, which provides a high quality traffic free route for walkers and cyclists' through urban areas of Telford and provides direct access to the Town Centre, Town Park and a number of residential areas in the South. These are in addition to the Box Road project within Telford Town Centre and the NCN 55 connecting Telford Town Centre to Newport.

The outcome of the exercise highlighted the routes and areas that require intervention. More specifically, routes that were deemed to be important but are of a poor quality would be considered as priorities. Improvements are considered to be made to the directness, safety and consecutiveness of routes through improving maintenance, surface conditions and the shared use of routes.

The figure below shows the Quality vs Importance map.



Evidence of these findings can be seen through the following images:



Silkin Way, South of Telford Town Park



Rough Park Way



Woodside Estate



Ironbridge Way

Appendix 6 – Walking Infrastructure Review

Aim

To establish the use and accessibility of the walking network in the Telford & Wrekin borough. Through conducting a site visit, the quality of certain routes shall be evaluated and categorised into their most appropriate use.

Methodology

Sites were established based on a review of Open Street maps¹ walking routes and the Travel Telford Cycling Map² in relation to the geographical focus areas (Active North, Attractive Centre and Accessible South). It was recognised that the assessment being undertaken by the cycling audit at the same time would cover a number of shared-use routes, therefore attention was focused more on walking-only routes and where there were connections to various landmarks, local centres, town centres or industrial parks.

To assess the whole of the Telford and Wrekin borough appropriately, a number of small local centres were reviewed to ensure the focus areas were representative of the region as a whole.

As such, the following sites chosen were:

Site	Area	Site	Area
1	Lilleshall	7	High Ercall
2	Newport (Church Aston)	8	Longdon upon Tern
3	Forton (outside of borough)	9	Wellington
4	Newport/Harper Adams University	10	Oakengates
5	Tibberton	11	Telford
6	Waters Upton		

At each site, an evaluation was conducted using the following survey template:

Walking Survey

Site:

Reason for site choice: Residential walking connections

Route focus:

In this section, rate on a 1-5 scale (1 being poorest quality, 5 being no change needed) and/or make comments when necessary. Please also provide any relevant photos as evidence.

Areas to comment/focus on:

Lighting:

Security:

Signage Quality (rustiness, readability etc.):

Surface Quality: Accessibility of the road/walkway: Number of adjacent cyclists (please refer to QoS ratings):

Connectivity to areas:

Directness:

Severance/barriers:

Type of route:

Any other comments:

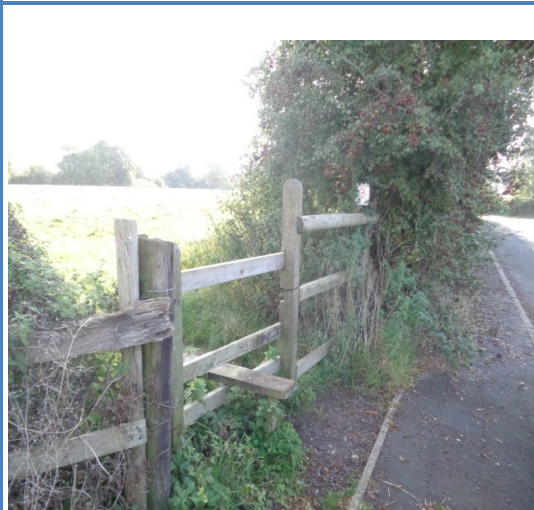
Evidence:

Results

Trends of route use were found to be:

- Sites 1,3 and 5-8 were mostly used for recreational purposes being country walks through green space
- Site 2 and 4 (Newport region) displayed an area of both recreational and commuter uses of walking paths, including linkages between Newport town and Harper Adams University
- Sites 9-11 were more urbanised and therefore the primary use for most routes was

Evidence of these findings was captured through the use of photos, examples as shown.



Example of a style along a walkway in Lilleshall



Canal walk linking Newport and Harper Adam's University

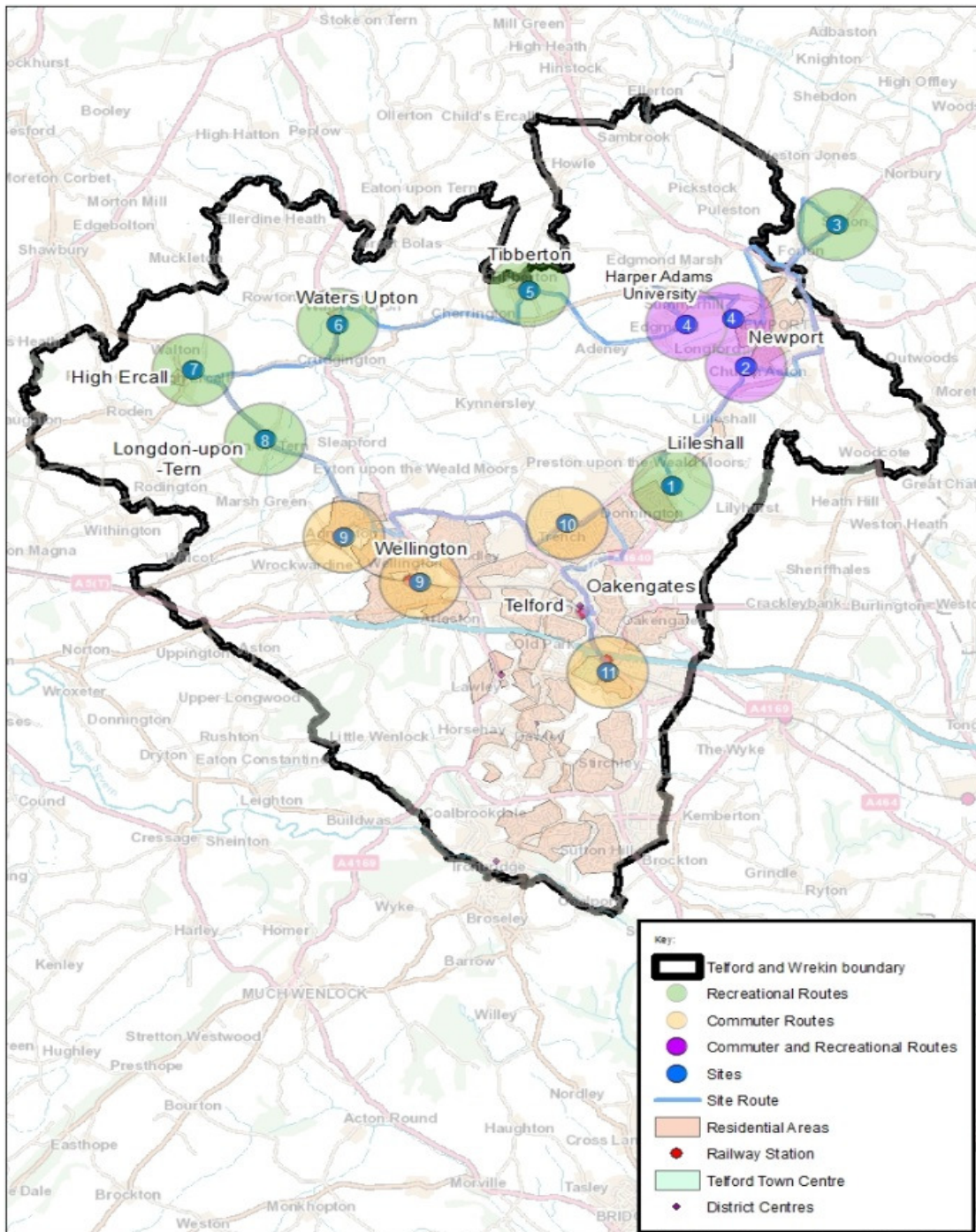


Overgrown walking route in Wellington



Off-road walking and cycling route adjacent to the M54

To compliment these results, the following map was created:



¹<http://www.openstreetmap.org/search?query=telford#map=12/52.6566/-2.4242&layers=C>

²http://www.telford.gov.uk/downloads/file/1743/walking_and_cycling_map_of_telford_and_wrekin

Appendix 7 – Travel to Work analysis

Travel to Work

Short commutes can easily be made by walking or cycling, or as part of a longer commute when using public transport. It is also a way of incorporating physical activity into people's existing daily routines and addressing a number of issues associated with both physical inactivity and local congestion. Telford has particularly high levels of people commuting by car with 70% of all Telford and Wrekin residents drive to work, compared to 65% across the West Midlands conurbation and 57% across England.

Whilst for some there are time restrictions in their commute, for the majority of people the potential for walking and cycling as a method of travel to work is appropriate for most journeys under 5km. It takes 15 minutes on average to cycle 5 kilometres, and 25 minutes to walk 2 kilometres. Figure 3 shows the distance travelled to work in Telford and Wrekin broken down by mode.

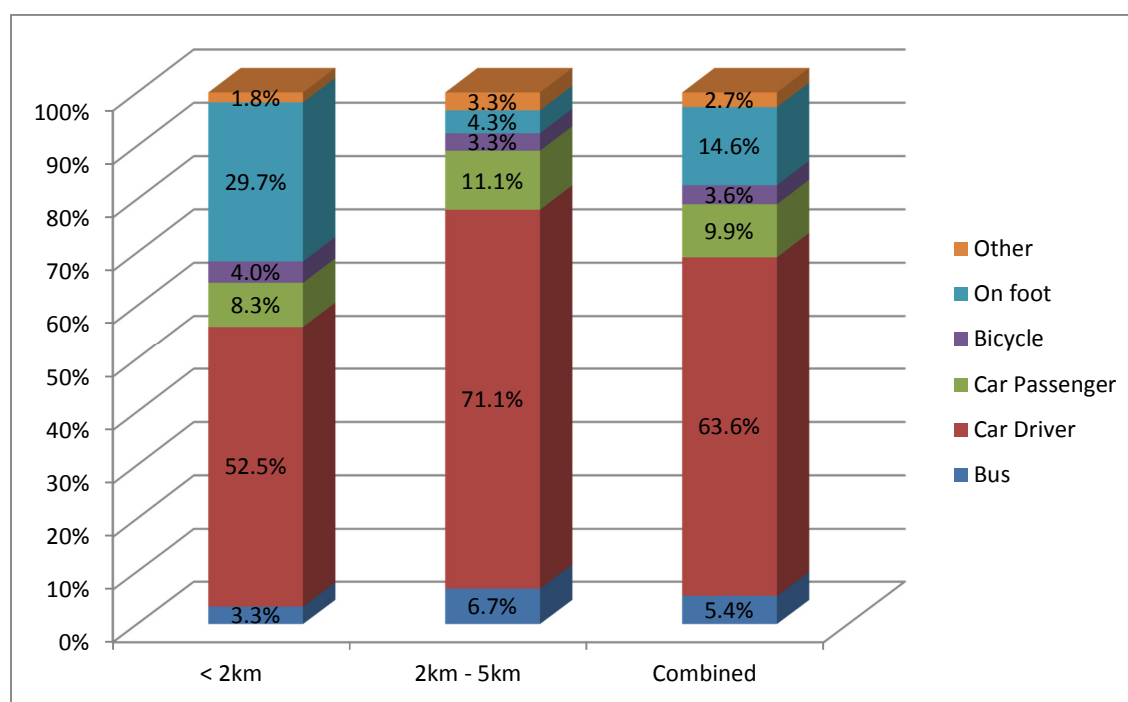


Figure 1: Distance Travelled to Work by Method of Travel to Work with Telford and Wrekin

Source: 2011 Census Data

Figure 1 shows that travelling to work by bike on journeys below 5km is very low at 3.6%. Nearly 30% of people travelling less than 2 kilometres for work do so by foot but over half of people drive for these journeys. A significant mode shift for this journey to walking and cycling would seem very achievable and improve people's activity levels and wellbeing as well as significantly reducing local congestion and the demand for car parking.

Nearly 50,000 commuter trips are made every day within Telford and Wrekin (i.e. by Telford and Wrekin residents who also work in the Borough). 45% of these trips are made to the major employment areas of;

- Telford Town Centre (7,200 trips of which 21% are within 5km),
- North Telford (6,590 trips of which 44% are within 5km),

- Stafford Park (4,399 trips of which 41% are within 5km) and
- Halesfield (4,016 trips of which 38% are within 5km).

These employment sites are bordered by a number of residential areas where it would be expected that many of the workforce is drawn from and, and as such it would be expected that walking and cycling would represent a greater proportion of total commuter trips. Workflow patterns are shown the following maps.

Figure 2a – Workflow patterns to Telford Town Centre

Figure 2b – Workflow patterns to Hortonwood

Figure 2c – Workflow patterns to Stafford Park

Figure 2d – Workflow patterns to Halesfield

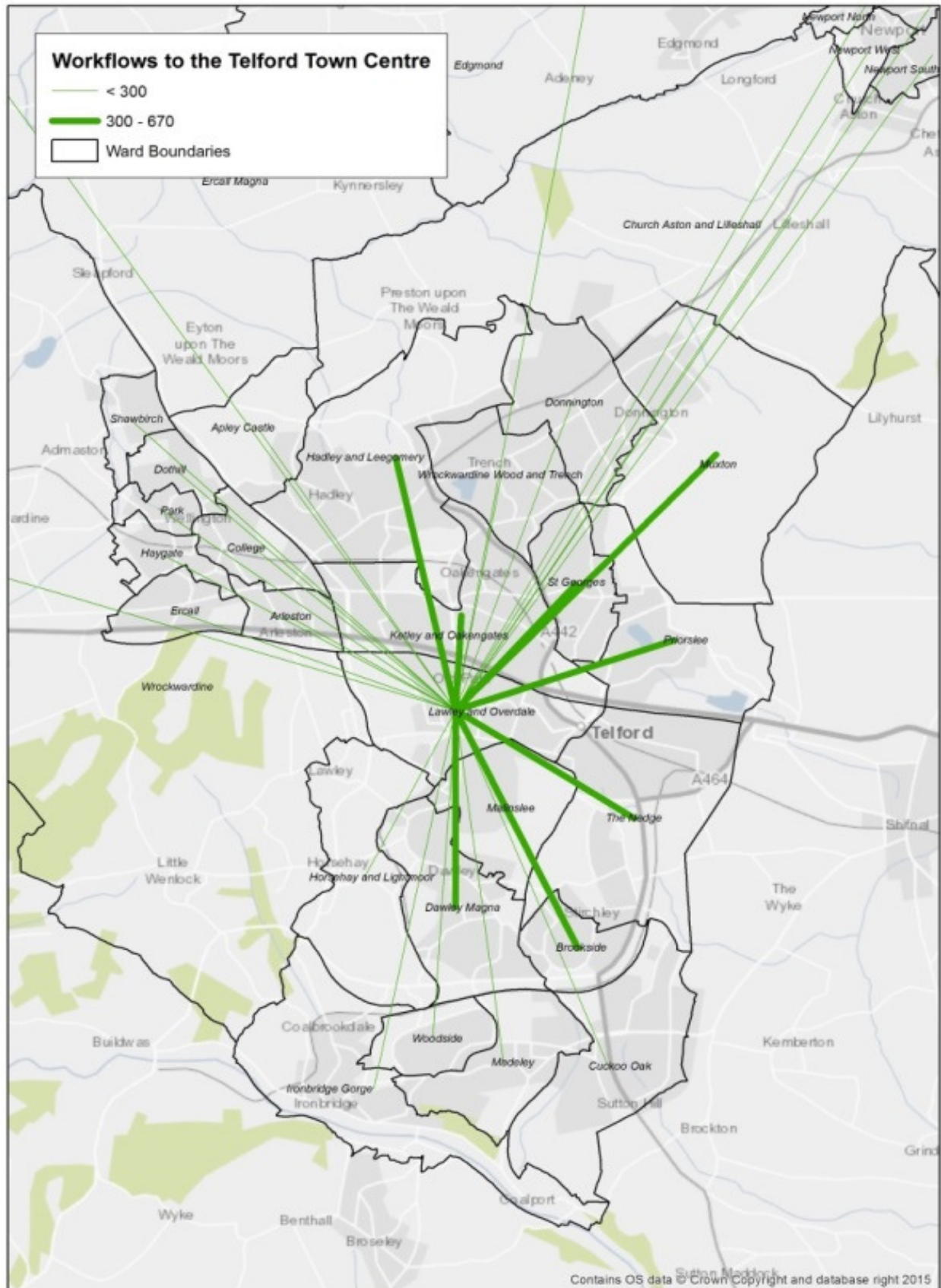


Figure 2a: Workflow patterns to Telford Town Centre

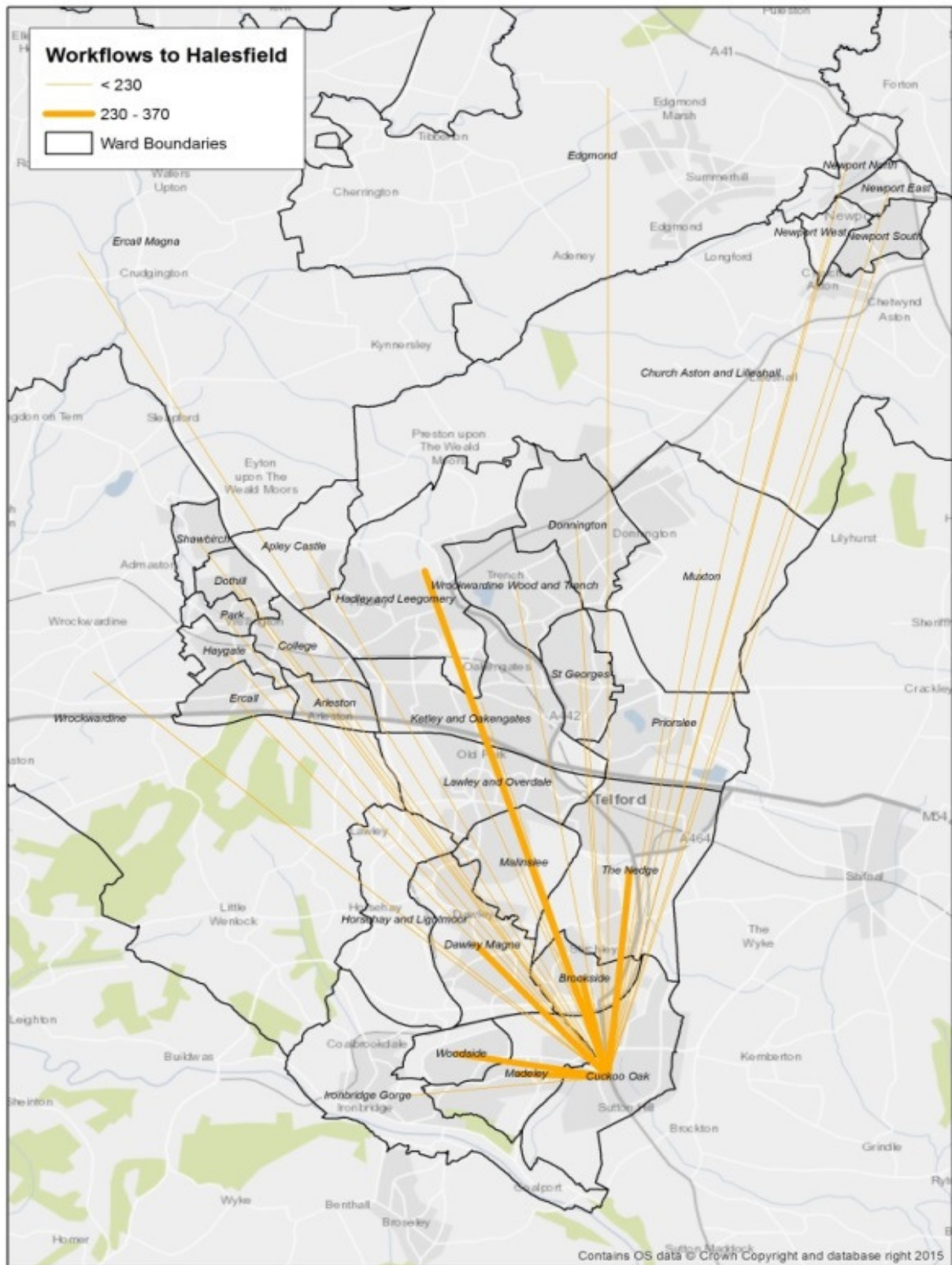


Figure 2d: Workflow patterns to Halesfield

Appendix 8 – Progress to date with cycling & walking facilities and initiatives

Similar to other 'New Towns', the development of the Telford urban area in the 1960s and 1970s, as well as the construction of the M54, A442 and other major roads, created a transport network with segregated and traffic free walkways and cycleways with underpasses and bridges across the major roads. This has many advantages in terms of providing traffic free routes but many of these are poorly lit and are not well used in the evenings and early mornings. This will discourage people from using these as routes to and from work or school etc. and measures need to be considered to improve lighting, maintain vegetation and improve natural surveillance.

Many of the housing estates created in the 1960s and 1970s are of a 'Radburn style' design where there are no through-routes for cars but a series of footways and cycleways providing connectivity through the estates, overlooked by surrounding houses. In this sense, there is a distinct advantage for journeys to be undertaken by cycling and walking as the routes can be much more direct than driving. However, as with the wider highway and walkway network, having segregated routes can raise safety and personal security issues if they are not well used, overlooked or well lit.

Types of Infrastructure

There are predominately two types of infrastructure provided across the Borough for cycling and walking; shared use paths with line markings delineating use between pedestrians and cyclists and shared use paths with footways slightly elevated.



In addition to the shared paths for walking there are pedestrianised areas within the local centres and footpaths bordering the pre 'New Town' roads and those recently built. There are also off-road walking paths in more rural areas such as the 'Shropshire Way' walking route that provides pleasant leisure routes. A number of routes in Telford are classed as 'shared-use', being suitable for both walkers and cyclists. The cycle routes are broadly categorised as;

- National Cycle Network routes
- Strategic Cycle Routes



- Local (Other) Cycle Routes

The infrastructure of the National Cycle Routes (45, 55, 81, and 552) varies between on-road routes and traffic free cycle paths. The vast majority of Route 55 (The Silkin Way) is traffic free shared-use, whilst large proportions of the NCN 81 and NCN 45 are on-road.

Strategic Cycle Routes provide connections between the national cycle routes. These are varying quality with some being unmetalled tracks, some being rural lanes and roads and others being tarmacked, and shared use facilities.

Local Cycle Routes are mostly within residential and industrial estates and are shared use paths and quiet ways that provide access to a strategic or national route.

The recently improved Silkin Way National Cycle Route provides a high quality traffic free route for both walkers and cyclists through the Telford urban area with access to Telford town centre, Telford Town Park and a number of residential areas to the south. This provides a 'backbone' route through the Borough and in many respects can be viewed as a 'showcase route'; although the route audit undertaken for this strategy highlighted that there are opportunities for further improvements along some sections and to better integrate and make more accessible. Those sections which are deemed to be of a high quality and provide clear connections set the bar for the quality of future routes.

A review of the current infrastructure was been undertaken for the existing routes across the Borough. As the majority of routes are shared use, it also provided a review of many of the walking routes. The routes have been scored on their importance in terms of connectivity and access to attractors, and the quality of the surfaces and maintenance, the width of the routes, and the number of conflicts and wait times at junctions, through the use of a systematic 'Quality of Service' checklist approach.

With regards to assessing walking-specific routes, a site visit and audit was also conducted. The sites were selected for an audit based on a review of walking routes identified in OpenStreetMaps, taking into account also the locations of the market towns, district centres and rural settlements. This work assessed the present use and purpose of each route, whether it be for recreational, commuting or as a shared-use route.

The cycling routes in the borough are mostly shared-use. Barriers along these routes include a lack of crossing facilities or poor quality crossings over the motorway and other busy highways and major road traffic junctions. The railway line also creates a barrier in a few locations.

	
<p>Overall rating of Grade A based on the QoS ranking (Silkin Way, Telford Town Park to Sutton Hill)</p>	<p>Walkway with no signage and blocked path (East of Newport region)</p>



Review Findings overview

Cycling

-
- ✓ There is an established network, with a number of routes that are generally pleasant to use
-
- X Sections of the network need improvements with regards to maintenance, safety (in particular the need for lighting and cutting back vegetation) and signage.
-
- Concluding remark** Whilst there is a network for cyclists which is considered to be broadly acceptable, the network needs to be developed to achieve greater densities and to provide more connectivity to reach DfT Cycling and Walking Investment Strategy standards as well as the quality of the route and facilities such as parking improved.
-

Walking

-
- ✓ There is good provision of pedestrian facilities for both leisure and commuting routes, particularly in the urban areas.
-
- X Some of the routes are segregated rather than alongside the carriageway which, with reduced opportunities for natural surveillance and poorer lighting levels, could impact on user's perceptions of personal safety. There were also some maintenance issues in relation to cutting back of vegetation and surface quality noted in the audits.
-
- Concluding remark** Whilst some routes are advertised as tourist attractions, some of the routes offered a relatively poor environment which could deter people from using these, especially out of season and early or late in the day. There is significant potential to integrate tourism more effectively with a well-maintained, more connected network.
-



Appendix 9 – Figures

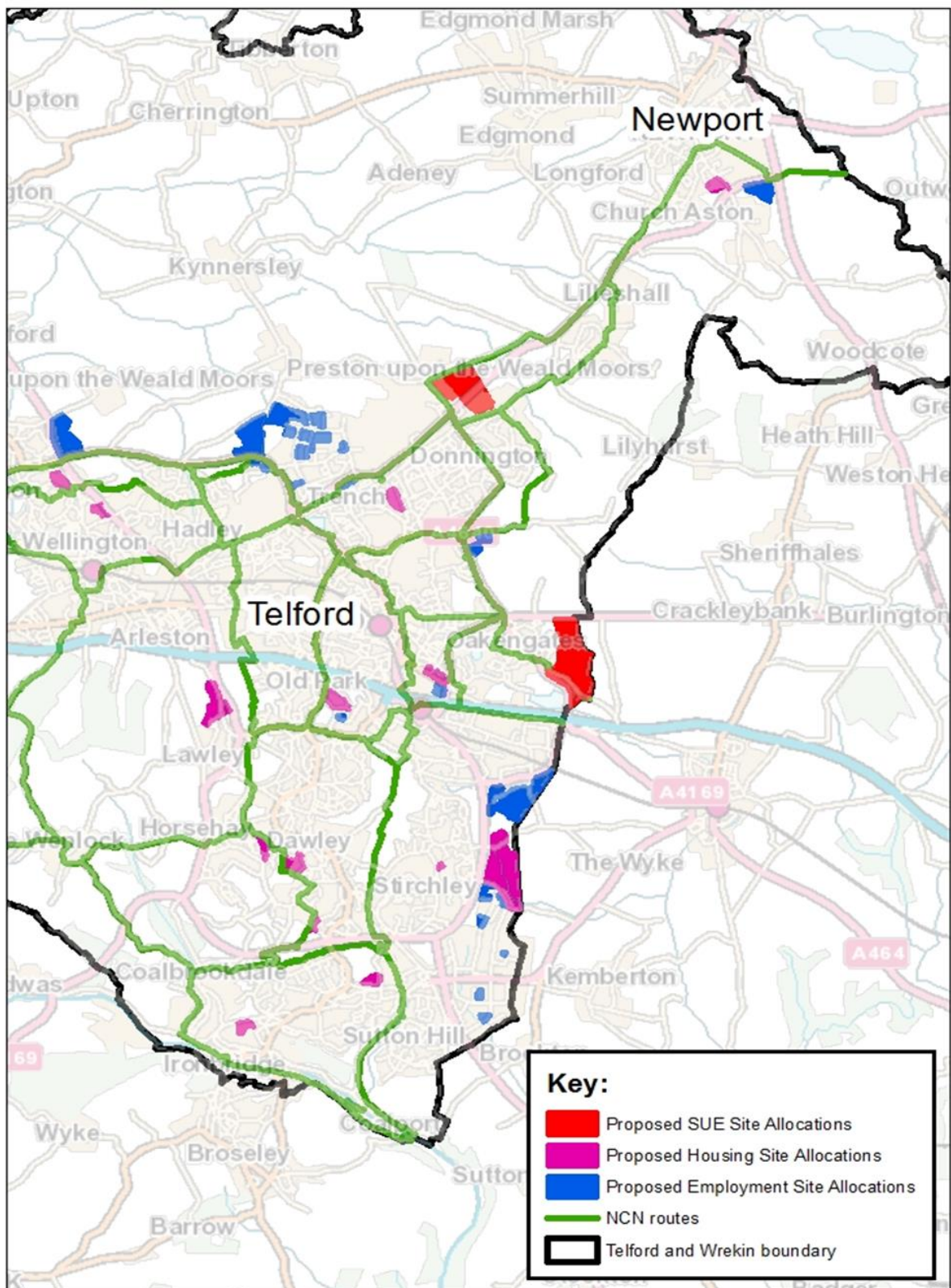


Figure 1 - Local Plan Emerging dwellings and employment sites

The above map exemplifies the spread of proposed SUE Site Allocations, Housing Site Allocations and Employment Site Allocations to come forward by 2031. This data has come from the Telford and Wrekin Local Plan 2011-2031.

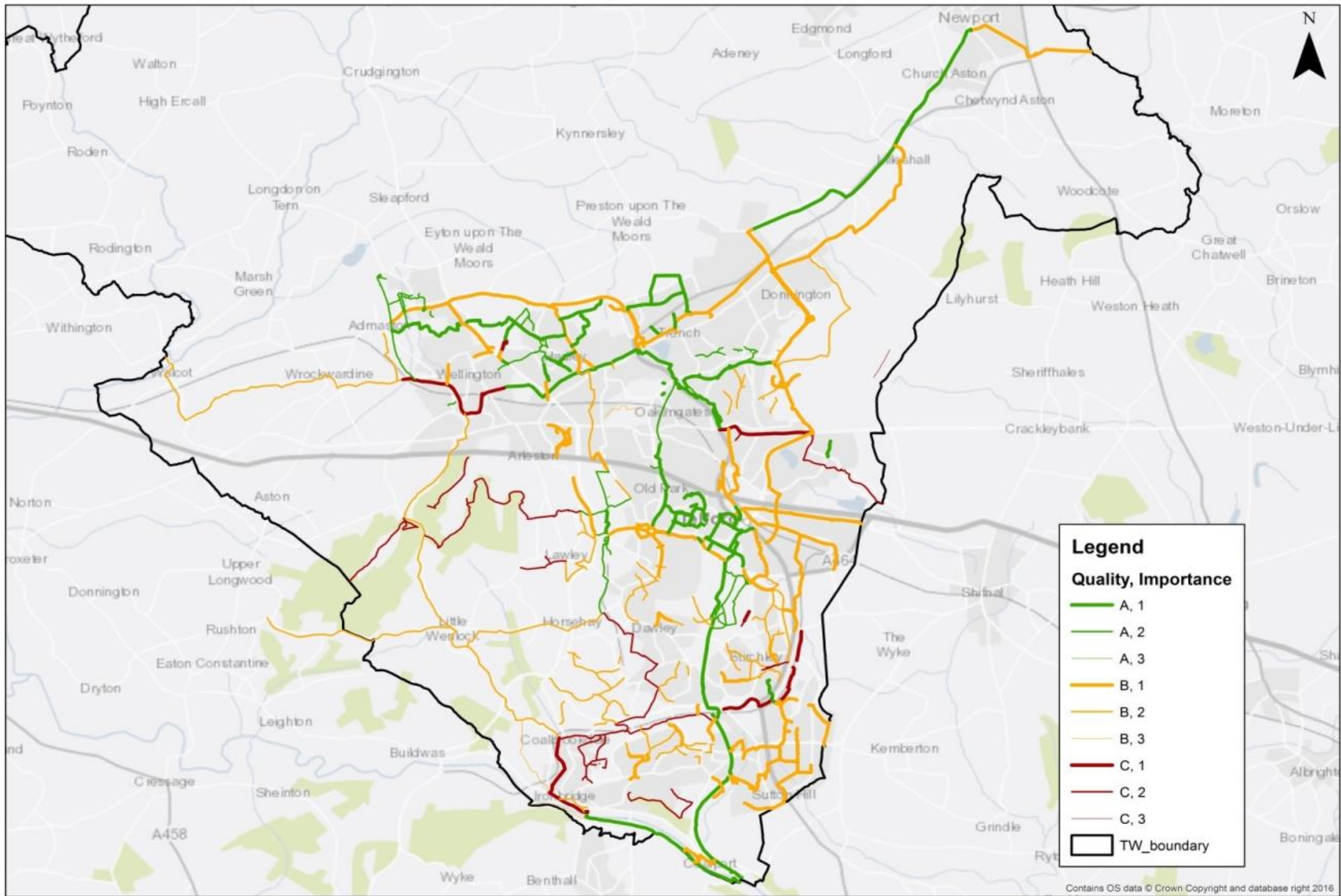


Figure 2: Cycling Network Categorised by Quality and Importance of the Route

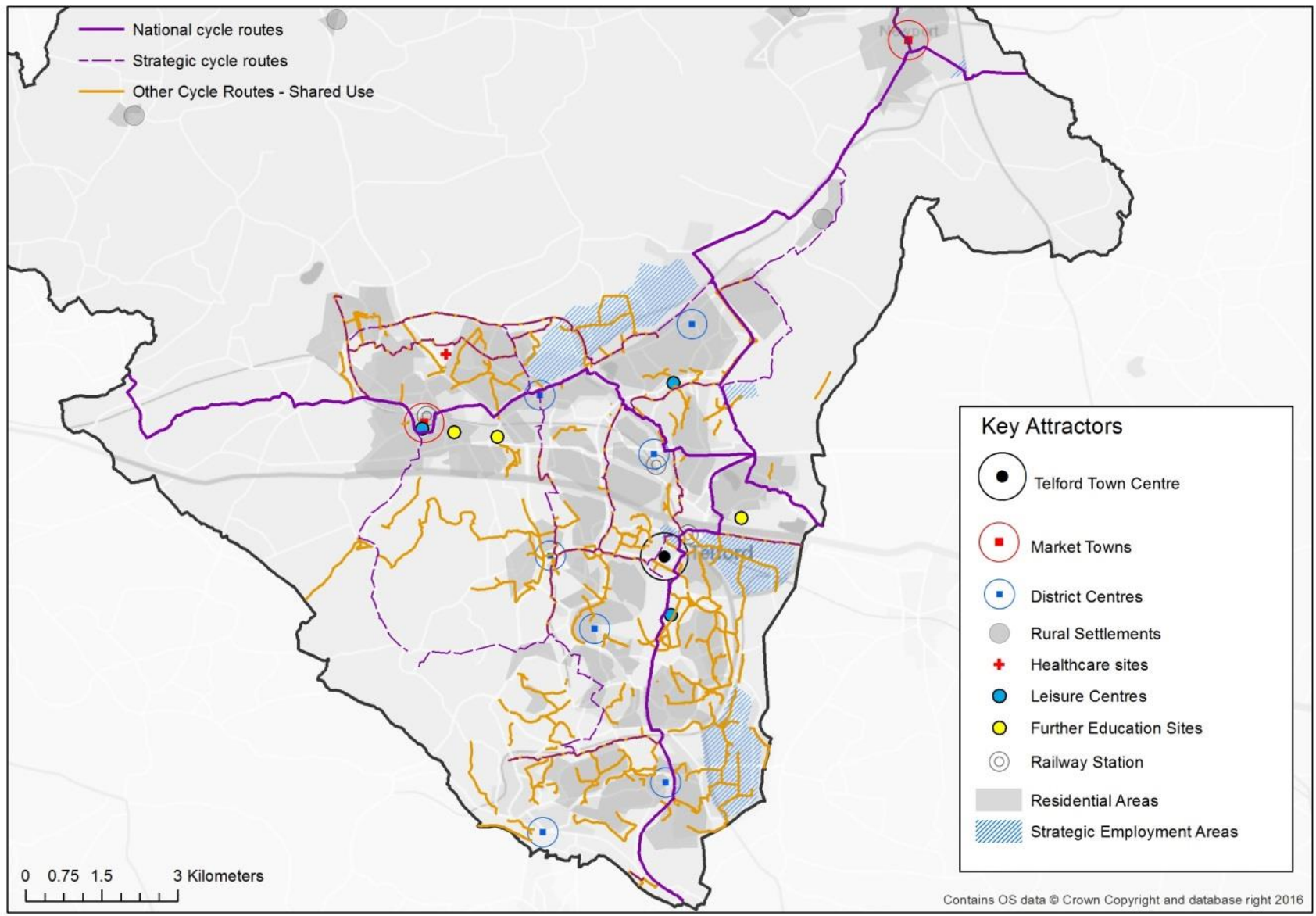


Figure 3: Key Attractors Map

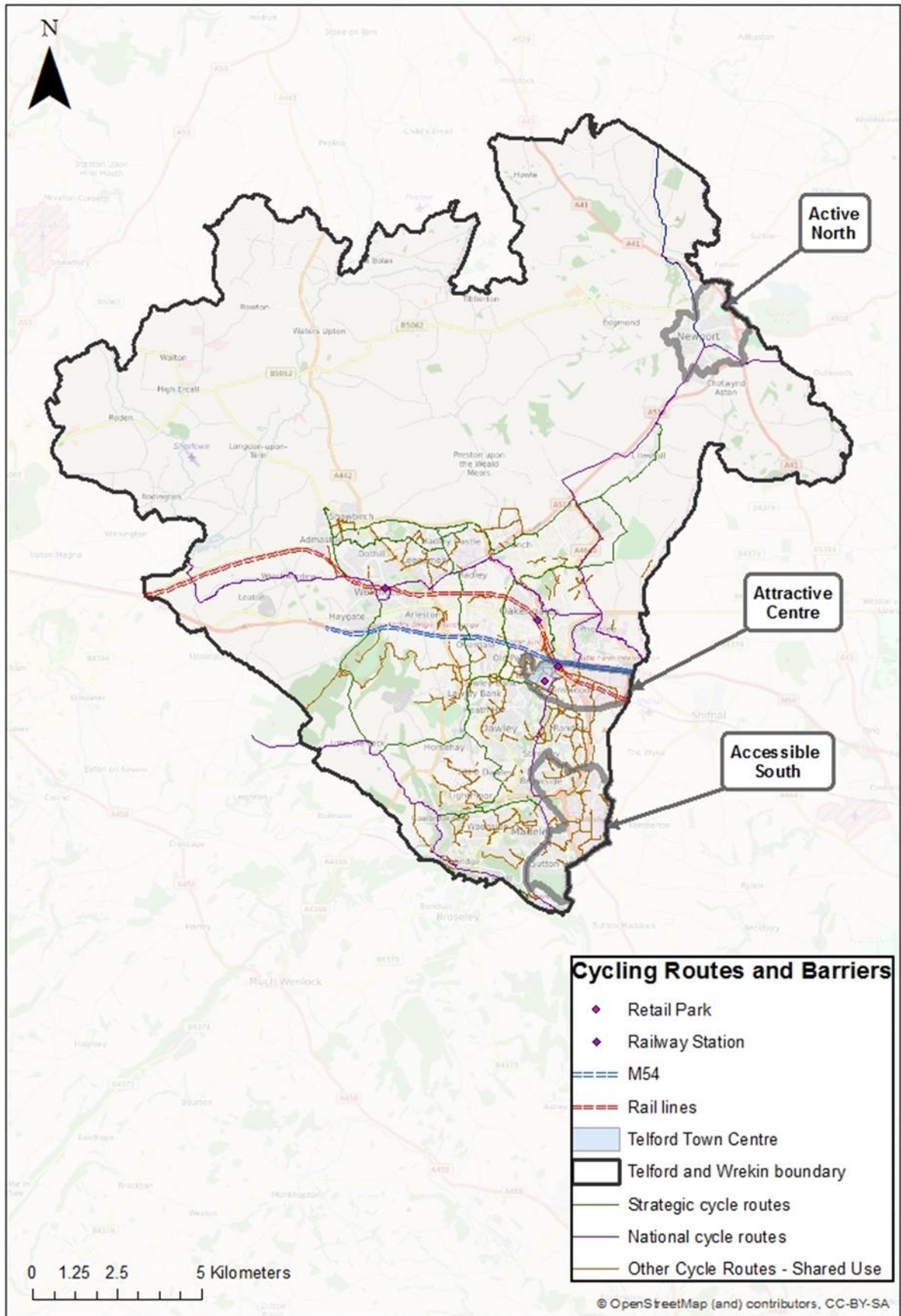


Figure 4: Key Barriers Map

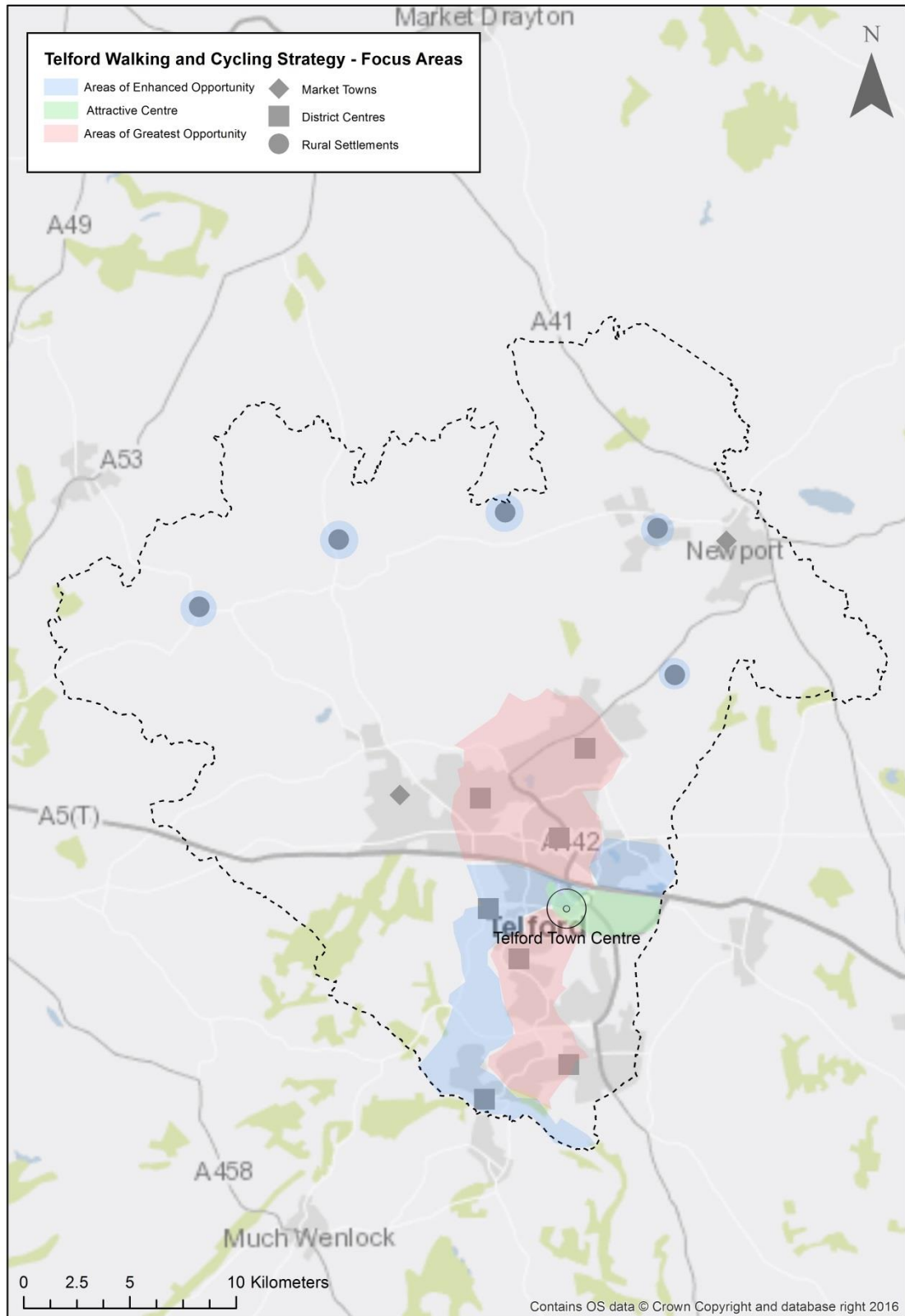


Figure 5: Focus for Investment Map

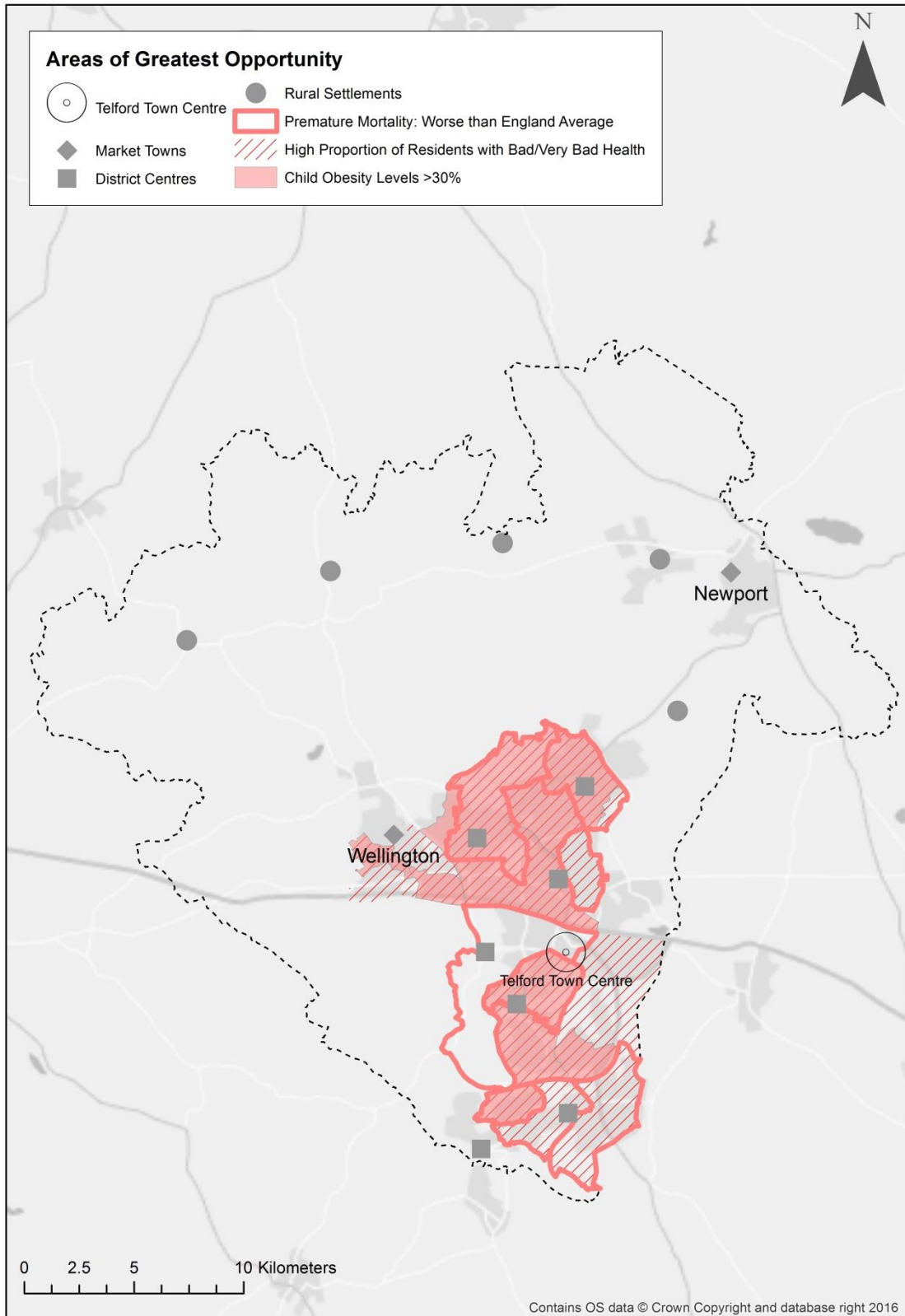


Figure 6: Target Groups for the Areas of Greatest Opportunity Map

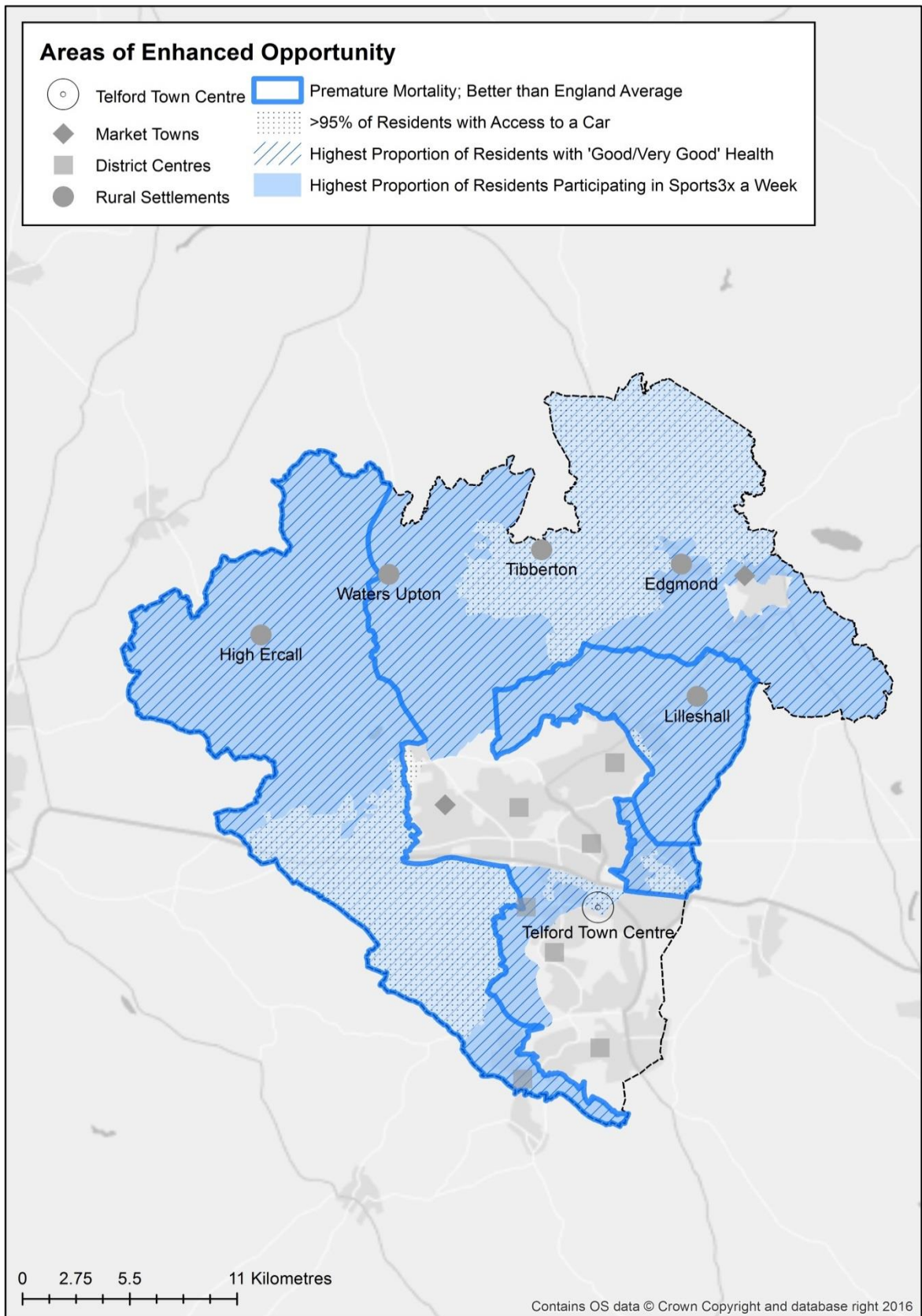


Figure 7: Target Groups for the Areas of Enhanced Opportunity Map

Appendix 10 – Engagement Results

Community Panel Survey

A Community Panel Survey undertaken by Telford and Wrekin Council in January 2015 provided the views of panel members on cycling and walking in the Borough. People aged 55 and over were over-represented in the survey, whilst those under 24 were under-represented. The survey was repeated as a Young Persons survey specifically targeting residents from the Under 24 age range. **Table 1** the findings from the two surveys.

Table 1: Survey Findings

	Community Survey	Young Persons Survey (Under 24)
<i>Participation in some form of cycling</i>	38% of respondents	76% of respondents
<i>For leisure purposes</i>	77%	53%
<i>For commuter purposes</i>	11%	19%
<i>Reasons for not cycling</i>	1. Health Reasons (47%)	1. Not liking cycling (31%)
	2. Concerns over safety (44%)	2. Not able to ride a bike (24%)
		3. Cost of buying a bike (21%)
<i>Respondents who thought improving infrastructure would encourage more people to cycle</i>	-	38%

The survey results are complemented by the results of the British Social Attitudes Survey (2014) that focuses on public attitudes to transport;

- 39% had participated in cycling in the last 12 months
- 66% of respondents never travel by bike
- The proportion of cyclists significantly decreases for older age groups (55+)
- 64% of all respondents said that they agree or strongly agree with the statement 'it is too dangerous for me to cycle on the road'

Stakeholder Engagement

The Strategy and the Action plan have been developed with stakeholder input, through the means of a workshop. The workshop highlighted a number of areas of focus for the Strategy and vision and has informed where funding should be directed. This is summarised below.

The five major focuses for the strategy:

- Improving accessibility to all routes
- Reducing reliance on the car as the only mode of transport
- Improving the health and wellbeing of residents through a more active lifestyle
- Making active transport modes more attractive and attainable
- Focus on increased leisure use and tourism to promote economic regeneration

Messages on cycling:

The five major barriers to cycling in the Telford and Wrekin Council are:

- Lack of bike storage and facilities at businesses and at major transport hubs
- Crossing of major roads and roundabouts are difficult/non-existent in sections
- Lack of information of available routes
- Confidence, safety and darkness/weather conditions
- Car is a preferable mode of transport in terms of time and comfort

The five most popular initiatives to encourage more cycling are:

- Electric bike scheme with frequent charging hubs available
- There should be a focus on improving the present network, 'plugging gaps' and updating signage
- Cycle parking to be more secure and plentiful
- Apps/media use for all routes to be made available in the region
- Highway verge maintenance

Messages on walking:

The five major barriers to walking in the Telford and Wrekin Borough are:

- Safety and weather conditions
- Lack of consistent signage throughout the network
- Crossing of major roads and roundabouts difficult/non-existent in sections
- Lack of information of available routes
- Car is a preferable mode of transport in terms of time and comfort

The four most popular initiatives to encourage more walking are:

- Signage to specify time to walk to destinations as well as distance
- Consistent and high quality maintenance of the network Information made more readily available on leisure routes
- More involvement with local and national organisations teaching in schools about the health benefits of walking
- Incorporate walking campaigns and fundraising in the local community

To enable stakeholder engagement, a workshop was undertaken on 30th November 2016 at Telford Council, with 16 attendees and 4 presenters. Minutes for this workshop are below:

Minutes of the Telford and Wrekin Cycling and Walking Strategy Stakeholders Workshop		
Date Wednesday 30 th November 2016	Time 12.30-14.30	
Where Telford Council House, Addenbrooke House, Ironmasters Way, Telford, TF3 4NT		
Hosts	With thanks given to Telford Council AECOM staff – Lydia Barnstable (Technical Director) Timothy McCann (Project Manager) Siân Spear (Graduate Consultant) Sakhi Sumaria (Graduate Consultant)	
Attendees List	Dominic Proud (speaker) Helen Onions (speaker) David Balme Heather Bolton Sian Skelton Naomi Wrighton Alexander Ford Benjamin Smith Malcolm Morris Alison Hughes Paula Doherty Chris Child Robert Wade Cadi Price Susan Homden Becki Cox	Telford & Wrekin Council Telford & Wrekin Council Telford & Wrekin Council Telford & Wrekin Council Telford & Wrekin Council Wellington Walkers are Welcome NHS Trust Cycle Experience Local Access Forum Transition Town Telford Energize Shropshire, Telford and Wrekin Ironbridge Clarions Cycling Club Severn Gorge Countryside Trust Wheels2Work Living Streets
Session	Notes	Speaker
	Attendees were split into 3 groups to discuss and partake in the exercises conducted. All notes in these minutes are representative for overall feedback rather than being split by individuals or groups.	
Welcome / Introductions	Welcome outlining importance of strategy to the Telford and Wrekin region.	Dominic Proud
	Welcome of AECOM team and an overview given of the purpose of the strategy. AECOM's work done so far was outlined. The importance of the strategy in being integrated and led by other policy documents such as the Telford Infrastructure Plan, Emerging Local Plan and Access Forum were highlighted.	Lydia Barnstable

	<p>The importance of encouraging more walking and cycling in the borough for the health benefits was discussed, with particular statistics outlining the high levels of obesity in the area in comparison to the rest of the West Midlands and also at a national level.</p>	Helen Onions
Barriers	<p>Groups were given resources of a map of Telford, maps showing statistics for indicators of poor health, sports participation rates, indications of near market areas, work flows to different industrial parks, cycling audit of quality vs. importance, walking audit of route use and a summary of the three central focal areas of the strategy (the active north, the attractive centre and the accessible south). They were also provided with a list of major barrier issues which prevent people from walking and cycling and asked to annotate the map accordingly.</p> <p>Outcomes: A number of issues were raised between all groups, some of which included –</p> <ul style="list-style-type: none"> ○ More signage needed throughout the network ○ Old A5 road needing a cycle lane ○ Electric bike scheme could be ideal but then implications around costings, having regular and accessible charging points ○ Market towns, centres and industrial estates all difficult to access and have lack of bike storage ○ Leaf fall and maintenance issues ○ Public transport stations and space do not allow/have restricted and often unsafe storage for bikes ○ Lack of information or promotion of available routes ○ No defined routes for walking or cycling ○ Physical infrastructure gaps in the network ○ Confidence of cycling on roads a barrier ○ Safety issues and darkness major deterrents ○ Lack of road space for cyclists ○ Need of more integrated technology with information e.g. a cycling and walking map ○ Time as a main barrier – car more appealing ○ The Silkin Way Ironbridge new bridge is an issue ○ Roundabouts and major roads with no way of crossing ○ Security issues and lack of a route when off the Silkin Way 	Timothy McCann
Vision	<p>Groups were given a list of visions and asked to choose their top 5 focuses for the strategy. The option of creating their own initiatives was also welcomed.</p> <p>Outcomes: Overall, the groups came up with a combined list of visions, of which shall be used to supplement the aims and objectives also in the strategy –</p>	Timothy McCann

	<ul style="list-style-type: none"> ○ Improving accessibility – all access routes; identification; management and improvements of routes (x2) ○ Reducing reliance on the car – particularly fossil fuel powered cars ○ Improve air quality ○ Integrating a cycling and walking strategy into other strategies/ policies/development plan ○ Encouraging healthy lifestyles ○ Improving health and wellbeing of residents and employees (x2) ○ Supporting growth sustainability (x2) ○ Making active transport modes more attractive ○ Supporting the local economy (x2) ○ More active/lower obesity ○ Enjoy environment ○ Considering Active Travel 	
Solutions	<p>Groups were given a table of some solutions with regards to where funding could be targeted to help encourage more cycling and walking. They were then asked to prioritise these by 'ticking' up to 10 options they thought would be best to target funding to.</p> <p>Outcomes: After discussion, particular themes and focusses with all groups came up. The major solutions which were prioritised included –</p> <ul style="list-style-type: none"> ○ Improving present walking and cycling route connections rather than creating new routes ○ Improving signage throughout the network ○ Maintaining and documenting any issues on routes ○ Cycle parking to be more secure at railway stations and exist at bus stations/at major bus stops ○ Have cycle hubs outside of shops/supermarkets ○ Highway verge maintenance ○ Create campaigns, connect to local and national events and more fundraising activities ○ Have an app of all cycling and walking routes in the region ○ Encourage and teach more in schools about the benefits of cycling and walking, leading to a long-term behavioural change ○ Get more involvement with the active travel network, such as energize, sustrans, sports England etc. ○ Local businesses to donate and lend temporary use of e-bikes and walking boots ○ More involvement with local businesses, smaller local authorities and community groups ○ Need to make a long-term travel behaviour change ○ Encourage more volunteering to sustain maintenance of all routes 	Timothy McCann

Overview	Participants thanked for their time and contributions.	Timothy McCann
Next steps	AECOM endeavours to keep all stakeholders involved in the progression of this strategy. Any additional resources or thoughts are welcomed.	

Stakeholders List

Local Authorities and Organisations

Telford & Wrekin Council
 Shrewsbury and Telford Hospital Trust
 Cycle Experience
 Local Access Forum
 Transition Town Telford
 Energize Shropshire, Telford and Wrekin
 Severn Gorge Countryside Trust
 Destination Telford, Tourist Information Centre
 Business Environmental Support Scheme for Telford
 Wellington Local Agenda 21 Group
 Safer Roads Partnership in Warwickshire and West Mercia
 Ironbridge Gorge Museum Trust
 Shropshire Rural Community Charity
 The Marches Local Enterprise Partnership

Local Community Groups

Ironbridge Clarions Cycling Club
 Ramblers Footpath Group
 Wrekin Sports Cycling Club
 Wellington Walkers are Welcome
 Newport Shropshire Cycling Club
 Severn Spokes
 Walkabout Wrekin

National Partnerships

Sustrans
 Living Streets
 Department for Transport (DfT)
 Chamber of Commerce

Appendix 11 – Monitoring review

Monitoring seeks to check progress against planned targets and can be defined as the formal reporting and evidencing that spend and outputs are successfully delivered, milestones met and changes in outcomes are tracked over time. Effective monitoring is vital to ensuring that the investment in this strategy leads to the realisation of the overall vision for the Borough.

To monitor how the strategy has delivered against each of these objectives, a range of outcome indicators have been identified, with associated data collection requirements as shown below:

<i>Measure</i>	<i>Outcome Indicator</i>	<i>Data Collection Method</i>
Infrastructure	Length of route improved	Length of cycle routes, walking routes, shared routes and bridleways improved Annual audit of existing cycle infrastructure
Infrastructure	Signage improved	Annual survey of section of routes signage quality and frequency
Infrastructure	Number of facilities provided increased	Manual counts and records from workplaces, schools and major transport hubs. Annual update report on type of facility and proportion based on usage.
Infrastructure	Numbers of people walking increased	Measured by target-group, area and borough-wide
Infrastructure	Numbers of people cycling increased	Measured by target-group, area and borough-wide automatic cycle counters
Infrastructure	Inclusion of active travel infrastructure and supporting measures in policies and strategies	Review of policy documents
Infrastructure	Cycle parking use	On-site surveys
Infrastructure	Active Travel Expenditure	Annual measure of city council capital and revenue spend on cycling
Infrastructure	Use of bike hire schemes	Annual/quarterly monitoring from scheme provider
Infrastructure	Speed reduction of motor vehicles in residential areas	Phased programme monitored for select residential areas with 20mph zones introduced
Infrastructure	Disability access	Cohesion with work and annual reports from disabled user access groups
Infrastructure	Maintenance of network	Regular monitoring of popular sections and feedback from community involvement
Awareness	Number of overweight or obese children when compared to the England lower than average	Public Health Outcome Framework
Awareness	Brand awareness	Number of hits on monitored websites and general brand awareness surveys
Awareness	Number of adults learning to ride a bike increased	Training centre records



Awareness	Information of routes available via apps and social media used	Monitoring of downloads of apps and website monitoring
Awareness	Information of routes available via printed maps used	Regular audit of leaflets by businesses
Awareness	Number of adults walking to work increased	Annual update from major employee surveys Census 2021 data
Awareness	Number of children walking to school increased	Annual travel to school survey data
Awareness	Number of adults cycling to work increased	Annual update of employees which use the 'Cycle to Work Guarantee' scheme.
Partnership	Local businesses promoting active wear	Partnership set up with local businesses with annual quotas included; monitoring from each individual business
Partnership	Users of local groups increased	Regular monitoring of memberships and group attendance

The proposed monitoring activities will provide a framework for translating how the wide range of interventions, and their associated outcomes, will contribute towards the delivery of the overall objectives of this strategy.

