



Telford & Wrekin
C O U N C I L

Addenbrooke House Ironmasters Way Telford TF3 4NT

CABINET

Date **Thursday, 12 July 2018** Time **5.00pm**
Venue **Meeting Rooms G3/4, Addenbrooke House, Ironmasters Way, Telford, TF3 4NT**

Enquiries Regarding this Agenda:

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Cabinet Members:

Councillor S Davies	Leader and Cabinet Member for Neighbourhood Services and Pride Programme
Councillor R A Overton	Deputy Leader and Cabinet Member for Housing and Enforcement
Councillor L D Carter	Cabinet Member for Finance, Commercial Services and Economic Development
Councillor A R H England	Cabinet Member for Health and Wellbeing
Councillor R C Evans	Cabinet Member for People Services, Visitor Economy and Partnerships
Councillor H Rhodes	Cabinet Member for Transport, Roads and Broadband
Councillor J C Minor	Cabinet Member for Leisure, Green Spaces and Parks
Councillor S A W Reynolds	Cabinet Member for Education and Skills
Councillor P R Watling	Cabinet Member for Children & Adults Early Help & Support

Invitees

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

AGENDA

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Cllr L D Carter
Cllr R Overton

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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, 12 July 2018 at 5.00pm in Meeting Rooms G3-G4, Addenbrooke House, Ironmasters Way, Telford, TF3 4NT

PUBLISHED ON WEDNESDAY, 18 JULY 2018

(DEADLINE FOR CALL-IN: MONDAY, 23 JULY 2018)

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

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

CB-01 Apologies for Absence

Councillors J C Minor, S A W Reynolds and W L Tomlinson (Liberal Democrat/Independent Group Leader)

CB-02 Declarations of Interest

None.

CB-03 Minutes

RESOLVED – that the minutes of the meetings held on 31 May 2018 be confirmed and signed by the Chair.

CB-04 2018/19 Financial Management Report

Key Decision identified as **Financial Management Report 2018/19 Update** in the Notice of Key Decisions published on 13 June 2018.

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 2018/19 was estimated to be within budget.

It was a positive start to the year given that £7.6m savings were required to balance the 2018/19 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. Adult Social Care was showing a neutral position. 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 £1.5m relating to Treasury Management activities - the majority of which related to benefits from low interest rates for short term borrowing. Some long term borrowing had taken place in 2018/19 to reduce interest rate exposure and the position was regularly monitored by senior finance staff with advice taken from the Council's external treasury management advisors.
- Early Help & Support – overall the service was currently projected to be £0.8m overspend at year end. This was the position after applying £0.5m one off balances.
- Education & Corporate Parenting – overall the service was projected to be overspent by £0.5m. This was from a combination of the cost of providing school transport and an increase in the number of children with high needs.

The funding outlook for the medium term remained uncertain however it was anticipated that the Council would need to identify a further £20-25m savings by the end of 2020/21 on top of the £117m savings already delivered, so it was important to maintain the excellent track record in managing budgets and maximise the position in 2018/19 which would assist in future years.

RESOLVED -

(a) that it be noted that the 2018/19 revenue spending is currently projected to be within budget and that work will continue with SMT to sustain this position and to approve the use of the contingency detailed in paragraph 5.1;

(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-05 Housing Investment Programme

Non-Key Decision

Councillor L D Carter, Cabinet Member: Finance, Commercial Services & Economic Development, presented the report of the Assistant Director: Business, Development & Employment which provided an update on the programme to the year ending 2017/18.

The Housing Investment Programme (HIP) was a strategic programme, delivering a portfolio of properties for private and affordable rent. Nuplace Ltd was the Council's chosen delivery vehicle for the programme. Having been incorporated in April 2015, Nuplace had been operational for just over three years. Over the period, Nuplace had:

- Delivered 290 homes, including all four-bed properties on Coppice Court, Snedshill which were reserved on the day of release.
- Delivered an income of £1.23m in 2017/18.
- Generated £367k since 2016/17 from the New Homes Bonus and Council tax, which was expected to rise to £756k per annum.
- Cumulatively since 2015/16 Nuplace Limited was forecasted to have delivered a profit before interest and taxation of £1.5m and £683k after interest but before taxation. In 2017/18 alone Nuplace achieved a forecast profit of £1.002m before interest and taxation and £343k after interest but before taxation.
- Regenerated over 20 acres of brownfield land.

In response to comments from the Conservative Group Leader, the Cabinet Member for Housing and Enforcement stated that Nuplace had provided affordable housing in Newport and plans were being developed for future sites. The Cabinet Member for Housing and Enforcement noted that residents want to move to Nuplace houses and they were highly valued by the community.

RESOLVED that –

- (a) The progress made in the delivery of the Housing Investment Programme during 2017/19 be noted**
- (b) The development proposals for 2018/19 be noted**
- (c) The financial performance of Nuplace for the year 2017/19 and the impact of Nuplace's operations on the Council's budget position be noted.**

CB-06 The Telford Land Deal

Non-Key Decision

Councillor R A Overton, Deputy Leader and Cabinet Member: Communities, Housing and Enforcement, presented the report of the Assistant Director: Customer and Neighbourhood Services which provided an update on the programme.

Enterprise Telford, the Council's investment brand, continued to attract investment, both commercial and residential development into the Borough. The Council had entered into a 10 year Land Deal with Homes England (HE) in March 2016. In the last 12 months, the Deal had secured gross land sales of c £17.9m, which had enabled the delivery of 359 new homes and 553 new jobs.

The highest profile investment in the last 12 months was Magna International's new plant at T54, which was set to deliver over 600 jobs in a state of the art manufacturing plant. Polytec had also invested in a new manufacturing plant at T54 which was set to deliver 243 new jobs.

By the end of 2017/18, the Deal had delivered c£3.1m in local profit share, which were retained locally for investment. This profit share was channelled into new incubation

units for start-up companies. In the next 12 months, the Deal would support delivery of NI Park in Newport, the Agri-Tech Innovation Park.

RESOLVED that the outcomes achieved since the Land Deal was completed as set out in section 4 of the report be noted.

CB-07 Response to Future Fit Hospital Reconfiguration

Non-Key Decision

Councillor A R H England, Cabinet Member: Health and Wellbeing, presented the report of the Assistant Director: Health & Well-Being which outlined the Council's response to the Future Fit consultation regarding the future of hospital services in the Borough, Shropshire and Mid Wales.

Option 2, where the Princess Royal Hospital would be the Emergency Care site, retaining the Women & Children's unit, was the Council's preferred option. The CCG's preferred option, Option 1, was for Royal Shrewsbury Hospital to be the Emergency Care site, with the Women & Children's unit being moved to Shrewsbury.

The report outlined the Council's reasons for their preferred option, Option 2, which had fewer capital costs, placed the Women & Children's unit in the area of highest need and that the Princess Royal Hospital was the closest hospital for 60% of residents.

The Conservative Group Leader stated that cross-party support for the proposals was important, to protect local NHS services. The Leader stated that it was important that Councillors of all parties stood together to ensure that Telford retained a full A&E service and the Women & Children's unit.

RESOLVED that the Council's response to the proposed hospital reconfiguration that will be sent to the Clinical Commissioning Groups be approved.

CB-08 Library Services Strategy

Non-Key Decision

Councillor R C Evans, Cabinet Member for People Service, Visitor Economy and Partnerships, presented the report of the Assistant Director: Neighbourhood & Customer Services which outlined the future for library services in the Borough.

Seven objectives had been developed which would continue to improve the well-being of residents and visitors. The vision was to provide safe hubs at the heart of the community, which provided a free service that opened up inspirational opportunities for reading, information and discovery. It was noted that library staff would be digital champions, supporting residents in accessing information.

The Cabinet Member for Health & Wellbeing paid tribute to the partnership working between the Council and Town and Parish Councils to keep libraries open.

RESOLVED that –

- a) **The Telford & Wrekin Library Service Strategy 2018-2020 be approved**
- b) **Responsibility be delegated to the appropriate Assistant Director with responsibility for the library service to implement, review and further develop the action plan for delivery of the Strategy.**

CB-09 **Driving Delivery of the Council's Priorities – End of Year Performance Report 2017-18**

Non-Key Decision

Councillor R C Evans, Cabinet Member for People Service, Visitor Economy and Partnerships, presented the report of the Managing Director, which presented an overview of the progress made in delivering the Council's community facing priorities as identified by the Council Plan

This illustrated how the Council continued to make real progress against these priorities despite having made £110m+ in savings, which included:

- Sustained progress as a "Business Supporting, Business Winning Council" securing investment and the creation of jobs in the Borough.
- The Council's new approach to enforcement had seen a 15% reduction in environmental crime.
- A 10,000 increase in the number of visits to Council leisure centres – a core part of the approach to residents adopting healthy lifestyles

Key challenges across the year included:

- Increased demand pressure into services that support vulnerable children and adults, and housing and homeless services.
- The need to ensure that all pupils attend a good or outstanding school and achieve their potential whatever their background.

RESOLVED that the end of year performance against the Council's priorities be noted.

CB-10 **Representation on Outside Bodies**

Non-Key Decision

Councillor R C Evans, Cabinet Member for People Service, Visitor Economy and Partnerships, presented the report of the Assistant Director: Governance, Procurement & Commissioning which set out the appointments to outside bodies that the Council was required to make for 2018/19. Nominations had been sought from the political groups for those appointments that were not by position. Following discussions with the political groups, a list of representatives for approval by Cabinet

had been proposed, and this was tabled as Appendix 1. It was noted that the Madeley Regeneration Partnership had ceased, and no longer required an appointment.

RESOLVED – that the nominations to represent the Council on Outside Bodies for 2018/19, as set out in Appendix 1 of the report, with the exclusion of the Madeley Regeneration Partnership, be approved.

The meeting ended at 17.40pm.

Signed for the purposes of the Decision Notices

Jonathan Eatough
Assistant Director: Governance, Procurement & Commissioning
Date:

Signed:

Date:

CABINET

Decision Notices and Minutes of a meeting of the Cabinet held on Thursday, 31 May 2018 at 5.00pm in Meeting Rooms G3-G4, Addenbrooke House, Ironmasters Way, Telford, TF3 4NT

PUBLISHED ON WEDNESDAY, 6 JUNE 2018

(DEADLINE FOR CALL-IN: MONDAY, 11 JUNE 2018)

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

Also Present: Councillor W L Tomlinson (Liberal Democrat/Independent Group Leader) and N A Dugmore (Conservative Group)

CB-175 Apologies for Absence

Councillors A J Eade (Conservative Group Leader)

CB-176 Declarations of Interest

None.

CB-177 Minutes

RESOLVED – that the minutes of the meetings held on 19 April 2018 be confirmed and signed by the Chair.

CB-178 Service & Financial Planning Report 2017/18 Outturn and 2018/19 Update

Key Decision identified as **Financial Management Reports 2017/18 Outturn and 2018/19 Update** in the Notice of Key Decisions published on 2 May 2018.

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

Cabinet Members noted that despite some areas of significant pressure, the Council had ended the year in a positive financial position, which assisted the in the 2018/19 management of the budget and allowed a number of one-off investments in key areas to drive forward improvement and fund developments. Going forward this was expected to result in a more sustainable financial strategy and enable the Council to provide additional benefits to the Community through its programme of Pride environmental improvements including £0.6m for provision of “Safer Routes to Schools”.

The gross revenue budget for 2017/18 was £416m and the net budget was £121m. The revenue outturn position was within budget with a final net underspend of

£0.150m (which was equivalent to only -0.1% of net budget) after the proposed transfers to reserves and balances had been made. This position had been achieved after delivering £14m of budget savings in 2017/18, on top of the £96m made in the previous 8 years giving a total of £110m - equivalent to around £1,500pa for every home in the Borough.

The funding outlook for the medium term was very uncertain with significant changes to the local government finance system due to be implemented from 2020/21, however it was currently anticipated that the Council would need to identify around £30m of further savings over the next three years on top of the £110m already delivered to the end of 2017/18.

Due to the strong financial management during 2017/18, the Council had been able to create a number of provisions from the 2017/18 outturn position to support its priorities and sustain its financial position going forward. A number of favourable variations had also been secured during the year which contributed to the overall positive position. These noted by Cabinet Members as outlined in the report.

The key areas of pressures during 2017/18 were noted. It was reported that Adult Social Care ended the year with a service underspend of £0.379m. However, as reported throughout the year, the cost of purchasing care packages from external providers and high demand led to a pressure of £4.3m. This was mitigated by additional income totalling £4.4m from grant funding, CCG funding and client contributions. As part of the 2018/19 budget strategy, the Council had committed additional investment totalling £6.5m over the next 3 years into the Adult Social Care budget. The Service also had a Cost Improvement Plan in place to deliver better outcomes and efficiencies.

Children's Safeguarding & Early Help ended the year with a service overspend of £3.3m. While the number of looked after children was lower at the end of 2017/18 than at the end of 2016/17, there were higher cost specialist residential and external foster care placements than anticipated. The Service had developed a 4 year placement model with the aim of reducing the total number of placements and would explore options for further NHS funding. Members noted the high priority placed on safeguarding children with additional funding of £2.65m invested into the Children's Safeguarding & Early Help budget over the next 2 years.

The Capital Outturn position 2017/18 was noted; capital spend ended the year at £85.5m against an approved estimate of £101.6m which was in the main due to re-phasing expenditure into 2018/19. This underspend would result in some further treasury management savings in 2018/19.

The Income monitoring position was noted; overall cash collection was good. Collection rates for Sales Ledger outstanding debt and Business Rates were ahead of the target for the year although Council Tax collection was very slightly behind target. All debt had been pursued rigorously and continued to be collected after the end of the financial year with all appropriate recovery avenues being pursued.

It was noted that 2017/18 was the third year of operation for NuPlace Ltd, the Council's wholly owned housing investment company. NuPlace was a separate legal

entity and as such prepared its own accounts but as NuPlace was wholly owned by the Council, consolidated group accounts were also prepared. The unaudited accounts showed that NuPlace had generated an operating profit before taxation of £0.343m in 2017/18 but as expected no dividend was distributed. The Council also received income from NuPlace totalling £1.238m during 2017/18 net of additional interest and other marginal costs.

It was reported that the draft formal statement of accounts had been considered at the Audit committee on 29 May 2018 and would be audited by KPMG, the Council's external auditors during June and July. The accounts would also be available for public inspection for 30 working days from 30 May 2018. Following a national procurement exercise, the Council's external auditors would change to Grant Thornton UK LLP after the audit of the accounts for 2017/18 had been completed. Summaries of the outturn on revenue and capital along with major variations were shown as appendices to the report.

It was noted that in 2018/19, the Council faced another very challenging year. A number of key issues had been highlighted in the first high level review of the budget position. Once the final accounts were completed more detailed monitoring would take place and a further more detailed report would be presented at the July meeting of the Cabinet with an updated position.

The Cabinet Member for Finance and Economic Development welcomed the continued position of strength of the Council, despite one off costs and winter pressures and noted the efforts of all Council teams delivering over 700 services to the people of Telford & Wrekin.

Cllr N Dugmore of the Conservative Group expressed his thanks to the Chief Finance Officer and his team for their efforts.

Members supported the Leader of the Liberal Democrat/Independent Group who made a plea that Full Council agree to call for a stop to the cuts to local government budgets when services for the most vulnerable in the Borough were under pressure.

RESOLVED to RECOMMEND to COUNCIL that -

- (a) the Revenue outturn position for 2017/18 and related virements in Appendix 3 to the report which is subject to audit by the Council's external auditors be approved;**
- (b) the transfers to reserves and associated approval to the relevant Assistant Directors to spend the reserves detailed in section 5 and Appendix 2 be approved;**
- (c) the Capital outturn position and related supplementary estimates, re-phasing and virements shown in Appendix 4 to the report and as summarised in the report, be approved;**
- (d) the performance against income targets be noted; and**

(e) the key issues identified for 2018/19 be noted.

CB-179 Modern Slavery Act – Modern Slavery Transparency Statement for 2018/19

Key Decision identified as **Modern Slavery Transparency Statement** in the Notice of Key Decisions published on 2 May 2018.

Councillor L D Carter Cabinet Member for Finance, Commercial Services and Economic Development presented the report of the Assistant Director: Governance, Procurement & Commissioning which provided an update on action to date to help prevent modern slavery in the Council's corporate activities.

It was reported that the Council recognised its responsibility to take a robust approach to slavery and human trafficking. The Modern Slavery Act 2015 required any commercial organisation with a minimum turnover of £36M to produce an annual Modern Slavery Transparency Statement and have an Anti-Slavery Policy. The Council's policy had been in place for a year.

The 2018-19 Modern Slavery Transparency Statement was appended to the report for approval. This statement set out the Council's actions to understand all potential modern slavery risks related to its business and to put in place steps that are aimed at ensuring that there was no slavery or human trafficking in its own business, and its supply chains.

The statement set out ongoing and new work to identify and help eradicate modern slavery in the Council's activities. The prevention, detection and reporting of modern slavery in any part of the council's business or supply chains was the responsibility all employees. The policy and procedures relating to modern slavery were in line with the Council's culture and values of treating everyone in an open and transparent way with fairness and respect and mirrored in internal processes.

Activity during the past year included the creation of an eLearning package, awareness had been raised on Anti-Slavery Day and officers had been supported in their work with suppliers and providers to understand how modern slavery could be a hidden crime in their area or supply chain.

In the next 12 months awareness would be promoted through training and an interactive event at the Leadership Forum. A section had been included within the Annual Governance Statement for SDMs to record that due consideration would be given to the possibilities of Modern Slavery in their service area and supply chain and action taken accordingly. The Council would continue to map the supplier profile and work with a cross section of suppliers and providers to dig deep into the potential for modern slavery in, initially, IT, construction, social care, transport and food supply chains. Collaboration would also be considered with suppliers and providers where no such commitment was in place to help them better understand their responsibilities and compliance with best practise.

The SDM for Community Safety, Cohesion & Environmental Enforcement was working closely with the lead from West Mercia Police who managed their action plan for human trafficking and Modern Slavery. The action plan fed into the National Referral Mechanism (NRM) and allowed action taken to be reported. Lessons learned from this action plan would inform the Council's own development of a similar reporting mechanism.

As a Business Supporting, Business Winning Council, Members noted that it was essential to prove to prospective buyers that the threat of modern slavery in the Council's own supply chain was taken seriously and that it would be possible to demonstrate how the Council guarded against it.

RESOLVED that –

- (a) the contents of this report be noted and the Modern Slavery Transparency Statement for 2018/19 as attached at Appendix A to the report be approved;**
- (b) responsibility be delegated for the annual review and publication of the Modern Slavery Transparency Statement to the Assistant Director of Governance, Procurement & Commissioning in consultation with the Cabinet Member for Council Finance, Partnerships and Commercial Services.**

CB-180 Applying for Civil Parking Enforcement Powers

Key Decision identified as **Business Case for Civil Parking Enforcement** in the Notice of Key Decisions published on 2 May 2018.

Councillor R A Overton, Deputy Leader and Cabinet Member: Communities, Housing and Enforcement, presented the report of the Assistant Director: Customer and Neighbourhood Services which provided the case for the Council's application for Civil Parking Enforcement Powers. The powers were currently held by West Mercia Police to undertake enforcement of on-street car parking under the Traffic Management Act 2004, known as Civil Parking Enforcement (CPE).

These powers would assist in addressing illegal parking problems in many of the Borough's towns and high streets as well as addressing safety issues outside of schools, helping to improve safety within the Borough whilst seeking redress with the minority who continued to park illegally. The Council currently received a number of complaints from local residents and parish councils but no action could be taken as the powers resided with the Police, where illegal parking remained a 'criminal' offence.

For CPE powers to be obtained and transferred from the police, Local Authorities had to apply to the Department for Transport (DfT) with a business case that set out the financial and strategic case for implementing CPE across the Borough. The Council would also have to implement a Parking Strategy, consult on the implementation of CPE and review all Traffic Regulation Orders (TRO's). The DfT confirmed that due to their workload linked to Brexit they were not able to consider any applications for CPE powers until June 2019 at the earliest but would receive applications.

Over the past 12 months the Council had been investigating the business case for CPE and to date had engaged with a number of stakeholders including the Finance & Enterprise and Customer, Community & Partnership Scrutiny Committee's. This process had also included engagement with Parish & Town Council's and West Mercia Police in particular.

Following the Council Leader's negotiations with the West Mercia Police and Crime Commissioner (WMPCC) agreement had been reached on the provision of transitional funding from the PCC to support the business case to enable the Council to apply to the Dft for CPE Powers before December 2018. The Police had confirmed that they were no longer able to prioritise parking enforcement compared to other demands and were keen for the Council to adopt these powers.

The initial business case had identified that a level of subsidy for implementation was needed for which the WMPCC agreed to contribute £200,000 over the first three years of implementation. CPE had to be self-financing and should not place a financial burden on the Council in undertaking these powers. If in the future, CPE generated additional income over and above the operating costs then by law this had to be reinvested back into highways and transport. For Telford & Wrekin any additional income generated by CPE would be reinvested ensuring car parking remained free in local centres, improving residential car parking in communities, and supporting sustainable transport such as cycling, walking, electric vehicle charging and public transport.

Members noted that CPE did not mean the introduction of parking charges within Council owned car parks, which were currently free and would remain so with many car parks supporting main Borough towns and high streets. This key policy would be formalised within the emerging Parking Strategy required as part of the submission to adopt CPE Powers.

Discussions would be held with Town and Parish Councils during the Summer 2018 to explore appetite for investing into a scheme that could involve a Neighbourhood Warden working in their area who not only had CPE powers but also other enforcement powers to tackle local concerns such as fly tipping, dog fouling etc. A further report on the operational plans for implementing CPE would be provided towards the end of the year following the engagement with Town and Parish Councils. A separate report would also be produced seeking approval for the penalty charges that would apply to those who continued to park illegally along with an overview of the appeals process that also needed to be developed.

RESOLVED that;

- (a) the decision to commence with the business case process to apply to the Dft to adopt CPE Powers by December 2018, be approved;**
- (b) authority be delegated to the Assistant Director: Customer & Neighbourhood Services in consultation with the Deputy Leader and Cabinet Member for Housing and Enforcement to approve the final business case prior to submission, to undertake the necessary**

consultation process, and develop and approve the Parking Strategy required as part of the submission process;

(c) the Scrutiny Committee for Finance and Enterprise and Customer, Community & Partnerships continue to help inform the final business case for applying for CPE powers.

(d) authority be delegated to the Assistant Director: Customer & Neighbourhood Services in consultation with the Deputy Leader and Cabinet Member for Housing and Enforcement to take such steps and implement such policies and procedures as necessary for the implementation of CPE once approved by the Dft, likely to be after June 2019;

(e) a further report be presented to Cabinet on the proposed operating model for implementing CPE towards the end of this calendar year.

CB-181 Green Guarantee and 'The Big Green Vote'

Key Decision identified as **Green Guarantee Sites** in the Notice of Key Decisions published on 2 May 2018.

Councillor J C Minor, Cabinet Member: Leisure, Green Spaces & Parks, presented the report of the Assistant Director: Business Development & Employment which provided an update on the Green Guarantee, a commitment by the Council to safeguard Council owned green spaces valued by local communities for the wildlife they supported and the opportunities provided for leisure and recreation and the positive impacts on health and wellbeing.

It was reported that in 2016, 104 sites had been approved by Cabinet and a further 50 sites would be presented for adoption at a later date. Approval was sought for the protection of a further 96 green spaces, bringing the total number of sites listed under the Green Guarantee to 200. This exceeded the Council's commitment set out in the Local Plan.

The Green Guarantee was part of the Council's overarching commitment to promote accessible green space. Approximately 90% of the Borough was composed of 'Green Infrastructure' with only 10% comprising buildings, roofs, roads, footpaths, town squares and car parks. Telford's Green Network covered approximately 2500ha, was described as "one of the largest scale, visually beneficial and informal recreation assets of any town in the country", and was a lasting legacy of the original landscape structure plan designed for the New Town in 1971.

The report outlined the hierarchy of statutory and non-statutory sites within the Green network which included sites of special scientific interest, local nature reserves and local wildlife site. The additional 96 sites proposed for adoption would add a further 160ha of protected green space many of which were the closest areas of accessible green space for the Borough's residents. The adoption of these sites would result in

approximately 60% of the total Green Network in the Borough being protected by either a statutory or non-statutory designation or listed under the Green Guarantee.

As part of Telford's 50th Anniversary celebrations, members of the public had been able to take part in 'The Big Green Vote' via the website casting five votes each for their favourite from the 96 new sites. Once registered on the website individuals had also been able to leave comments, share photographs and win prizes. Voting opened on March 1st 2018 and, due to increasing engagement from members of the public, local Friends groups and Parish councils, the voting period was extended to 20th May 2018. 807 individuals registered on the site casting 1825 votes and posting 118 photographs. Members noted the comments that had been included in the report and welcomed the response from residents.

Telford & Wrekin Council's £2m Telford 50 Legacy Fund supported a mix of physical schemes and projects that helped to tackle key social issues in the Borough and reduce demand on council services. The 50 sites that had received the highest number of votes had access to a share of Legacy Funding of £50,000. The 52 sites were provided in Appendix C to the report. After voting, a number of sites had been tied at 50th place, therefore, funding would be secured to enable the sites ranked 51st and 52nd to also receive £1000 each. Resulting in two extra sites receiving funding and all 96 sites protected under the Green Guarantee.

It was proposed that the winning sites would be grouped by Ward and a series of consultation events would be run at Ward level. Consultations events would identify how the legacy funding would be spent on each site, such wildflower seeds, bird and bat boxes, and site signage and access/interpretation enhancements. Opportunities also existed for the legacy funding to form the basis of a larger match funded investment at either site or Ward level.

RESOLVED that –

- (a) the proposal to identify and protect 96 green spaces as set out in the report be approved and the current officer delegation be removed relating to these spaces to ensure that all decisions relating to disposals or changes of use of these are determined by Cabinet and as set out in section 5 of the report;**
- (c) that the list of 96 green spaces as identified in Appendix A to the report which, once endorsed by Cabinet, will be listed under the Council's Green Guarantee be approved;**
- (d) the 52 sites which have received the highest number of votes and will receive an investment through the £2m Telford 50 Legacy Fund be received**

Key Decision identified as **Newport Neighbourhood Plan** in the Notice of Key Decisions published on 2 May 2018.

Councillor R A Overton, Deputy Leader and Cabinet Member: Communities, Housing and Enforcement, presented the report of the Assistant Director: Business Development & Employment. It was noted that the Localism Act (2011) introduced legislation which allowed Parish Councils to produce a Neighbourhood Development Plan for their administrative area.

The Council was working with a number of Town and Parish Councils across the Borough in their preparation of Neighbourhood Development Plans supporting local communities to engage with and achieve a greater stake in, the planning and development of their local area. To date, two had been adopted and six were in preparation. Newport Town Council submitted their neighbourhood development plan (the "Newport Neighbourhood Development Plan") (NDP) and other supporting documents to Telford & Wrekin Council as local planning authority. This was received in November 2017. In response and in accordance with its statutory duties, Telford & Wrekin undertook a number of checks to ensure that all the procedural and other requirements had been met and completed a 6-week publicity period which allowed written representations to be made.

Telford & Wrekin had appointed an Independent Examiner (the Examiner), Nigel McGurk, to conduct the Examination of the NDP. His report was received by the Council on 10 May 2018. The Report recommended proceeding to Referendum, subject to a number of modifications. Those modifications had been applied to the NDP and incorporated into a Referendum version of the NDP with was Appendix 3 to the report. Newport Town Council had agreed that, subject to the modifications being made, the NDP progress to the referendum stage. The full list of modifications proposed by the Examiner were set out in the Examiner's Report at Appendix 1.

Whilst the Examiner's proposed modifications were not binding, they were considered by officers to be appropriate. No additional modifications were considered to be required prior to the Referendum stage. Council officers and the Examiner were satisfied that the "basic conditions" had been met.

RESOLVED that –

- (a) the Newport Neighbourhood Development Plan meets the "basic conditions" and all other legal requirements as summarised in the report and the Independent Examiner's report, be agreed subject to the modifications recommended by the Independent Examiner;**
- (b) the required modifications be agreed to Newport Neighbourhood Development Plan and that the Newport Neighbourhood Development Plan Referendum Version (May 2018) be agreed to proceed to Referendum;**
- (c) the Referendum Area be agreed not to extend beyond the designated area to which the Newport Neighbourhood Development Plan relates;**
- (d) the Managing Director be authorised to exercise all the relevant powers and duties and undertake all necessary arrangements for the Newport**

Neighbourhood Development Plan Referendum Version (May 2018) to now proceed to Referendum and for the Referendum to take place asking the question whether the voter wants Telford & Wrekin Council to use this

CB-183 Edgmond Parish Neighbourhood Plan

Key Decision identified as **Edgmond Neighbourhood Plan** in the Notice of Key Decisions published on 2 May 2018.

Councillor R A Overton, Deputy Leader and Cabinet Member: Communities, Housing and Enforcement, presented the report of the Assistant Director: Business Development & Employment. It was noted, as above, that the Localism Act (2011) introduced legislation which allowed Parish Councils to produce a Neighbourhood Development Plan for their administrative area. This Report recommended that Edgmond Neighbourhood Plan became the third Neighbourhood Development Plan in the Borough to be adopted (made).

The Plan was part of a programme of Neighbourhood Development Plans being prepared by Parish and Town Councils across the Borough with the support of the Council, reflecting the commitment to engage local communities further in planning for development in their local areas.

Edgmond Parish Council submitted their neighbourhood development plan (the “Edgmond Parish Neighbourhood Plan”) (ENP) and other supporting documents to Telford & Wrekin Council as local planning authority in August 2017. In response and in accordance with its statutory duties, Telford & Wrekin undertook a number of checks to ensure that all the procedural and other requirements had been met and completed a 6-week publicity period which allowed written representations to be made. An independent examination took place between November and December 2017.

The appointed Independent Examiner (the Examiner), Mr John Parmiter, submitted his report to the Council in December 2017. The Report recommended proceeding to Referendum, subject to a number of modifications. Those modifications were applied to the ENP and Cabinet on 15 February agreed to proceed to formal Referendum. The Referendum took place on 19 April 2018.

It was outlined that the policies within the ENP would become part of the Development Plan for Telford & Wrekin and would be considered in the determination of planning applications in the ENP area alongside national and Borough wide planning policy.

RESOLVED that –

- (a) the Edgmond Parish Neighbourhood Plan be made; and**

- (b) the Assistant Director: Business, Development & Employment be authorised to exercise all of the Council’s relevant powers and duties and undertake all necessary procedural arrangements relating to the making of the Edmond Parish Neighbourhood Plan.**

CB-184 Superfast Telford Broadband Programme

Key Decision identified as **Superfast Telford Broadband Programme Delivery Update and Proposals to Extend** in the Notice of Key Decisions published on 2 May 2018.

Councillor H Rhodes, Cabinet Member: Transport, Roads & Broadband, presented the report of the Assistant Director: Business Development and Employment which provided an update on the Councils £5.6m broadband programme, Superfast Telford, which was positively transforming people’s lives in the Borough. It was a Council led partnership with British Telecom (BT) and part of a national Government programme managed by Broadband Delivery UK (BDUK).

Following a three year programme Superfast Telford had provided a new network of fibre broadband infrastructure for over 9,300 homes and businesses across the Borough. This means 98% coverage of Telford & Wrekin for superfast speeds (24Mbps +). Member noted that this is well above the national BDUK target of 95%.

Alongside delivering above and beyond the national superfast target, 99% of the Borough would also be able to access fibre of at least 15Mbps+ once delivery was complete. This exceeded the Government’s national Universal Service Obligation to provide 10Mbps+. The Councils investment in broadband and successful management of the programme positioned Telford & Wrekin ahead of neighbouring authorities and supported Government ambitions to put the UK “at the forefront of the global technology revolution”.

While Superfast Telford was one of the more recent BDUK contracts, the Council had already achieved 37% take up, through marketing campaigns led by the Council. This put the Borough in the top 3 of the phase 2 contracts nationally. This allowed the Council to earn money back from the programme. It was expected that with the strong marketing strategy, the programme would reach at least 40% take up, and the projected return would be between £475k and £850k over the life of the contract (to 2024).

Superfast Telford was giving broadband access to homes and businesses that would not have benefitted through commercial provision and it reflected the Council’s ambition for digital infrastructure and economic growth that would benefit all our communities. The Programme had been a significant success; fitting for Telford’s 50th anniversary celebrations and showcasing the creativity, innovation and ambition of Telford’s communities and businesses. The Leader of the Council referred to the positive testimonials received from businesses in Appendix 1 to the report.

The Cabinet Member for Transport, Roads and Broadband, thanked the Council officers for their hard work and thanks was noted for the work of Cllr A D McClements, former Cabinet Member with responsibility for Broadband.

It was reported that the BDUK programme was coming to a close but Council would continue with its ambition to provide broadband across the Borough. Additional investments had already been made and external opportunities were being maximised beyond the fibre network build to help close the gap. Superfast Telford was making a commitment to make a connection available, where feasible, to any remaining homes and businesses that wanted it and proposals were being brought forward for the next part of the 'Journey to 100%' in autumn this year.

RESOLVED that –

- (a) the programme delivery outcomes and successes be noted.**
- (b) the options for providing further broadband access to those not currently benefitting from a commercial provision or through existing publicly funded programmes, be approved.**
- (c) authority be delegated to the Assistant Director; Business, Development & Employment and Assistant Director, Finance & Human Resources in consultation with the Cabinet Member for Transport, Customer & Neighbourhood Services and Cabinet Member for Council Finance & Service Delivery to approve the final options and apportionment of funding.**

The meeting ended at 5.47pm

Signed for the purposes of the Decision Notices

Jonathan Eatough
Assistant Director: Governance, Procurement & Commissioning
Date: 6 June 2018

Signed:
Date:

TELFORD & WREKIN COUNCIL**CABINET – 12 JULY 2018
COUNCIL – 26 JULY 2018****2018/19 FINANCIAL MANAGEMENT REPORT****REPORT OF THE ASSISTANT DIRECTOR: FINANCE & H.R. (CHIEF
FINANCIAL OFFICER)****LEAD CABINET MEMBER: CLLR LEE CARTER****PART A) – SUMMARY REPORT****1.0 SUMMARY OF KEY ISSUES****1.1 2018/19 Revenue**

The net projected outturn position for 2018/19 is currently estimated to be within budget. The majority of the centrally held contingency remains available to meet any unforeseen costs or further pressures over the rest of the year and if not required in year will be used to support the medium term service and financial planning strategy.

It is a positive start to the year given that £7.6m savings were required to balance the 2018/19 budget and the aim is that senior managers will sustain this position and make further improvements where possible by year end.

Children's Safeguarding & Early Help continues to be a key area of focus and there are a number of strategies underway to reduce costs and deliver savings. Adult Social Care is currently showing a neutral position. Both areas have cost improvement plans in place which are monitored on a regular basis by senior managers and Cabinet Members.

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

- A benefit of £1.5m relating to Treasury Management activities - the majority of which relates to benefits from low interest rates for short term borrowing. Some long term borrowing has been taken in 2018/19 to reduce interest rate exposure and the position is regularly monitored by senior finance staff with advice taken from the Council's external treasury management advisors.
- Children's Safeguarding & Early Help is a key pressure area with an overspend of £0.8m being reported which is mainly the cost of placements for Looked after Children and the cost of social workers. This position is after applying £0.5m one off balances, set aside at year

end to support the delivery of the cost improvement plan. A four year model is in place which is designed to deliver efficiencies over the remainder of the year and medium term.

- Education & Corporate Parenting – overall the service is currently projecting an overspend of £0.5m. This is a combination of the cost of providing school transport and an increase in the number of children with high needs.

The funding outlook for the medium term is still uncertain however it is anticipated that the Council will need to identify a further £20m-£25m savings by the end of 2020/21 on top of the £117m savings already delivered, so it is important that we maintain our excellent track record of robust active budget management and maximise the position in 2018/19 which will assist in future years.

1.2 **Capital**

The capital programme totals £87.7m which includes all approvals since the budget was set. At the time of compiling this report projected spend was 90% of the budget allocation.

There are some new allocations and slippage identified which will go forward to Full Council for formal approval.

1.3 **Corporate Income Collection**

Council Tax and Business Rates collection are currently slightly behind targets set. The level of outstanding Sales Ledger debt is ahead of the target set for the year. Overall, the amount of cash collected is higher than at the same point last year. In total £5.2m more cash has been collected than at the same point last year.

2.0 **RECOMMENDATIONS**

2.1 Cabinet Members are asked to:-

- (i) Note that 2018/19 revenue spending is currently projected to be within budget and continue to work with SMT to sustain this position and approve the use of contingency detailed in para. 5.1;
- (ii) Note the position in relation to capital spend and Cabinet are asked to recommend that Council approve the new allocations and slippage detailed in Appendix 3;
- (iii) Note the collection rates for NNDR, council tax and sales ledger;

3.0 SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-operative Council priorities?	
	Yes	Delivery of all priorities depend on the effective use of available resources. Regular financial monitoring in the financial management reports helps to highlight variations from plan so that action can be taken to effectively manage the Council's budget.
	Will the proposals impact on specific groups of people?	
	No	
TARGET COMPLETION/DELIVERY DATE	To outturn within the budget set for 2018/19 at 31/3/19.	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	The financial impacts are detailed throughout the report.
LEGAL ISSUES	No	None directly arising from this report. The S151 Officer has a statutory duty to monitor income and expenditure and ensure that the Council takes action if overall net overspends /shortfalls emerge.
OTHER IMPACTS, RISKS & OPPORTUNITIES	No	
IMPACT ON SPECIFIC WARDS	No	

PART B) – ADDITIONAL INFORMATION

4.0 2018/19 REVENUE BUDGET

- 4.1 Financial management is the responsibility of budget holders and is supported by Finance staff using a risk based approach: following considerable reductions in finance resources through savings exercises more focus is given to higher risk areas (high value/highly volatile); less frequent financial monitoring is undertaken on budgets deemed to be medium to lower risk.

4.2 The overall 2018/19 budget position is summarised in the table below:

Service Area	Variation Cabinet 12 July
	£
Business, Development & Employment	0
Finance & HR	(1,500,000)
Cooperative Council Team	0
Children's Safeguarding & Early Help	840,638
Education & Corporate Parenting	493,898
Adult Social Care	0
Governance, Procurement & Commissioning	(97,350)
Health & Wellbeing	4,680
Customer & Neighbourhood Services	(327,103)
Commercial Services	62,491
Total Projected Variation	(522,746)

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

Service Area	Variance £m
<u>Business, Development & Employment</u>	
Development Management – contribution from reserves to fund service pressure.	-0.141
<u>Finance & HR</u>	
Treasury Management – a benefit is currently reported due to reduced borrowing costs associated with short-term borrowing at very low interest rates. The position is regularly monitored by senior finance staff and the Council's external treasury management advisors and some longer term borrowing has been undertaken in 2018/19 to manage the risk of interest rate exposure.	-1.500
<u>Cooperative Council Team</u>	
There are no variations over £100k to report at present.	
<u>Children's Safeguarding & Early Help</u>	
Assessments – the creation of in-house assessment capacity has reduced the costs of assessments.	-0.144
Children in Care Placements – overall numbers of children	+0.732

<p>in care is relatively stable; the overspend relates to the number of high cost residential placements and high level foster care placements. The service has a four year placement model with a target of reducing the total number of placements which includes: reducing the numbers of children entering the care system; ensuring children are in the right placement; stepping down from high cost placements where appropriate; and recruiting more internal foster carers.</p> <p>Contribution from Reserves – set aside at 2017/18 year end to support delivery of the Cost Improvement Plan.</p> <p>Independent Review Staffing – difficulties recruiting has resulted in the use of more expensive agency staff. The intention is to reduce agency staff use during 2018/19.</p>	<p>-0.500</p> <p>+0.149</p>
<p><u>Education & Corporate Parenting</u></p> <p>Specialist Services – increasing numbers of children and young people with high needs has meant that the service has not yet achieved anticipated savings; work is ongoing to increase the amount of traded income and to use grant funding flexibility where possible.</p> <p>Advisory Management and School Improvement traded Advisory Service - This relates to a shortfall against the income target for this area which is being partly offset by a one-off grant.</p> <p>Proposed Use of Contingency – to meet above shortfall</p> <p>School Transport – the overspend relates to a saving target not yet delivered. Expenditure has been impacted by the increase in the numbers of children and young people with high needs. Work is ongoing to reduce costs which includes the retendering of transport contracts.</p>	<p>+0.174</p> <p>+0.191</p> <p>-0.191</p> <p>+0.441</p>
<p><u>Adult Social Care</u></p> <p>There are no variations over £100k to report at present.</p>	
<p><u>Governance, Procurement & Commissioning</u></p> <p>There are no variations over £100k to report at present.</p>	
<p><u>Health & Wellbeing</u></p> <p>There are no variations over £100k to report.</p>	

<u>Customer & Neighbourhood Services</u>	
Concessionary Travel – lower take up of the service has resulted in the current projected underspend.	-0.107
<u>Commercial Services</u>	
There are no variations over £100k to report.	

5.0 **CONTINGENCIES**

- 5.1 The 2018/19 budget includes a prudent general contingency of £3.8m, which is set aside to meet any unforeseen expenditure, or delays in phasing in the significant level of savings that the Council has to deliver this year. There is also an amount held centrally for contractual inflation totalling £2.1m which forms part of the approved revenue budget and will only be allocated to specific budgets when the relevant inflation information is available. Given the exceptional cuts being made in the Council's budget it is imperative that the Council has a reasonable level of contingency in order to cover increases in demand for services (e.g. safeguarding which can be significant and occur with no warning) and to allow for any delays or shortfalls in the delivery of planned savings. The current position relating to contingencies is shown below:

	£'000
General Revenue Contingency	3.787
Inflation Contingency	2.113
Total Contingencies	5.900
Proposed use:	
To meet Advisory Management and School Improvement income shortfall	-0.191
Commitments:	
Required to meet the current revenue overspend	0.000
Residual Balance	5.709

The current revenue position is projected to be within budget at year end and £5.7m remains available to meet any unforeseen costs in the remainder of the year.

- 5.2 As part of the 2018/19 budget £17.85m was identified to support the Medium Term Financial Strategy. Planned use over the next two years is £7.5m which leaves £10.35m as additional assurance as we enter the next planning period which has a very high level of uncertainty.

There is no information currently available to enable estimates of the impact of:-

- The move to 75% business rates retention,
- The impact of the Government's "Fair Funding Review"
- The implications of the reset of the business rates baseline
- The implications of the planned 2019 Comprehensive Spending Review and changes to the MoHC&LG departmental Expenditure Limit
- Any associated transitional damping or protection arrangements

All of these major changes are scheduled to come in to effect from 2020/21 making medium term financial planning projections less certain than has ever been the case previously.

It is therefore essential that the Council maintains flexibility in its medium term service and financial planning strategy and continues to develop options for delivering further ongoing savings and retaining an appropriate level of one-off resources to support the transition to the new system.

6.0 DEDICATED SCHOOLS GRANT (DSG)

6.1 DSG is a ring-fenced grant allocated to support education provision. The total allocation of DSG to Telford & Wrekin in 2018/19 is over £145m. It is divided into four blocks: Schools (£111m), High Needs (£21m), Early Years (£12m) and Central School Services (£1m). There are different rules around the use of each block.

6.2 In 2017/18, for the first time in many years in Telford & Wrekin, DSG was overspent at the end of the year. The closing position showed deficit of £544,000. As the opening position was a surplus of £271,000, this represents an in-year deficit of £815,000.

The reason for this overspend was pressure on the high needs block. Both nationally and locally, the numbers of children and young people registered with high needs have significantly increased in recent years. There are a number of underlying reasons for this, including an increase in parental expectation about the availability of statutory services, and extension of statutory rights for young people up to the age of 25. In addition, the existence of independent tribunals means that local authority provision decisions can be successfully challenged by parents, leading to higher costs.

The result has been an increase in statutory demand which is not matched by funding allocations.

6.3 In this context, the Schools Forum agreed to move £550,000 from the mainstream school budgets to high needs in 2018/19. This decision is only for one year however and the Forum will again have to be asked

for permission if these funds are to be transferred in 2019/20, leading to uncertainty about the future availability of these resources.

- 6.4 In order to address both the deficit and the trend of increasing expenditure, a cost improvement plan has been developed. The aim is to increase the high needs provision that is delivered in mainstream schools, or resourced provisions linked to mainstream schools, rather than in specialist settings such as special schools. It has also meant freezing the budgets of special schools and other high needs provisions at 2017/18 levels, which has led to challenging budget situations in the context of inflationary pressures, etc.
- 6.5 Notwithstanding the measures put in place, the combination of demographic and statutory changes, coupled with limited and inflexible budget allocations from Government, means that high needs provision is likely to be a budget pressure for the Council for the foreseeable future.

7.0 CAPITAL

7.1 2018/19 Capital Programme

The capital programme totals £87.7m, which includes the approvals proposed in this report.

The financial position is shown in the table below which shows projected spend is currently shown at £79.1m.

Service Area	Current Budget	Spend to Date	% Spend	Year End Projection
	£m	£m		£m
Development Business & Employment	31.46	2.7	8.51%	27.49
Customer & Neighbourhood Services	26.24	0.8	3.11%	27.07
Education & Corporate Parenting	12.18	0.2	1.48%	12.18
Adult Social Care	0.88	0.0	0.25%	0.88
Health & Well-Being	0.06	0.0	30.70%	0.06
Cooperative Council	2.08	0.0	0.00%	2.08
Governance Procurement & Commissioning	0.26	0.0	0.00%	0.26
Finance & Human Resources	4.76	0.0	0.00%	2.00
Commercial Services	9.82	0.9	9.43%	7.10
Total	87.74	4.6	5%	79.12

- 7.2 Some new allocations and slippage are identified for approval which are detailed in Appendix 3.
- 7.3 The 2018/19 capital programme relies on £13.994m of receipts as part of its funding (after adjusting for changes already approved). Current monitoring indicates some of these receipts are not now expected to be

received until 2019/20 and the projected total to be received in 2018/19 is now £10.9m. It is proposed that the funding of the capital programme is updated to reflect this latest position. This has the impact of additional short-term borrowing being required until the receipts are received which is already reflected in the treasury projections shown in this report. Capital receipts included in the medium term budget strategy are under continual review and any changes will be reflected in future budget projections. Updates will be provided in future monitoring reports.

8.0 CORPORATE INCOME MONITORING

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

8.2 In summary, sales ledger collection is above target, but council tax and NNDR collection are slightly behind target. Cash collection has increased for council tax and sales ledger income streams compared to last year, although NNDR has reduced due to the revaluation.

INCOME COLLECTION – May 2018				
	Actual	Target	Performance	Change in cash collected on last year
Council Tax Collection	19.15%	19.30%	0.15% behind target	+£761,374
NNDR Collection	24.34%	24.60%	0.26% behind target	-£148,241
Sales Ledger Outstanding Debt	5.39%	4.70%	0.69% ahead of target	+£4,568,127

8.3 Council Tax (£83.1m)

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

Year End performance 2017/18	97.3%
Year End Target for 2018/19	97.4%

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

Month End Target	Month End Actual	Last year Actual
19.30%	19.15%	19.21%

There is over £4 million more to collect in council tax during 2018/19 compared to 2017/18, and we've already collected have collected over £760k more in council tax this year compared to last year. Collection rates for council tax are 0.15% behind target but this does not cause any concern so early in the financial year.

8.4 NNDR-Business Rates (£76.6m)

The % of business rates for 2018/19 that should have been collected during the year. This target, as for council tax, ignores our continuing collection of earlier years' liabilities.

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

Year-end performance 2017/18	98.6%
Year End Target for 2018/19	98.7%

Month End Target	Month End Actual	Last year Actual
24.60%	24.34%	24.54%

Business rates is 0.26% behind target, but business rates tends to fluctuate throughout the year slightly.

8.5 Sales Ledger (£57.5m)

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

The target percent is set relating cumulative debt outstanding from all years to the current annual debit. The targets and performance of income collection for 2018/19 are as follows:

Age of debt	Annual Target %	May 2018	
		£m	%
Total	4.70	3,098	5.39%

Sales ledger performance is just outside target. Work over the next few months will focus on collecting the highest invoices which are outstanding, paying particular focus to ASC debt.

9.0 PREVIOUS MINUTES

01/03/18 – Council, Service & Financial Planning Strategy

31/05/18 - Cabinet, Service & Financial Planning Report – 2017/18

Outturn and 2018/19 Update

10.0 BACKGROUND PAPERS

2018/19 Budget Strategy / Financial Ledger reports

Report Prepared by:

Ken Clarke, Assistant Director: Finance & HR (Chief Financial Officer)

– 01952 383100;

Pauline Harris, Corporate Finance Manager – 01952 383701

Summary of 2018/19 Projected Variations

Service Area	Variation Cabinet 12 July
	£
Business, Development & Employment	0
Finance & HR	(1,500,000)
Cooperative Council Team	0
Children's Safeguarding & Early Help	840,638
Education & Corporate Parenting	493,898
Adult Social Care	0
Governance, Procurement & Commissioning	(97,350)
Health & Wellbeing	4,680
Customer & Neighbourhood Services	(327,103)
Commercial Services	62,491
Council Wide	0
Total Projected Variation	(522,746)
Use of Contingency	
Final Projected Variance	(522,746)

2018/19 Revenue Budget Variations over £50,000				
Description		Budget	Variation	Comments
		£	£	
Business, Development & Employment				
Planning Determination (Statutory)	Supplies & Services	5,830	50,000	Estimated planning appeal costs based on past years performance.
AP- Planning Delivery	Net impact on Income	(1,441,620)	91,383	Net Planning fee shortfall. Offset by proposed part year impact of restructure and use of one off budgets
Development Management	Income - contribution from reserves	-	(141,383)	Use of one off reserve to fund Development management pressures
Variations under £50k		736,463	0	
Total Business, Development & Employment		(699,327)	0	
Finance & HR				
Treasury Management			(1,500,000)	Reduced borrowing costs due to low short-term interest rates. The position is regularly monitored by senior finance staff and the Council's external treasury management advisors and some longer term borrowing has already been undertaken in 2018/19 to manage the risk of interest rate exposure.
Total Finance & HR			(1,500,000)	
Cooperative Council Team				
Total Cooperative Council Team		0	0	
Children's Safeguarding & Early Help				
Assessments		345,803	(144,933)	The reduction in use of external agencies by the creation of an in-house assessment capacity has significantly reduced the costs of assessments. Placement costs are currently forecast to be at a similar level to 2017/18. Overall numbers of children in care are relatively stable but there continue to be significant numbers of children and young people needing high cost residential placements, or a high level of foster care support. A number of strands of work are underway to reduce the numbers of children entering the care system, to ensure that children are in the right placement, stepping down from higher cost placements when appropriate and to recruit more internal foster carers to reduce the reliance on external agencies.
CIC Placements		13,190,847	732,420	

2018/19 Revenue Budget Variations over £50,000				
Description		Budget	Variation	Comments
		£	£	
Staffing - salaries		10,047,046	35,301	The service is carrying a number of vacancies some of which are currently being covered by agency staff. The service is aiming to recruit staff in order to reduce the reliance on more expensive agency staff.
Under £50k		4,454,442	560,686	This projection includes significant projected variances on personal budget payments and care leaver costs.
Contribution from reserves			(500,000)	
Independent Review				
Independent Review - Staffing		574,939	149,374	Difficulties in recruitment have resulted in a need to use more expensive agency staff in this area. The intention is to reduce the use of such staff in 2018/19, which could see a reduction in this forecast overspend as the year progresses.
Independent Review - Under £50k		239,914	7,790	
Total Children's Safeguarding & E.H.		28,852,991	840,638	
Education & Corporate Parenting				
Specialist Services		597,017	174,384	The service has recently restructured but in the context of increasing numbers of children and young people with high needs, the service has not yet been able to reduce costs sufficiently to achieve the savings target. Work is ongoing to increase the amount of traded income generated by the Education Psychology service and to use grant funding flexibly to offset costs where possible.
Advisory management and school improvement traded Advisory Service		255,207	191,432	Following the movement of School Improvement consultants/advisors to the Teaching School alliance in 2016/17 there has been a material reduction in income for this service. This coupled with the increased income target (part of savings) has resulted in the projected variance against budget. This over spend is, in part, being offset by the use of a one off in year grant
Use of Contingency			(191,432)	See section 5.1 of this report
School Transport		2,415,653	441,244	The current year budget includes large savings targets. There is on going work in this area to meet this target, including encouraging parents to transport their children to school where possible, shared taxis and rationalisation of coaches. In addition transport contracts are currently in the process of being retendered. However, current projections for transport expenditure are not suggesting that the savings targets will be fully achieved in 2018/19. Expenditure on transport has been impacted by the increase in the numbers of children and young people with high needs in the area, as the majority of expenditure on education transport is related to high needs.
Early Years		267,396	(100,000)	After consultation with the Schools Forum, it was agreed to use £100,000 of Dedicated Schools Grant (DSG) to support central early years costs in 2018/19.
Variations under £50,000		9,382,590	(21,730)	

2018/19 Revenue Budget Variations over £50,000				
Description		Budget	Variation	Comments
		£	£	
Total Education & Corporate Parenting		12,917,863	493,898	
Adult Social Care				
Purchasing - all client groups		40,359,221	(70,000)	Although there is some pressure relating to the purchase of block care packages for ALD residential clients, projections for other client groups are currently showing the benefits of Social Care Interventions and a reduction in the overall cost of care required. Projections will be refined as further information becomes available and the position will be updated in the next report.
Income generation:	Client contributions	(5,379,623)	121,000	It is difficult to forecast the level of client contributions for the year as they are means tested based on capital wealth and income of the client being cared for. The estimates based on current known information is that the level of income will be less than anticipated at budget but this will change throughout the year.
	Health contributions	(926,000)	(50,000)	Continued successful negotiation with the CCG in receiving a contribution to clients with a partial health need or full health funding in a few cases
Service improvement & Efficiency Community Early Help Team	Employee and operational expenditure	2,254,379	(70,728)	
	Employee and operational expenditure	75,709	(75,709)	
Variations under £50k		6,028,045	145,437	
Total Adult Social Care		42,411,731	0	
Governance, Procurement & Commissioning				
Variations under £50k		2,897,936	(97,350)	Largely down to achievement of income generation which is included in the proposals for savings over the next two years, and some savings on general operational budgets
Total Governance, Procurement & Commissioning		2,897,936	(97,350)	
Health & Wellbeing				
Variations under £50k		1,436,530	4,680	
Total Health & Wellbeing		1,436,530	4,680	
Customer & Neighbourhood Services				
Multi Storey Car Park	Employees	113,760	(58,808)	3 vacant posts
Concessionary Travel	Supplies & Services	1,653,820	(106,821)	Reduction in costs of concessionary travel as a result of lower take up of service.

2018/19 Revenue Budget Variations over £50,000				
Description		Budget £	Variation £	Comments
Waste Management	Employees	307,900	(53,354)	One vacant post and a number of posts not at top of grade.
Streetlighting	Premises Related Expenditure	607,780	(52,045)	Reduction in energy costs due to the implementation of the LED efficiency programme across the Borough
Variations Under £50k			(56,075)	
Total Customer & Neighbourhood Services			(327,103)	
Commercial Services				
Housing & Nuplace	Temporary Accommodation - income	(236,510)	56,370	Rental income shortfall in relation to the move from one large refuge to two smaller properties to meet the needs of the client group. This reduction in size has led to an income shortfall. Currently reviewing use of second property which may address this pressure and therefore reduce use of one off reserves.
	Temporary Accommodation - Contribution from reserves	0	(56,370)	Use of one off reserves in relation to temporary accommodation pressure
Variations under £50k		1,979,710	62,491	
Total Commercial Services		1,743,200	62,491	
Council wide				
Total Council wide			0	
Total Variations			(522,746)	

Capital Approvals - by Service Area

Appendix 3

Slippage							
Scheme	Service Area	Funding Source	18/19 £	19/20 £	20/21 £	Later Yrs £	Comment
Housing Company - Housing	Development Business and Employment	Prudential	(7,314,000.00)	988,000.00	6,326,000.00		
Property Investment Programme	Development Business and Employment	Prudential	(4,000,000.00)	4,000,000.00			
Newport Innovation & Enterprise Package	Customer and Neighbourhood Services	External	(826,329.07)	826,329.07			
Managing the Funding of the Capital Programme	Finance and Human Resources	Capital Receipts	70,000.00	(3,020,000.00)	2,950,000.00		
Managing the Funding of the Capital Programme	Finance and Human Resources	Prudential	(70,000.00)	3,020,000.00	(2,950,000.00)		
Efficiency schemes Capitalisation	Finance and Human Resources	Capital Receipts	(2,000,000.00)	2,000,000.00			
Total			(14,140,329.07)	7,814,329.07	6,326,000.00	0.00	

New Allocations							
Scheme	Service Area	Funding Source	18/19	19/20	20/21	Later Yrs	Comment
Housing	Commercial Services	Government Grant	1,884,051.00				
Accommodation	Commercial Services	Revenue	(15,979.58)				
Accommodation	Commercial Services	Prudential	15,979.58				
Managing the Funding of the Capital Programme	Finance and Human Resources	Capital Receipts	(1,261,000.00)	(50,000.00)	(2,700,000.00)		
Managing the Funding of the Capital Programme	Finance and Human Resources	Prudential	1,261,000.00	50,000.00	2,700,000.00		
Total			1,884,051.00	0.00	0.00	0.00	

TELFORD & WREKIN COUNCIL**CABINET****12 JULY 2018****HOUSING INVESTMENT PROGRAMME****REPORT OF THE MANAGING DIRECTOR****LEAD CABINET MEMBERS – CLLR SHAUN DAVIES / CLLR RICHARD OVERTON /
CLLR LEE CARTER****PART A – SUMMARY REPORT****1. SUMMARY**

- 1.1 The Housing Investment Programme was established to deliver a portfolio of properties for private and affordable rent responding to the Borough's housing needs, driving up the quality of the rental sector, creating local jobs and generating a long term income stream for the Council to invest into frontline services.
- 1.2 **Nuplace Limited, the Council's wholly owned housing company, was incorporated in April 2015.** This report provides an update on an industrious third year and outlines proposals for the next phase of development which will see Nuplace deliver a range of supported and specialist accommodation to enable people to live independently, at home, for longer, and promoting 'inter-generational' communities.
- 1.3 **By August 2018 the Nuplace portfolio will reach 290 homes with a further 39 due to be completed by end 18/19.** Through the third phase of developments referenced in the Report, the portfolio will reach **c.420 homes by 2020.**
- 1.4 The Nuplace brand continues to attract strong interest with **all 4 bed properties at Coppice Court, Snedshill reserved on the day of launch and all properties reserved within one month – all prior to build commencing on site.** This is typical of the brand strength with a recent tenant moving into Springfields, Newport commenting '*the property has been designed and built to a high specification and has felt like home from the day we moved in*'. Voids across the portfolio are running at less than 2%.
- 1.5 Nuplace generates income to the Council from a variety of sources, including services supplied and interest on debt finance. **Since 2015/16 Nuplace has generated a cumulative net incremental income of £2.071m. In 17/18 alone incremental income generated was £1.238m.**
- 1.6 The Council will additionally benefit from Council Tax and New Homes Bonus as appropriate on the housing stock delivered. **This is estimated to have generated an additional £369k since 16/17, which will rise to £756k per annum ongoing.**
- 1.7 **Cumulatively since 2015/16 Nuplace Limited is forecast to have delivered a profit before interest and taxation of £1.5m and £683k after interest but before taxation. In 2017/18 alone Nuplace achieved a forecast profit of £1.002m before interest and taxation and £343k after interest but before taxation.**
- 1.8 The programme has **resulted in over 20 acres of brownfield land being regenerated** addressing sites that might otherwise blight local communities.

1.9 The Report also highlights the investment that our contractor, Lovell, are making into local communities in addition to local employment and apprenticeships. This includes a commitment to support a number of community projects through the Hands on Help scheme launched in May.

2	RECOMMENDATIONS
2.1	That Cabinet note progress made in the delivery of the Housing Investment Programme during 2017/18.
2.2	That Cabinet note the development proposals for 2018/19.
2.3	That Cabinet note the financial performance of Nuplace for the year 2017/18 and the impact of Nuplace's operations on the Council's budget position.

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	Regenerate those neighbourhoods in need and work to ensure that local people have access to suitable housing
	Will the proposals impact on specific groups of people?	
	No	
TARGET COMPLETION/ DELIVERY DATE	Indicative timescales for the delivery of future phases of the programme are included within Section 4.0 of the report.	
FINANCIAL / VALUE FOR MONEY IMPACT	Yes	The financial implications are set out in Section 5.0 of the report.
LEGAL ISSUES	Yes	The legal implications and risks are set out in Section 6.0 of the report.
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	Set out in Section 7.0 of the report.
IMPACT ON SPECIFIC WARDS	No	Borough wide

PART B – ADDITIONAL INFORMATION

4. INFORMATION

- 4.1 The Housing Investment Programme (HIP) is a strategic programme, delivering a portfolio of properties for private and affordable rent, and in doing so seeking to;
- Respond to the borough's housing need for quality rental homes and places to live and to support the Council's ambitious growth agenda and major investment into the Borough;
 - Raise the standard of rental provision, both in terms of the quality of the rental homes and the quality of the landlord service, in the Borough;
 - Generate a long term income stream for the Council that can contribute towards the protection of frontline services otherwise affected by budgetary constraints;
 - Protect Council jobs by utilising these roles in the development, management and maintenance of the portfolio of rental properties;

- Stimulate local economic growth through job creation during both the construction and operational phases of the Programme; and
- Regenerate brownfield and stalled sites.

Nuplace Ltd is the Council's chosen delivery vehicle for the programme.

4.2 Progress June 2017 to June 2018

Growing the Portfolio

4.2.1 Having been incorporated in April 2015, Nuplace has been operational for just over three years with 2017/18 having been an industrious year with five sites under development and two fully occupied. Since the last report in June 2017, Nuplace have delivered the following outcomes:

4.2.2 Built an additional 131 homes across four sites including:

- The Oaklands (Dawley);
 - Miner's Walk (Madeley);
 - Blossom Walk (Hadley); and
 - Springfields (Newport).
- This included 36 affordable homes across sites at Hadley and Newport, bringing the total number of properties delivered to 267.
 - A further 23 properties are to be handed over at Madeley before the end of August 2018 to complete the first two phases of the programme.
 - A number of properties have been handed over in advance of programmed dates resulting in an improved revenue position for Nuplace as outlined below.

Example 1: Blossom Walk – apartments



Example 2: Springfield's Estate



4.2.3 In February 2018, Nuplace secured planning permission for 39, two, three and four bed homes on a site owned by Homes England off Holyhead Road, Snedshill. The site was acquired in March and works commenced in April 2018. First handovers are expected in February 2019, with the site to be fully handed over during April 2019. This is the first third party site that Nuplace has acquired by way of negotiated disposal and demonstrates that the company can be competitive in the marketplace when looking to acquire land. The site has proven to be particularly popular with all properties having been pre let within one month of launch at rents above those anticipated at viability stage.

4.2.4 Nuplace's committed property portfolio is summarised in the table below:

	2 bed apartments	2 bed houses	3 bed houses	4 bed houses	Total	Affordable Units	Handed Over (as at 01.06.2018)
Site							
Pool View (Randlay)	1	12	18	0	31	0	31
Woodland Walk (Madeley)	2	11	85	3	101	0	101
The Oaklands (Dawley)	0	32	15	0	47	0	47
Miners Walk (Madeley)	0	36	17	0	53	0	30
Blossom Walk (Hadley)	6	13	6	0	25	3	25
Springfields (Newport)	11	14	8	0	33	33	33
Coppice Court (Snedshill – Phase 1)	0	21	13	5	39	6	0
Total	20	139	162	8	329	42	267
Percentage	7%	42%	49%	2%	100%	12.77%	81.16%

Rental Income

4.2.6 Strong management of the property portfolio led to increased rental income for the year of £1.2m (£655k 2016/17), and void levels were contained at 1.95% compared to 5% assumed within the Business Case. Rent on early property handovers amounted to £58k in the period. Whilst the Business Case assumes a year on year increase in rent levels of 1.75% across the portfolio, this wasn't imposed in 2017/18 in response to prevailing market rent conditions in the Borough. However an increase of 1.1% on relets was implemented across the portfolio from 1st April 2018. Further details on the financial performance of Nuplace and benefits to the Council are included in Section 5.0.

Strength of Nuplace Brand

The Nuplace brand continues to be well received with tenants commenting positively on the quality of the properties and the lettings service;

Example One - our first tenants moving into their home (October 2017):



Example Two – quote from tenant (April 2018):

“I have been really impressed with the property and the service I have received from the Nuplace team, everything ran really smoothly on moving day and handover of the property. The property has been designed and built to a high specification and has felt like home from the day we moved in. I feel very lucky and happy to have a Nuplace home for myself and for my young daughter”
Tenant at Springfields, Newport.

Example Three – Students at St George’s School who helped to name Morpurgo House, one of our properties (under construction) at Snedshill (March 2018).



A developing brand presence is evident in the speed at which properties are reserved on launch of new sites and on re-lets of existing properties with the portfolio. Therefore we have continued low spend on marketing. As an example, our Snedshill site was pre let within one month, with all of our 4 beds being reserved on the day of launch, our fastest site to be pre let to date.

To support marketing activity and the growing portfolio, the Nuplace website is currently being revamped to provide a greater focus on ‘available’ properties and ensure that prospective and existing tenants can effectively and efficiently find a property to suit their needs.

Wider Community Benefits

4.2.8 Over the past year we have also worked closely with appointed contractor, Lovell, to deliver significant added value in terms of economic impact, community benefits, education and training. Key outcomes are summarised below:

- Economic Impact:** Every £1 spent on construction contracts for the Housing Investment Programme has to date stimulated on average £2.47 worth of growth in the economy, amounting to an economic benefit totalling £80.65m. Nuplace and Lovell's long term partnership has meant that it has been possible for Lovell to develop a comprehensive local supply chain, with spend with Borough based contractors amounting to £2.8m to date. The table below evidences how, as the build contracts have progressed, we have been able to build an increasingly strong local supply chain.

	% Spend with Borough Based Subcontractors
Pool View (Randlay)	5.61
Woodland Walk (Madeley)	5.30
The Oaklands (Dawley)	5.58
Miners Walk (Madeley)	6.94
Blossom Walk (Hadley)	11.08
Springfields (Newport)	16.51
Coppice Court (Shedhill – Phase 1)	19.66
WeightedAverage	7.92

- Community Benefits:** We have worked with Lovell to deliver a range of community initiatives summarised below:
 - Painting & decorating of The Anstice, Madeley (Example 1);
 - Painting & decorating of Park Lane Centre, Woodside;
 - Refurbishment of toilets, Newport Scout Hut;
 - New fencing, Hadley Scout Hut;
 - Gate & railing painting at Newport Cottage Care Centre;
 - Painting & decorating, Horsehay Church;
 - Sponsorship of Dawley lunch for local residents (Example 2); and
 - Flooring, plastering and roofing for the DIY SOS refurb for the 'Cooper' family (Example 3).

Example 1: The Anstice, Madeley



Example 2: Dawley lunch



Example 3: DIY SOS



On 1st May 2018, Lovell and Nuplace successfully launched the Hands-on-Help Scheme.

The scheme is open to community groups and not-for-profit organisations including schools, charities and faith organisations that are based within the Telford and Wrekin borough, and offers the opportunity to apply for free expertise, materials and labour, to help transform buildings and outside spaces which are in need of improvement.

The labour and materials which Lovell are offering can be used to deliver a range of improvements to community buildings and spaces such as painting and decorating, roofing and repair works, carpentry and plumbing, environmental and external works or refitting or repairing bathrooms and kitchens.

The scheme received over 20 applications. Representatives from Telford & Wrekin Council, Nuplace and Lovell met to agree the shortlist of applications with a view to contacting the organisations to arrange an appointment to review the requirements further and agree a programme of works. Applications including a wide range of requests ranging from general painting and decorating to re-roofing.

- **Education & Training:**

- Engaged with schools and colleges through the Dragons Den Enterprise Challenge at New College, careers events at Telford College and Newport Girls and attendance at the Telford Apprentice Show.
- Supported employment and training in the local economy by providing 450 weeks of apprenticeship training directly and within the supply chain.

Unlocking Brownfield Land

4.2.9 Developments to date have successfully brought 8.08ha (19.98 acres) of brownfield land back into use. Many of the sites on which development has been undertaken have been stalled for some considerable time and had become a blight on local communities as well as being the focus for antisocial behaviour. The high quality developments that Nuplace have delivered have added real value to these communities through physical regeneration but also by raising the standard of accommodation generally and the rented sector specifically.

4.3 Market Conditions in Telford & Wrekin

4.3.1 General Needs Housing for Private Rent

The private rented sector in Telford continues to be buoyant with rental levels across the whole Borough and for all property sizes showing a modest 2% increase between September 2016

and October 2017. This is above increases experienced regionally with rental levels across England showing a small downturn.

Rents commanded by Nuplace continue to fair well when compared to Borough averages with rents achieved at Coppice Court, Snedshill, being above those achieved on previous sites, predominantly due to the location of the development, being in close proximity to the Town Centre. The larger properties on this site have proven to be particularly popular with all four beds being reserved on the day of launch.

The positive state of the rental market is evidenced by new entrants such as Sigma who, alongside Countryside Properties, are bringing forward the Silkin Green development off Hinkshay Road where there are 78, two, three and four bedroom homes for rent alongside a number of properties for sale.

In response to this, development proposals for future sites continue to focus on delivering a mix of general needs housing for rent but with an increasing focus being given to larger, three and four bed properties.

Phase 3

4.3.2 Specialist Housing for Private Rent

The Cabinet Report of June 2017, identified the opportunity for Nuplace to diversify into the delivery of specialist housing, specifically for vulnerable customers, including the elderly and those with physical and mental disabilities. This diversification was aimed at responding to a perceived undersupply in the Borough of suitable supported housing for self-funders who may want to rent.

In order to support the Business Case for the delivery of this type of accommodation, Nuplace and the Council jointly commissioned consultants Housing Learning Improvement Network (Housing LIN) to undertake a market assessment to look in more detail at diversification opportunities. Recommendations from the market appraisal include the development of fully accessible accommodation aimed at downsizers, people with low levels of dementia, people with physical disabilities etc. allowing people to live and age well in their home, thus reducing their care needs and prolonging their move into more costly residential care.

4.4 Development Proposals for 2018/19

In response to these prevailing market conditions and the recommendations from Housing LIN, masterplanning and site investigation has been progressing on two further sites; Snedshill Phase 2, adjacent to the Coppice Court site and land off Whitchurch Drive to the east of Charlton Secondary School, Wellington, with a view to submitting planning applications this summer. Both sites are owned by Homes England and part of the Telford Land Deal (TLD). The principal of a negotiated disposal of the Wellington site to Nuplace has already been approved by the TLD board. Current development proposals for both sites are outlined below:

4.4.1 Land off Whitchurch Drive, Wellington

Further to Housing LIN's Borough wide market assessment of specialist housing they completed a more focused appraisal of this site's suitability for this kind of provision. The study concluded that the local demographic, alongside comparatively high levels of home ownership, meant the site was well placed to accommodate a number of downsizer retirement homes and/or adaptable dwellings delivered to Lifetime Homes¹ Standards for private rent, sale or shared

¹ Lifetime Homes Standard is based on 16 design criteria established to ensure a dwelling maximizes utility, independence and quality of life and is broadly equivalent to the National Standards for accessible, adaptable dwellings as set out in Part M(4) Category 2 of the Building Regulations.

ownership. It is estimated that there is currently a 588 unit undersupply within the site's catchment and currently no comparator scheme offering this type of accommodation within the area.

In this context, the site has been masterplanned to include circa 51 units to deliver a fully integrated community comprising of a range of general needs and specialist housing.

A lettings strategy will be developed for the specialist homes which will be available to those vulnerable clients who are unable to live well in general needs accommodation. This could be elderly people but equally families with a disabled family member. Through our Disabled Facilities Grant function we are aware of a number of families currently in general needs private rented accommodation whose homes require adaption to support a disabled family member but who are unable to secure landlord consent. By adopting this approach we intend to create a truly mixed, intergenerational community.

As this will be a new offer within the Borough and for Nuplace, Nuplace are exploring opportunities to offer a range of services to support those people moving into the specialist accommodation including decluttering services, support with the move, cleaning etc. It is not anticipated that any on site care will be provided in bringing forward the development but we will work with Commissioners to ensure that properties are let to appropriate clients and that their care needs are properly met. In addition we are exploring opportunities to offer a lettings service so homeowners can retain their home and let it out through Telford Homefinder and use their rent to cover the cost of their Nuplace property. In this way tenants can try a rental opportunity without committing to the sale of their family home.

An indicative programme for this development is outlined below:

Submit Planning Application	Summer 2018
Acquire land from Homes England	Winter 2018/19
Start on Site	Spring 2019
Practical Completion (75 weeks build)	Autumn 2020

4.4.2 Snedshill Phase 2

The significant interest shown in the Coppice Court site, especially for the larger properties, prompted Nuplace to review opportunities for the development of the adjacent Homes England site. There is a strong rationale for this as Nuplace/Lovell have developed a sound understanding of the site and its constraints through the masterplanning of Coppice Court with drainage and transport solutions having been considered across both sites.

Early masterplanning showed the site to be capable of accommodating 77; two, three and four bed homes, which alongside the already committed 39 units at Coppice Court was considered to be a significant investment for Nuplace. In response to this, Nuplace have been looking for opportunities to de-risk the development whilst continuing to provide economies of scale in terms of development, acceleration in terms of the delivery of unit numbers and respond positively to housing need in the Borough. A housing mix of circa 76 units is currently being masterplanned with a number of delivery options being explored in order to:

- Respond directly to the evidenced demand for larger properties for market rent;
- Deliver a number of fully accessible homes for private rent aimed at downsizers, people with low levels of dementia, people with physical disabilities etc. for which an undersupply has been identified; and
- Respond to the Council's Strategic Housing Market Assessment (SHMA) 2016 which identifies the following in relation to affordable housing:
 - A net annual shortfall of affordable homes each year of 655 with the majority of this shortfall being in urban Telford.

- A need to increase small/medium family homes and bungalows.
- A need to double the current provision for older people.
- De-risk the development whilst continuing to provide economies of scale.

An Indicative delivery of the above site is programmed as followed:

Submit Planning Application	Summer 2018
Acquire land from Homes England	Winter 2018/19
Start on Site	Winter 2018/19
Practical Completion (75 weeks build)	Summer 2020

4.4.3 The inclusion of these sites would bring the number of properties to be developed to 417. In addition to the above, a number of sites, identified in the 2017 report are still being appraised.

5.0 FINANCE

5.1 Capital allocations for the Housing Investment Programme, totalling £63.67m are contained within the Council's Service and Financial Planning Strategy, of which **£35m has been spent as at 31 March 2018, with a further £7.0m allocated to sites in development.** Therefore, £21.67m remains unallocated for future schemes. Capital is allocated to sites based upon feasibility criteria. The rate of return for each investment is dependent upon a range of parameters and is reviewed by the Council's finance department on a case by case basis. The rate of return on debt finance is currently 5.29% and the hurdle rate for the long term rate of return on equity finance is set at 6%.

5.2 The Council invests capital into the Company through either debt or equity finance and demands a commercial return on both.

5.3 Nuplace generates income to the Council from a variety of sources, including services supplied and interest on debt finance. The table below demonstrates the income generated during the first 3 years of operation. The Council continues to benefit from relatively low levels of interest on short term borrowing, however it should be noted that as the Council enters into more long term borrowing, as part of its Treasury Management Strategy, this will be at a higher interest rate and the net benefit from Nuplace will consequently reduce.

£'000s	Actual 15/16	Actual 16/17	Actual 17/18
Services income	283	255	496
Interest income	166	618	1,027
Total income	449	873	1,523
Council incremental costs (including debt finance)	(145)	(344)	(285)
Net incremental Income	304	529	1,238

The Council will additionally benefit from Council Tax and New Homes Bonus as appropriate on the housing stock delivered. This is estimated to have generated an additional £369k since 16/17, which will rise to £756k per annum ongoing as more sites are developed and units delivered.

5.4 **Nuplace Limited is forecast to deliver a profit before interest and taxation for the year ended 31 March 2018 of £1,002k (£535k 2016/17), and £343k (£372k 2016/17) after interest but before taxation,** which is in line with current expectations, (based on

unaudited statutory accounts). The company capitalises interest on loan finance during the site's construction period, following which, interest is charged to the profit and loss account upon the sites practical completion. The company acknowledges that ongoing asset maintenance will be required to maintain the investment portfolio, however limited maintenance costs have been incurred to date due to the age of the stock. The company will ensure that adequate reserves are maintained in order to meet future asset maintenance obligations.

- 5.5 In accordance with the Company's accounting policy, the completed housing portfolios at **Woodland Walk (Madeley) and Pool View (Randlay) were revalued at the year end, which resulted in an increase in value of 14.6% over the cost of construction.** This increase is reflective of buoyant market conditions with the West Midlands seeing a 5.23% increase in house prices for the year. It is likely that the revaluations for 2018/19 will be more modest as the valuation process embeds and responds to predicted movements in the housing market.

6.0 LEGAL

- 6.1 The Council set up Nuplace under s1 and s4 of the Localism Act 2011 and s95 of the Local Government Act 2003. Nuplace is a commercial company and must comply with rules and regulations applicable to companies.
- 6.2 The permitted use/purpose of Nuplace is set out in Nuplace's Articles of Association; it is paramount that any new activity Nuplace embarks on is permitted in the Articles of Association. It is confirmed that new activities set out in this Cabinet Report are permitted in Nuplace's Articles of Association.
- 6.3 Nuplace is a contracting authority for the purpose of the Public Contracts Regulations 2015; this means Nuplace needs to comply with EU procurement rules when purchasing goods, works or services. The renewed arrangement with Lovell is fully compliant with EU procurement rules.
- 6.4 Nuplace is a 'Teckal Company' (regulation 12 of the Public Contracts Regulations 2015) which means that (due to the control, functions and the fact there is no private sector ownership) the Council and Nuplace are exempt from Procurement Rules when buying services, goods and works from each other.
- 6.5 State Aid rules apply to the Council when providing aid to Nuplace; therefore in order to prevent breaching State Aid Rules any aid provided to Nuplace by the Council must be on commercial terms.
- 6.6 Where properties are being built through s106 funds, there will be an s106 obligation that some of the 'lettings' are at "affordable rents". In these cases the rents will not exceed 80% of the local market rents for the property concerned. This is has been taken into consideration in the financial modelling.

7.0 IMPACT ASSESSMENT

- 7.1 As the HIP has become established, risk factors have on the whole reduced as assumptions within the original Business Case have been tested and refined.

8.0 PREVIOUS MINUTES

Housing & Property Investment Programme Cabinet report	24 July 2014
Housing Investment Programme Full Council Report	11 September 2014
Housing Investment Cabinet Report	8 January 2015
HIP, Southwater Development Options Cabinet Report	19 March 2015
Housing Investment Programme Update	25 March 2016
Housing Investment Programme Update	29 June 2017

Report prepared by Kate Callis, Housing Investment Programme Manager

PART A – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

- 1.1 Over the past 12 months Enterprise Telford – the Council’s investment brand has continued to successfully attract investment into both commercial and residential development. Described by the UK Department of International Trade (DiT) as ‘*the beating heart of foreign direct investment right now*’ the Borough welcomed the single largest new overseas investment in the last 10 years to T54. This success is underpinned by the Telford Land Deal and the Council’s £50m Growth Fund. The investments secured as a result are delivering new and higher skilled, local job opportunities, growth and security in the supply chain and new homes, and are central to the Council’s budget strategy and ongoing commitment to ‘creating a better Borough’.
- 1.2 The Council entered into a unique 10 year Land Deal with Homes England (HE) (formerly known as Homes & Communities Agency) in March 2016. This is set to see £44.5m of land receipts from the sale of agreed HE land assets in Telford recycled back into the local area, supporting the delivery of new homes, jobs and commercial floor space.
- 1.3 **Since the Deal was established gross land sales of c £25.1m have been secured, enabling the delivery of 614 new homes and over 953 new jobs. Over the past 12 months through the Deal, gross land sales of c. £17.9m have been secured enabling the delivery of 359 new homes and 553 new jobs.**
- 1.4 Amongst the most high profile investment is Magna International’s new plant at T54. This alone is set to deliver over 600 jobs over 2 phases and represents the most state of the art lightweight automotive body parts manufacturing plant in Europe. Further high profile investments include Polytec’s new manufacturing plant at T54 set to deliver 243 new jobs over 3 phases and the sale of land to Maiden’s of Telford at Donnington to create additional storage and a warehouse distribution centre of 2323sqm (25,000sqft) at their current premises. Construction works on these new developments are benefitting local companies and new investors are stimulating further growth in the supply chain.
- 1.5 Cumulatively, by the end of 17/18, **the Deal had also delivered c £3.1m in local profit share.** Under the Deal, these profits are retained locally for investment and not returned to the Treasury. **In 18/19 a proportion of this profit share is being channelled back into delivering new incubation units for start up companies – future proofing employment and growth in key new sectors including digital and agri technology.** Over the next 3 years it is anticipated that the Deal will deliver a further £2.4m in local profit share.
- 1.6 Over the next 12 months investment through the Deal, will also **support the delivery of NI Park – the Borough’s new flagship Agri Tech Innovation Park in Newport.** In partnership with Harper Adams University this will provide opportunities for start ups and larger companies to invest, benefit from the University’s knowledge and reputation and partnership with key industry partners including JLR and Caterpillar. **Reflecting the strength of this sector and the local investment offer – Telford was recognised as one of the first 3 national ‘High Potential Opportunity’ pilots – for Agri Tech – launched by the Minister last month. The Borough and Park are now being promoted to investors worldwide by DiT.**

1.7 The Report also provides an update in respect of the transfer of the Homes England residual sites (i.e. those that have no development value) which was a condition of the original Deal.

2 RECOMMENDATIONS

2.1 That Cabinet note the outcomes achieved since the Land Deal was completed as is set out in section 4 of this report.

3 SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-operative Council priorities?									
	Yes	<ul style="list-style-type: none"> Protect and create jobs as part of a “business supporting, business winning council.” Regenerate those neighbourhoods in need and work to ensure that local people have access to suitable housing Ensure that neighbourhoods are safe, clean and well maintained 								
	Will the proposals impact on specific groups of people?									
	Yes	The investment delivered through the Homes England Land Deal will have a positive impact across the Borough, helping to delivery new infrastructure, deliver new jobs and new homes, support businesses to grow and new investment which will support action to reduce unemployment, increase economic independence and address social inequality.								
TARGET COMPLETION/ DELIVERY DATE	The use of profit share monies will occur during the 10 year Land Deal.									
FINANCIAL/ VALUE FOR MONEY IMPACT	Yes	<p>The original Homes England Land Deal funding model set out the following in terms of the allocation of the Profit Share generated through the Land Deal:</p> <table border="1"> <tr> <td>Profit Share Homes England</td> <td>15%</td> </tr> <tr> <td>Profit Share TWC</td> <td>85%</td> </tr> <tr> <td colspan="2">Within 85% TWC Profit Share</td> </tr> <tr> <td></td> <td>First £2m earmarked for constrained /liability sites 15% to the Marches LEP</td> </tr> </table> <p>Since the start of the Land Deal, Telford & Wrekin Council has spent some £15.1m in bringing forward sites for development. Over the first 3 years of the deal (until end of 2017/18) the total Profit Share delivered was £3.9m The Telford and Wrekin gross share of which was £3.1m, £1.1m after the £2m set aside for constrained/liability sites. The Land Deal Board has final authority to determine investment of both the TWC and Marches LEP Profit Share.</p> <p>The Investment and Disposal plan is continually reviewed with agreement of the Land Deal Board and work will be undertaken to keep updating the 10 year projections to take into account the agreed changes.</p> <p>DR 5/6/18</p>	Profit Share Homes England	15%	Profit Share TWC	85%	Within 85% TWC Profit Share			First £2m earmarked for constrained /liability sites 15% to the Marches LEP
	Profit Share Homes England	15%								
	Profit Share TWC	85%								
Within 85% TWC Profit Share										
	First £2m earmarked for constrained /liability sites 15% to the Marches LEP									

LEGAL ISSUES	Yes	Legal Services will continue to provide advice and support as necessary in connection with the transfer of the remaining sites. EH/CW 21/06/18
OTHER IMPACTS, RISKS & OPPORTUNITIES	No	The use of uplift monies provides the opportunity for investment to support further growth initiatives, including investments into strategic infrastructure and supporting developments. The Land Deal is based on the devolution to the local area (Telford & Wrekin Borough), of both risk and reward. Homes England will receive the 2015 book values for all sites sold before net receipts are shared. On the majority of sites the actual land receipt achieved will be higher than the Homes England book value due to investment into infrastructure etc. and the added value created through obtaining necessary planning permission. A further risk is the failure to dispose of the sites in accordance with the anticipated values or phasing of delivery to market after the Council has incurred significant capital expenditure. This could for example arise should local or national economic factors impact on the demand for developable land. This risk is mitigated by close scrutiny of the investments being proposed, the market and the role of the Land Deal Board (where the Council is represented by the Leader) agreeing to each land disposal. The Land Deal Agreement also allows for early termination in the event that major economic shocks impacting in delivery arise.
IMPACT ON SPECIFIC WARDS	No	Borough wide impact.

PART B – ADDITIONAL INFORMATION

4. ACHIEVEMENTS

- 4.1 Over the last 12 months of the Telford Land Deal, the **Deal has delivered the sale of 8 commercial sites and 3 sites for residential development**. This achieved a gross sale income **£17.9 million**. These sales will support the delivery new employment floor space of 35,464 sqm (381,731 sqft), anticipated **job numbers of 553 and 359 new homes**. **These developments will generate business rates of circa £700,000 and council tax of circa £444,000.**
- 4.2 During the last three years, the Deal has delivered the sale of a total of **17 commercial sites and 9 sites for residential development, achieving a gross sale income of £25.1 million**. The sites have enabled the delivery of Employment Floor Space (EFS) of 70,968 sqm (763,893 sqft) and **614 new homes and supported commercial premises delivering 953 new jobs**, many in engineering and manufacturing adding skilled job opportunities for the Borough's communities. These developments will generate business rates of circa £1.50 million and council tax of circa £761,000.
- 4.3 During 2018/19 2 commercial sites sales have already completed, achieving a gross sale income of £0.588 million and a further 4 commercial sites and 2 residential sites are currently being negotiated and are anticipated to achieve a gross sales income of c. £3.41 million. These will deliver in total additional employment floor space of 27,744sqm (298,633 sqft), and anticipated job numbers of c.362 and 53 new homes.
- 4.4 The Deal alongside the Council's Enterprise Telford business pledge and the Councils ability to provide land, build and lease bespoke properties and offer a full turnkey solution through its £50m Growth Fund continues to drive a high number of enquiries. The Borough is still seeing significant interest from the automotive and advanced manufacturing sector, and more recently companies connected to battery and auto light weighting.

- 4.5 Other related sectors that are active and expanding include food processing and agri tech. The Borough has been identified as one of the first 3 High Potential Opportunity Pilot areas in the UK. The only one in Agri Technology. NI Park, Newport, a new 10 Ha Agri Innovation Park - part funded by the Land Deal – is now be promoted internationally by the Department of International Trade to companies looking to invest in this sector.
- 4.6 The investments coming forward are still dominated by new investors entering the Borough or existing companies expanding taking additional floorspace/premises and is 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 remains low with Telford & Wrekin Council currently holding nominal voids across the over 300 industrial units within the Property Investment Portfolio. The demand for starter units and grow-on space remains strong and evidenced through the pre-lets secured ahead of completion of the Council's new investment of 15 units at Plot 2 Hortonwood West.
- 4.7 The scale of investment continues to see the Borough established as a major inward investment destination and is delivering infrastructure, jobs and homes that are key to the Council's commitment to 'creating a better Borough'.

4.8 Examples of Investments

Details of the achievements 2017/2018 are included in the annual Status Report produced under the Deal for the Ministry for Housing, Communities & Local Government (HCLG) (Appendix 1). This Report will also be shared with Tom Walker, Deputy CEO of Homes England when he visits Telford and tours the Land Deal sites on 12th July – a visit that reflects the unique nature and national success of the Deal and the Borough's proactive approach to landing investment.

Specific examples of investments delivered through the Deal and the Council's £50m Growth Fund include:

T54 – Flagship Automotive and Advanced Engineering employment site:

Plot 6 – Completion of the new 24,163sqm (260,088sqft) plant at T54 by **Magna International, delivering 295 new jobs in phase 1 with over 300 in future phases.** Magna have also worked with the Council's recruitment service and Telford College holding an open day that attracted over 1000 participants and led directly to local recruitment.



Plots 2 & 3 – Completion of a new 7734sqm (83,248 sqft) manufacturing plant at T54 by **Polytec, delivering 100 new jobs in this first phase. The development will comprise 3 phases in total delivering 12,687sqm (136,561 sqft) of floorspace and a total of 243 jobs.** The initial investment is £20 million rising to £32 million at the end of the third phase. Their UK base is currently at Bromyard in Worcestershire which is very constrained and having won a major contract from JLR they cannot service those requirements from their existing facility. They are looking to make the Telford site their primary UK base.

The new plant will include a new paint plant and assembly hall, then progressing to a manufacturing facility and finally an additional assembly hall.



Plots 3, 5a & 5c – **Sites acquired by TWC where through investment from the Council's £50m Growth Fund two new industrial units** will be delivered totalling 4365sqm (46,984sqft), one pre-let to an existing Telford company to support a business expansion and the other to be built speculatively. The investment will deliver a long term revenue return to the Authority alongside additional business rates.

Plot 5b – Land sale agreed with an existing Telford company to support a business expansion which will deliver a unit circa 1000sqm (10,763sqft).

Hortonwood West – New Industrial estate extending to 55 acres and delivering 65,000sqm (700,000sqft) of new employment floor space

Plots 3, 4 & 5 – **Site sold to Craemer UK Ltd, an existing Telford business for a new additional manufacturing facility which will deliver circa 14,000sqm (150,000sqft) in two phases.** First phase of 7183sqm (77,317sqft) is due to complete December 2018. This facility is in addition to their existing premises and will allow Craemer to become the only producer of Eurobins in the UK. The second phase of their development is proposed to be a metal pressing facility for another Craemer business linked to the automotive industry.



Craemer – Hortonwood West

Plot 6 – **Site sold to Baker Bellfield an existing Telford Business for new additional manufacturing facility delivering 1921sqm (20,677sqft) t. Baker Bellfield design and manufacture commercial furniture for the rail, airport, office and education sectors. This is an additional premises and will allow the expansion of their production facility on Hortonwood.**

Plot 2 – Site acquired by TWC for the **development of 15 units for small businesses and grow-on space with investment through the Council's £50m Growth Fund.** The development will deliver 3254 sqm (35,025sqft) in total. This is being delivered in direct

response to market demand and such is the strength of that demand that **pre lets are being achieved ahead of completion.**



TWC Units at Hortonwood West

Plot 2a – Site sold to **Kensa Creative Ltd, a small graphics and marketing company currently in Telford who need to expand.** Their new development will comprise a new 418 sqm (4500sqft) unit.

Plot 9 – Completion of a new 6262sqm (67,403 sqft) industrial building by TWC, with investment from the £50m Growth Fund, to support the **relocation of Rosewood Pet Products Ltd a Shropshire business creating 60 new jobs.**

Plot 10 – Completion of a new 3156sqm (33,970 sqft) **industrial building with investment from the £50m Growth Fund TWC and let to Eden Horticulture Ltd.**

Donnington Business Park

Site 2 East – Site sold to **Maidens**, an existing Telford business, to create an **additional storage and warehouse distribution centre** of 2323 sqm (25,000sqft) together with storage of HGV vehicles

Site 2 West – Land sale agreed with an existing Telford company to support a business expansion.

Hadley Park

Plot B – Site sold to **Eurogarages for a mixed use development** including petrol filling station, ancillary retail unit, drive through coffee shop and trade counter / light industrial units totalling 3431sqm (36,930sqft).

Plot E – Land sale agreed to provide in the region of 5000 sqm (53,819sqft) of trade counter floor space.

Residential Outcomes

The Land Deal also includes a number of residential sites across Telford ranging in size from 0.36ha (0.88 acres) to 37.74ha (93.26 acres). Work is on going to undertake due diligence work such as ground investigations, ecology reports and planning layouts to ensure the sites will be de risked as far as possible prior to going to the market.

Key sales within the last 12 months which cumulatively will deliver c. 360 new homes, include:

Land at Snedshill

Sold to Nuplace Ltd for a development of 39 houses for market and affordable rent. The sale not only delivered a receipt into the Land Deal and element of profit share, but has enabled Nuplace and the Council to deliver an ongoing revenue stream through the rent of properties. The Housing Investment Programme is subject to a separate Cabinet Report. Work started on site in March this year with all units pre let despite first completions not due until early 2019.

Apley

Sold to Kier Living Ltd for the development of housing for sale with a range of 100 x 2-4+ bed houses. Twenty percent of the properties will be affordable and available to purchase via shared ownership. Work started on site in October 2017 and is progressing well with some units due to complete in July 2018.

Priorslee

This site was sold to Lovell Partnerships for the development of 220 dwellings comprising a mix of 165 open market units, 45 affordable rental units and 10 shared ownership units to be delivered over a 5 year phasing plan. Work started on site in November 2017 and is progressing well with some units due to complete in July 2018

5. Investment of Locally Retained Profit Share

- 5.1 The financial success of the Deal to date has meant that a cumulative profit of £3.9m has been achieved up to 31 March 2018. Telford and Wrekin Council's proportion of this cumulative profit is £3.1m, after a £197k distribution to the Marches LEP. Under the terms of the Deal the first £2m has to be set aside to support delivery of constrained/liability sites leaving £1.1m to reinvest into supporting further growth.
- 5.2 The key principles underpinning how the investment of local profit share will be made were agreed as part of the Land Deal. Central to these is that the investment directly supports the objectives of the Land Deal which is to deliver new homes, new jobs and increased commercial floor space. The Agreement also sets out:-
 - That Investment supports wider policy objectives of the local authority, Homes England and Government to drive growth, economic development and regeneration
 - That the appraisal of proposals is proportionate to the level of investment being sought and sufficiently flexible to allow for a range of investment opportunities
 - That proposals be supported by a business case reflecting treasury guidelines
 - That investments accord with local authority procurement rules
 - That monitoring and evaluation of the impact of the scheme is in place

Delegated authority was previously agreed by Cabinet for the selection of projects for investment of profit share. The Land Deal Board, established as a requirement of the Deal to oversee its delivery, has the final authority to determine investment of profit share by the Council.

The first investment approved by the Board for an allocation from this profit share was £1.0m as part of a larger investment to develop the 15 small business starter units at Plot 2 Hortonwood West, Telford, referenced above.

6. Transfer of Residual Homes England Sites to TWC

- 6.1 A condition of the Land Deal was that within 12 months of signature an Agreement would be reached for the transfer of all other Homes England residual (i.e. undevelopable) sites to TWC ownership. In accordance with the approved delegations set out in the March 2016 Land Deal report, the first tranche of sites transferred to the Council in March 2017 and the second tranche completed in March 2018. This has been complex task due to the number

of property titles involved. Over 600 property titles have been transferred each one being relatively straightforward to deal with. The third tranche is due to be transferred prior to March 2019.

- 6.2 The Agreement reached includes the receipt of a dowry of £3 million in capital funding from Homes England (£1.2m in 16/17 and the balance of £1.8m in 17/18) together with the agreement to use £1m of the £2m local profit share (that had been originally ring fenced to be invested into Homes England constrained sites). Full payment of the dowry and local profit share element has now been received.
- 6.3 Initial evaluation of the sites transferring indicated a need to spend an initial c.£750,000 from this pot on the transferring sites. With the majority of the spend being used to bring roads up to an adoptable standard as well as a small proportion for general maintenance works.
- 6.4 This leaves approximately £3.25 million of the 'dowry' to be held to cover future maintenance costs. Given the strength of return on investment of the £50m Growth Fund and opportunities in the market, Cabinet approval was obtained to invest the balance of capital money into property asset(s), generating an ongoing revenue stream to meet ongoing revenue costs. A number of potential investments are currently being considered to provide this revenue stream.
- 6.5 In view of the number of residual assets that have been transferred and the anticipated number of competing requests for maintenance support, the ongoing revenue stream from the property assets (s) will be used to establish a 'liability budget' that can be used to cover both planned and reactive maintenance work. The Service Delivery Manager for Estates & Investments is the budget holder and will work with SDMs particularly from Neighbourhood Services to establish a programme of priority expenditure to be agreed at the beginning of each financial year.

7. PREVIOUS MINUTES

Cabinet – 11 January 2011, CB-110
Cabinet – 17 October 2013
Cabinet – March 2015
Full Council – 3 March 2016, CB-79
Cabinet – 13 July 2017
Full Council – 21 September 2017, CB-42

**Report prepared by Dawn Toy, Estates & Investments Service Delivery Manager:
01952 384330**

TELFORD Land Deal

HCLG Status Report June 2018





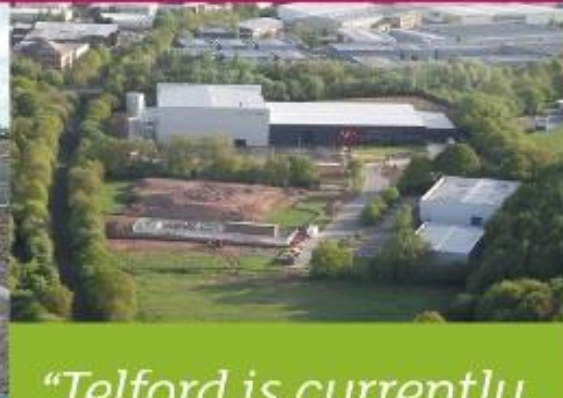
Delivery of strategic infrastructure



Snedshill:
delivery of 39
residential units



Priorslee:
delivery of 220 residential
units



*"Telford is currently
the beating heart
of foreign direct
investment right
now"*



Hortonwood West: Plot 2
3,254sqm (35,025sqft)
development of 15 small
units by Telford & Wrekin
Council
75 jobs



Hortonwood West:
Craemer
7,183sqm (77,317sqft)
manufacturing plant
70 jobs



Foreword:

The Telford Land Deal has established a new model for reinvestment of public land receipts into delivering new homes and jobs, raising land values and driving growth. Recognised by the Department of International Trade as ‘the beating heart of foreign direct investment right now’ through the strength of partnership with Homes England and the Marches LEP and the Council’s commitment to invest to secure business growth, we are seeing unprecedented opportunities being delivered in our Borough.

In 3 years the Deal has delivered gross land sales of £25.1m enabling 953 new jobs and over 600 new homes. In the last year alone land sales reached £17.9m and through investments like Magna Cosma’s state of the art manufacturing plant we are seeing new, high skilled jobs in tier one automotive companies at the forefront of their field marking out Telford’s reputation as a key UK destination for inward investment in advanced manufacturing.

I am proud to see long standing companies like Craemer UK and Maidens enabled to expand in the town growing their product range and business reach, through this Deal, and to see new homes for sale, rent and affordable to local people, being delivered. The residential market in Telford continues to grow with our reputation as a major growth centre recognised by our ranking at number 1 by the Centre for Cities for housing growth.

The Telford Land Deal is devolution in action directly benefitting communities across Telford and the Marches. It has exceeded Government capital receipt targets and is providing local profit share which we are investing straight back in delivering further growth.

Councillor Shaun Davies, Telford & Wrekin Council Leader

The Telford Land Deal was established to offer Telford & Wrekin Council the opportunity to take responsibility for the marketing and disposal of remaining HCA land holdings in Telford. In these early stages of delivering the deal it's really encouraging to see some great successes, enabling the Council to work with both existing businesses looking to expand and attracting significant new investors to the town. The deal is already offering new jobs for local people as well as the opportunity to develop new homes to help more local people in Telford have access to a home of their own.

Karl Tupling, General Manager for Homes England (HE) in the Midlands and North West

This land deal is now coming to fruition, bringing investment, jobs and growth to Telford as well as having an impact on the future prosperity of the wider region. It is also backed by more than £22m of infrastructure works via the LEP's Growth Deal, including increasing capacity at a key junction off the M54 motorway.

The progress made to date by Telford & Wrekin Council, working in partnership with Homes England and supported by the Marches LEP, is visible across the borough, and showcases both Telford and the Marches as an area open for business and ripe for investment.

A percentage of receipts from land sales as part of this deal feed into the Marches Investment Fund, which will support a further two significant job and home creating developments in the coming months. It is good to see the land deal delivering on its potential.

Graham Wynn OBE, Chair, Marches Local Enterprise Partnership

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1. Summary of Achievements

1.1 Summary

The Telford Land Deal established a new model in public land disposal which through upfront investment into site preparation and marketing of sites underpinned by the Council's Enterprise Telford investment offer, has delivered an acceleration in commercial and residential sites sold and raised land values. The Telford Land Deal is devolution in action delivering above and beyond expectations with success underpinned by the strength of partnership between the Council and Homes England (formerly HCA) and the support of the Marches LEP. Telford is described by the UK Department of International Trade (DiT) as “*the beating heart of foreign direct investment right now.*”

Over the last 12 months (17/18) of the Telford Land Deal, the deal has delivered the sale of 8 commercial sites and 3 residential development. This has achieved a **gross sale income of £17.9 million**. These sales will support the delivery of Employment Floor Space (EFS) of **35,543sqm** (381,731sqft), **anticipated job numbers of 553 and 359 new homes**.

During the last three years, the deal has delivered the sale of a total of 17 commercial sites and 9 sites for residential development, achieving a gross sales income of £25.1 million.

The sites have enabled the delivery of EFS of **70,968sqm** (763,893sqft) and **614** new homes and supported commercial premises delivering **953** new jobs, many in engineering and manufacturing adding skilled job opportunities for the Borough's communities.

During the first quarter 2018/19, 2 commercial sites sales have completed achieving a gross sale income of **£0.588** million and a further 4 commercial sites and 2 residential sites are currently being

negotiated and are anticipated to achieve a gross sales income of **c.£3.41** million. These will deliver in total, additional EFS of **27,744sqm** (298,633sqft) and anticipated job numbers of **c.362** and **53** new homes.

Local Growth Funding via The Marches LEP has enabled £22.6 million highway infrastructure works under the Telford Growth and Eastern Gateway Packages. The infrastructure works have included increasing the capacity of Junction 4 at M54 to enable growth in that part of the Borough and also bringing services and infrastructure into the new industrial estate at Hortonwood West. Other works along the A442 include improvements to a number of roundabouts to create increased highway capacity in the north of Telford.

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 funded through its £50m Growth Fund continues to drive a high number of

investment enquiries. The Borough is still seeing significant interest from the automotive and advanced manufacturing sector, and more recently companies connected to battery and automotive light weighting.

2018/19 will see a new Agri Tech Innovation Park delivered in association with Harper Adams University. This will provide opportunities for companies leading in this sector capitalising on the Borough's recent identification as a High Potential Opportunity pilot for Agri Technology by DiT.

The largest deal delivered to date has been the c£80m inward investment by Magna Cosma a Canadian tier 1 automotive company. This alone is set to deliver over 600 jobs over 2 phases. The investment is understood to be the largest new foreign direct investment into the UK in the last 10 years. Polytec another Tier 1 automotive supplier completed the first phase of their new Telford base in February 2018 which is set to deliver 100 jobs with a further 143 in future phases. Both investors were enabled through the upfront investment into site preparation, highways, network improvements and utility upgrades (specifically electricity), driven by

this deal and investment by the Council through its £50m Growth Fund.

Alongside this new investment Telford continues to see significant business expansion with a number of local companies including Craemer and Maidens choosing Land Deal sites to grow their business. This is delivering additional business premises, not leading to relocation.

Both demand for new housing and supply of residential land remains buoyant in Telford with another year of high delivery in terms of numbers. This was reflected in Telford being identified as number 1 for housing growth in the Centre For Cities Report 2018. The Borough continues to see a range of tenures delivered with a good representation of housebuilders and developers of all sizes.

The Deal is driving significant local employment opportunities both in construction and long term jobs with an increase in higher skilled jobs and new apprenticeships. Magna worked with the Council and Telford College holding an event to showcase career opportunities which was attended by over 1000 local people leading to local recruitment.

2. BACKGROUND

2.1 Introduction

The Telford Land Deal, was formally completed on 24th March 2016, and signed by Telford & Wrekin Council (TWC) and Homes England (HE) (formerly known as Homes & Communities Agency). The agreement documents the parties' intention to work together over a 10 year period from April 2015 to promote commercial and residential sites within Telford which fall within the Council and the Agency's ownership, with the Council taking the lead in site preparation in order to de-risk and accelerate delivery, and in bringing the land to the market.

There are **77** HCA sites and **11** TWC sites included within the Telford Land Deal (sites listed in Appendix 1). This deal offers the opportunity for TWC to drive economic growth and prosperity in the region by taking responsibility for the stewardship, marketing and disposal of all HCA land holdings in Telford.

The Council brings local market intelligence and a proactive approach to inward investment including a willingness to co-invest.

2.2 Context

Telford and Wrekin Council are driving forward economic growth and prosperity through Enterprise Telford which sets out a vision '***To promote Telford's role as a major contributor to the West Midlands economy; to focus on those things that will do most to unlock jobs and create growth that will improve the lives of all the people who live in our Borough and; to make Telford a natural home for investors, innovators and entrepreneurs***'.

The deal is set to see £44.5m of land receipts from the sale of agreed HE land assets in Telford recycled back into the local area, supporting the delivery of new homes, jobs and EFS. The local area will also benefit from a share of land value uplift delivered where the Deal accelerates and raises land values over and above HCA profiled receipts. A proportion of this will be shared with the Marches Local Enterprise Partnership who have enabled Local Growth Funding to support highway infrastructure to open up sites included in the Deal.

As part of the Deal, TWC were required to take freehold responsibility for all HCA liability sites i.e. those sites considered to have no development value and/or to incur potential costs. The Deal set out a timeframe of 12 months to enter into a detailed dialogue around the transfer of liabilities and establish an agreed payment mechanism to support revenue and potential capital implications of sites. The Funding Agreement governing the transfer was signed in March 2017 within the timescales set, and the two transfer tranches have already completed.

2.5 Key Sites - Commercial Update for 2017/18

2.5.1 Commercial

T54 is a prominently located 78.11 acre site, 12 miles from I54 and Jaguar Land Rover's engine manufacturing centre. The site is divided into 7 plots of varying size, in an attractive landscaped setting adjacent to Stafford Park, one of Telford's major industrial estates. T54 joins the A464 close to Junction 4 of the M54 motorway linking to the M6. Now home to Magna Cosma, plots 1-6 have sold and are either fully operational or in development. Only Plot 7 now remains on the open market and work is being undertaken to establish a ground works solution to construct development plateaus on the site. Local Growth Funding has been used to deliver strategic infrastructure improvement on the M54 motorway junction 4 and utility upgrades which enhance the connectivity to the site. The Council has also contributed investment into further utility upgrades in order to prepare the site for tier 1 automotive supply chain which have a high electricity requirement.

T54, Plot 6
Magna Cosma



T54, Plot 2/3
Polytec



Scheme	Status	Employment Floor Space (sqm)	Jobs accommodated	Start on site	Site Completions	Private Sector Investment
T54 – Plot 2/3	Sold in 17/18	7,734 – Ph 1 2,049 – Ph 2 2,904 – Ph 3	100 in phase 1	May 2017	February 2018 - Phase 1 building completed	In the region of £32million in total

Site acquired by Polytec with completion of 7,734sqm (83,248sqft) manufacturing plant at T54, delivering 100 new jobs in the first phase. The development will comprise of three phases in total delivering 12,687sqm (136,561sqft) of floor space and a total of 243 jobs. Their UK base is currently at Bromyard in Worcestershire which is very constrained and having won a major contract from JLR they found that they could not service those requirements from their existing facility. Phase 1 is now completed providing a new paint plant and assembly hall, with phases 2 and 3 comprising a manufacturing facility and finally an additional assembly hall.

Scheme	Status	Employment Floor Space (sqm)	Jobs accommodated	Start on site	Site Completions	Private Sector Investment
T54 – Plot 3, 5a & 5c	Sold in 17/18	2,835 – Ph 1 1,530 – Ph 2	70 in phase 1	July 2018	Programmed for March 2019	£4m

Sites acquired by TWC where, through investment from the Council's £50m Growth Fund, two new industrial units will be delivered totalling 4365sqm (46,984sqft), one pre-let to an existing Telford company to support a business expansion and the other to be built speculatively. The investment will deliver a long term revenue return to the Authority alongside additional business rates.

Masterplan



T54 Plot 2/3



T54 Plot 3, 5a & 5c



HORTONWOOD WEST is a new flagship industrial site enabled by the Land Deal and Local Growth Fund. The site is divided into 10 plots ranging from 0.80 to 13.7 acres and suitable for a range of commercial premises. The construction work on the internal estate roads completed in December 2017 with the Land Deal contributing towards highway improvements to the access from the adjacent A442, Queensway as well as all utilities into the site and drainage. Now home to Rosewood Pet Products Ltd and Eden Horticulture further plots have been sold in 17/18 and developments completed or under construction.

Scheme	Status	Employment Floor Space (sqm)	Jobs accommodated	Start on site	Site Completions	Private Sector Investment
Hortonwood West - Plot 3, 4, 5	Sold in 17/18	7,183 – Ph 1 6,506 – Ph 2	70 in phase 1	November 2017	Programmed for December 2018 – Phase 1	£20m in total

Site sold to Craemer UK Ltd, an existing Telford business for a new additional manufacturing facility which will deliver circa 14,000sqm (150,000sqft) in two phases. First phase of 7,183sqm (77,317sqft) is due to complete December 2018. This facility is in addition to their existing premises and will allow Craemer to become the only producer of Eurobins in the UK. The second phase of their development is proposed to be a metal pressing facility for another Craemer business linked to the automotive industry.

Hortonwood West – Plot 6	Sold in 17/18	1,921 – Ph 1 1,480 – Ph 2	12 in phase 1	November 2017	March 2018 – Phase 1	£2.8m in total
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Site sold to Baker Bellfield, an existing Telford Business for new additional manufacturing facility delivering 1,921sqm (20,677sqft). Baker Bellfield design and manufacture commercial furniture for the rail, airport, office and education sectors. This is an additional premises and will allow the expansion of their production facility on Hortonwood.

Hortonwood West - Plot 2	Sold in 17/18	3,254	75	April 2018	December 2018	£3m
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Site acquired by TWC for the development of 15 units for small businesses and grow-on space with investment through the Council's £50m Growth Fund and Profit Share from the Land Deal. The development will deliver 3,254sqm (35,025sqft) in total. This is being delivered in direct response to market demand and such is the strength of that demand that pre lets are being achieved ahead of completion.

HORTONWOOD

Masterplan



Hortonwood West – Plot 3, 4, 5



Hortonwood West - Plot 6



Hortonwood West – Plot 2a



Scheme	Status	Employment Floor Space (sqm)	Jobs accommodated	Start on site	Site Completions	Private Sector Investment
Hortonwood - Plot 6	Sold in 17/18	300	34	March 2018	October 2018	£2m

Commercial site sold to Veolia adjacent to existing municipal recycling centre. This additional site will provide a central depot for refuse truck parking, staff welfare facilities and staff parking. The new facility will enable the relocation of Veolia's operations which are currently located at the Candles site in Telford and allow the final phase of the landfill restoration to take place, bringing additional community benefit.

Hortonwood Plot 6



Scheme	Status	Employment Floor Space (sqm)	Jobs accommodated	Start on site	Site Completions	Private Sector Investment
Site 2 East Donnington Campus	Sold in 17/18	2,323	10	August 2018	19/20	£1.6Million

Site sold to Maiden's, an existing Telford business, to create an additional storage and warehouse distribution centre of 2,323sqm (25,000sqft) together with storage of HGV vehicles. Expansion proposals are not yet underway.

Hadley Park B	Sold in 17/18	3,431	39	June 2018	September 2019	£6.5Million
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Site sold to Euro Garages for a mixed use development including petrol filling station, ancillary retail unit, drive through coffee shop and trade counter / light industrial units totalling 3,431sqm (36,930sqft).

Site 2 East Donnington Campus



Hadley Park B



2.5.2 Residential Update 2017/18

Scheme	Status	Housing Units	Start on site	Site Completions	Estimated Private Sector Investment
Apley	Sold in 17/18	100	October 2017	3 year development	Circa £29Million

Sold to Kier Living Ltd for the development of housing for sale with a range of 100 two to four+ bed houses. Twenty percent of the properties will be affordable and available to purchase via shared ownership. Work started on site October 2017 and is progressing well with some units due to complete in July 2018. The development includes an upgrade to supporting highway infrastructure and the enhancement of recreational facilities.

Priorslee E&F	Sold in 17/18	220	November 2017	5 year development	£45Million
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Site sold to Lovell Partnerships for the development of 220 dwellings comprising a mix of 165 open market units, 45 affordable rental units and 10 shared ownership units to be delivered over a 5 year phasing plan. Work started on site in November 2018 and is to be delivered over a 5 year phasing plan.

Land at Snedshill	Sold in 17/18	39	March 2018	March 2019	£8.2Million
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Site sold to NuPlace Ltd, the Council's wholly owned housing company, for a development of 39 houses for market and affordable rent. The sale delivered a receipt for the Land Deal and profit share but has also enabled NuPlace and the Council to deliver an ongoing revenue stream through the rent of properties to be invested into frontline public services. Work started on site in March 2018 with all units already pre let despite first completions not due until early 2019, illustrating the strength of the private rented market.

Apley



Priorslee E&F



Snedshill



3. Key Deliverables/Milestones planned for future years

NI Park

The Land Deal is supporting the delivery of a public/private owned 10 Ha site being promoted through the Local Plan for a major, new employment site. The allocated site is in Newport and will provide space for a range of potential occupiers including start-ups, smaller businesses and larger occupiers within the Agri Tech sector. The master planning is supported by the nearby Harper Adams University and their Agri-Tech Centre of Excellence industry partnership and consolidates the Borough's growing reputation in this emerging sector.



Hortonwood Sites

Hortonwood is a well-established, large, industrial estate located in the north of Telford and has a variety of occupiers ranging from smaller local companies eg, Baker Bellfield, to large foreign direct investments eg, Craemer UK Limited. There are a number of vacant plots at the western end of the estate ranging from c.5 acres to c.23

acres, giving flexibility for incoming occupiers from smaller businesses to large multinationals. In order to accelerate the sale of the sites and to overcome ecological issues, the Council has submitted detailed planning applications for 5 of the sites. This will allow a newt mitigation licence to be applied for and the necessary ecological work carried out leaving the sites development ready.

Investment of £1.6 million is also planned into the strategic and local electricity infrastructure to target investment manufacturing and distribution businesses.

Shawbirch East Campus

This site comprises one single land parcel and is a designated employment site with a prominent position fronting the A442 arterial road North West of Telford. The site area is 22.16 ha (55 acres) and is currently undeveloped farmland, tenanted for arable agricultural use.

Due to the level of interest received on the site, local and international, it has recently been the subject of a tender exercise, which has culminated in two bids and work will progress to confirm a developer for the site during the first part of 2018.

Land adjacent BRJ (Land at Whitchurch Drive)

Preliminary approval has been given for a direct sale to Nuplace Limited (a wholly owned company of Telford & Wrekin Council) to deliver much needed private rented housing in Telford. Survey and masterplanning work has been completed to support the early release of the site with a full planning application targeted for

August 2018. A mix of rented accommodation is proposed by NuPlace including homes suitable for downsizers and adapted homes, responding to local housing need.

Snedshill Phase 2

The delivery of this site is being accelerated through the installation of site wide drainage works supporting the adjoining site recently sold and being developed by NuPlace Ltd. Discussions are underway for a potential direct sale to Lovells, NuPlace Limited's development partner & a local Registered Provider to deliver much needed private rented and affordable housing in Telford. Survey and masterplanning are ongoing in order to support the early release of the site with planning applications targeted for August 2018. An innovative mix of affordable properties including properties built to lifetime homes standard and adapted specialist accommodation is being considered in response to local housing need.

Horton Lane

Horton Lane is a peripheral residential area on the northern fringe of Telford. Terms for the disposal of Plot B (3 dwellings) have been

Appendix 1 provides a full list of sites.

agreed and legal contracts are progressing. Marketing of Plot A (5 dwellings) and Plot C (4 dwellings) will commence on completion of the Plot B sale.

Croppings Farmhouse

Croppings Farmhouse is a 1.4 acre site located on Stoneyhill Lane on the south western edge of Lightmoor Village. It is proposed that the current farmhouse and outbuildings are demolished and replaced with a development of up to 8 detached dwellings. An outline planning application is to be submitted imminently.

Other Residential Sites

Investigative work has commenced on the following residential sites to bring forward suitable planning applications.

- Pool Hill Road
- Rough Park
- The Hem

4. Finance

The Deal is managed through a 3 year rolling investment and disposal plan, which is subject to regular reviews at the Land Deal Board. The table below demonstrates the net uplift and respective shares for the 3 years ended 31 March 2018, and the forecast for the first six years of the Deal. As set out in the Agreement, the first £2m of the TWC local profit share is set to be set aside to fund liability and constrained sites identified within the Deal, before the remaining share is retained by TWC for investment locally. Fifteen percent of the locally retained profit share is made available to The Marches LEP to invest via The Marches Investment Fund.

£	3 year Actual 31 March 2018 (..) – shows an income	6 year forecast 31 March 2021 (..) – shows an income
Gross land receipts	(25,116,617)	(47,457,765)
Net land receipts	(10,438,631)	(29,085,640)
Total costs to be funded from land receipts	6,536,731	10,915,996
Net uplift	(3,901,900)	(7,456,130661)
HCA share @15%	(585,285)	(1,118,4199)
TWC share @85%	(3,316,615)	(6,337,710)
Constrained/liability set aside	2,000,000	2,000,000
TWC share retained	(1,316,615)	(4,337,710)
LEP share @15%	(197,492)	(650,657)

5. Investments

5.1 Investment of Local Profit Share

The financial successes of the Deal to date has meant that a cumulative profit of £3.9m has been achieved up to 31 March 2018. Telford & Wrekin Council's proportion of this cumulative profit is £3.1m, after a £197k distribution to the Marches LEP.

The first investment of TWC's element of profit share approved by Board was £1.0million as part of a larger investment by the Council from its Growth Fund to develop the 15 small businesses starter units at Plot 2 Hortonwood West, Telford (referenced at 2.5 Key Sites – Commercial Update 2017/18).

6. Communications and Marketing

A Strategic and Local Communication, Marketing and Engagement plan overseen by the TLD Board, underpins the range of activities being undertaken. The plan timetables planned press releases, attendance at events, specific visits and website activity. The plan has both a local focus – recognising the need to engage with local communities within which sites are coming forward and outward facing to attract investor interest. The Plan includes activity lead by the Authority and the Marches Local Enterprise Partnership and Telford Business Board.

A partnership approach has been adopted to communications with all messages.

Underpinned by 3 key aspects:

- Delivering a consistent approach to all external communications
- Engaging effectively with appropriate audiences
- Raising the profile of the Land Deal and its impact on the Borough, Marches and West Midlands economy, on a local, regional and national level

A couple of recent press releases linked with major commercial investments and a magazine article is included at Appendix 2.

The focus in 17/18 has been to advertise the successes of the Land Deal over its three year lifetime to promote the Borough's investment offer on a broader regional and national platform. This has been done through various mediums such as online platforms, Midlands Today news, regional magazines and local newspapers.

7. Future Priorities

The success of the Land Deal, has been achieved through the willingness of the partnership to work together to maximise on opportunities in the local market and to invest upfront into sites to de-risk and make sites shovel ready. By obtaining planning permission we have been able to tackle any ecological issues such as the relocation of Great Crested Newts, and provide the market with sites ready for development. This in conjunction with the options for investors the Council's Growth Fund is enabling and investment to bring utilities to sites make Telford one of the UK's most attractive location for inward investment.

Market interest in Telford's residential sites remains high and a number of sites are programmed to be brought forward over the coming three years. Some of the sites do have some challenges which will require upfront investment prior to bringing the sites to the market, such as geotechnical and ecological constraints. Provision

of adequate energy supply for tier 1 automotive investors remains a challenge. The Land Deal and Council have made significant investment and the Council and Marches LEP are pressing for more strategic investment by utility companies to avoid this becoming a break on investment.

On the residential front the Council is working with Homes England to develop opportunities for more supported and specialist accommodation to meet housing need and address financial pressures within adult social care.

Appendix 1 – Schedule of Sites

HCA site	Site ref. no.	PCS ref.	Parcel ref.	Status
Apley B1 (ii)	1211	19806	12348	Sold
Apley B3	1212	19806	5825	Sold
Hortonwood (Shawbrich East Campus Site)	1303	21800	1527	
Wellington (Adj Blessed Robert Johnson School Phase 1)	1210	19339	1417	
Wappenshall	1326	21964	1548	
Wappenshall	1327	21964	1549	
Wappenshall	1328	21964	1550	
Wheat Leasows – 10 Plots	1325	21963	1547 10781 12698 12887 12888	Plots 9 and 10 – Sold Plots 3,4,5 – Sold Plot 6 – Sold Plot 2a - Sold
Hortonwood North Residual – 2 plots	1329	21961	1551 13111	
Land & Buildings Adj Horton Farm	1330	21961	1552	
Land off Horton Lane	1340	21961	1557	
Donnington Wood (K) (constrained site)	1220	20219	1430	
Donnington Wood Way (constrained site)	1332	20219	1553	Site transferred to TWC
Land North of Granville Road (Donnington Wood) (constrained site)	1287	20219	1502 12913	
Priorslee East - Phase 1	1228	19629	11429	Sold
Priorslee East F	1229	19629	6091	Sold

Land Snedshill / Church Road	1224	28463	1434	Sold
Land – Priorslee Road	1225	24497	1436	
Priorslee Road (Phase 2)	1226	24497	1436	
Old Park Campus Site (constrained site)	1277	24497	1436	
Old Park Phase 1 and 2 (constrained site)	1233	28462	1445	
Lawley Extension	1243	21334	1458	
Lawley Extension	1244	21334	1459	
Lawley Extension	1382	21334	1460	
Lawley Village Residential Site (Non Strategic Project)	1382	21334	1591 1592	
T54 – Plot 2	1284	22479	1499	Sold
Sub Station Nedge	1198	20526	1406	Sold
T54 – Plot 3	1399	22480	1604	Sold
T54 – Plot 5	1401	22482	1606	Sold
T54 – Plot 6		22483		Sold
	1285	26764	1473	
T54 – Plot 7	1348	22484	1565	
Nedge Buildings (The Hem)	1182	22485	1393	
Land Around Nedge Buildings (The Hem)	1257	1257	2952	
The Hem Phase 4 (The Hem)	1263	21775	2954	
The Hem Phase 3 (The Hem)	1260	21775	1476	
Open Space – Nedge Housing (The Hem)	1320	21775	1542	
The Hem Phase 2 (The Hem)	1261	21775	1477	
Halesfield 24 – Plot 2	1266	21777	1483	Sold

Halesfield 23 – Plot 3	1267	21779	1484	Sold
Halesfield 25 – Plot 6	1265	21776	11576	Sold
Halesfield 18	1269	21319	1485	
Plots – Moor Farm, Majestic Way	1256	16153	1472	
Lightmoor Road	1272	16153	1487	
Town Centre Hall Court Car Park	1280	24497	1495	Sold
Rough Park 3	1264	16153	1480	
The Beeches	1964	20464	2095	Sold
South West Old Park Mound (Specified Site)	1279	24497	1497	
Plot 12 Hortonwood	1292	21790	1509	
Plot 6 Hortonwood	1294	26707	1511	Partially sold
Plot 1 Hortonwood 65 (Specified Site)	1295	21793	1512	
Plot b, d and remainder of e Hortonwood – 3 plots	1297	21795	10669 10678 6056	
Site C Pool Hill Road	1378	28464 21757	1587	
Site D Pool Hill Road	1379	28464 24982	1588	
Plot – Rock Road	1234	22347	1446	
Hadley Park B	1299	21797	5989	Sold
Hadley Park A	1298	21797	5809	Sold
Hadley Park E	1301	21804	6014	
Site 2 Donnington Campus	1289	22224	6115	Partially sold
Croppings Farm House	1180		1391	

Land at Wellington Road	1195	19807	6061	Sold
Land at Wellington Road	1215	19807	6061	Sold
Land at Daisy Bank	1221	21043	5876	Sold
Rampart Way	1281	24497	1496	
T54 – Plot 1c	1283	22478	1498	Sold
Hortonwood 37	1290	21789	1505	
Priorslee East D3	1376	19794	1586	Sold
Donnington H Phase / Frome Way	1385	21796	1594	Sold
Woodlands Farm Buildings	1398	24201	6138	Sold
<u>TWC Sites</u>	<u>Site Ref</u>	<u>Status</u>		
Charlton Site	A0422			
Plot 2 Telford Rail Freight	A1133			
Plot 1 Telford Rail Freight	A0908			
The Sutherland School	A0126			
Wrockwardine Wood Arts Academy	A0125	Sold		
Ercall Wood Technology College	A0421	Sold		
Phase 2 Dawley	A0084			
Phoenix Academy	A0151			
Grange Park Primary School	A0090			
Lakeside Academy	A0105			
Newport Innovation Site	A1111			

Appendix 2 – Press releases

Hortonwood West, Plot 3, 4 & 5

70 jobs on the way as work starts on Telford wheelie bin maker's new factory

Published November 14, 2017

Up to 70 jobs are to be created in the next five years after plastics manufacturer Craemer planted the first shovel in the ground for its new Telford factory.



The German wheelie bins manufacturer, which makes products for half of all the UK's local authorities, is building a new factory on Hortonwood West to add to its existing Hortonwood site nearby. The company already employs 65 people in Telford.

Steve Poppitt, managing director of Craemer UK, said: "This latest significant investment by our German parent company represents an important step in the continual development and expansion of our UK manufacturing operation.

"We continue to build on the remarkable success and growth we have achieved."

The factory will be in addition to its current site, and will allow the company to introduce new larger machinery as it diversifies its products.

The new site is already home to Rosewood Pet Products, which moved onto the site from Broseley earlier this year, and is soon set to welcome more new factories. A new entrance to the estate is also being built on the A442, with backing from the Marches Local Enterprise Partnership.

The company's UK managing director Steve Poppitt said: "This will be an extension of our existing plastics injection moulding facility in Telford.

"It will open up new markets for us. We are investing significantly in new products and technologies, and we envisage in the next five years we will create an addition 70 jobs.

"We are investing in much bigger machines and in assembly automation."

Craemer has expanded at its Telford site in the last 10 years, and has grown its share of the UK wheelie bin market from five to 45 per cent over that time. It turns out one million of the roadside bins from its Telford factory a year.

Since opening its existing Telford factory in 2006, Craemer UK's turnover has risen 500 per cent to £25.5 million.

Dr Achim Brandenburg, the German company group's senior managing partner, said: "We have grown in Telford and we feel very much at home here. It has a great location that's central in the UK, and it's very important to us that all our sites are as close together as possible.

"We are not able to expand on Hortonwood, but it's not very far away. It had to be somewhere very close."

He added that the company was not overly concerned about Brexit impacting on the UK business, whose current biggest customer base is UK-based councils.

The company also has a metal forming division in Germany which supplies to the UK car manufacturing sector.

"We don't feel concerned because we feel there will be a mutually satisfactory solution," Dr Brandenburg said.

"I believe there will be a positive outcome because there is no other solution – otherwise it would be a catastrophe for the UK and the rest of Europe."

The land has been developed as part of Telford & Wrekin Council's Land Deal with the Homes and Communities Agency.

Councillor Lee Carter, Telford & Wrekin Council's cabinet member for Economic Development, said: "I am delighted that Craemer has chosen to build a new factory in Telford and this is very typical of the inward investment that we have been striving so hard to attract.

"This news will create 70 new jobs, provide a welcome boost to the local economy and represents a very significant commitment to our borough by a company that is already an international success story."

Homes and jobs delivered via Land Deal

Published June 26 2017

The claim that Telford is the fastest-growing town in the West Midlands is borne out by the development sites sprinkled across the borough.

In every part of Telford & Wrekin there are houses appearing, cracks that made Telford a geographically disparate being filled with homes and businesses.

But why is it happening? What is driving the sudden influx of development in Telford?

On a tour of some of the key development sites in the borough Katherine Kynaston, Telford & Wrekin Council's business development and planning manager, points to the deal agreed with the Homes and Communities Agency last year giving the authority the right to sell government-owned land itself.

"Before the Land Deal the Homes and Communities Agency had large employment and residential land holdings which they had since the outset of Telford," she said. "But every time the land was sold the receipts went back to the Treasury.

"The HCA is a national organisation with a local presence and they are marketing sites alongside those from across the UK.

"They are acknowledging that the local authority had a broader understanding of the opportunities.

"Our approach was around being able to deliver sites to market quicker, and to get a higher land value because we understand the borough, the connections and interests."

The Land Deal was signed in March last year, and gave the authority control over a number of HCA sites which could be brought to market more quickly.

The deal lets the council sell the land for above the agency's expected price, using its understanding of the local area, with the excess divided between the authority and the HCA.

In 2016-17, the first year of the land deal has delivered 277 homes and 400 jobs, the council says. The second year of the 10-year programme is set to return the same again.

The gleaming symbol of Telford's recent rebirth has appeared in recent weeks on the eastern edge of town.

The new Magna factory, which will be home to about 300 workers delivering structural components for Jaguar Land Rover under the name of the Canadian giant's subsidiary Cosma Castings, has taken shape quickly.

"This goes down as one of the largest inward investments into the West Midlands in the last 10 years," said James Dunn, the council's service delivery manager for regeneration and investment.

"We were working with them for three and a half to four years to bring them to Telford, and had strong competition from sites in South Wales and the East Midlands."

But he said it was another new factory that is appearing near to Magna – plastic parts manufacturer Polytec – that demonstrates the effect of the Land Deal.

"Polytec reflects what the Land Deal has done, and highlights the benefits in terms of supporting inward investment," Mr Dunn added.

"They had been in discussions with a private sector developer in Worcestershire for some months trying to do a deal.

"They were struggling to do it but had a contract and need to be onsite by April in order to complete by the end of this year in order to meet that order.

"Because there was planning on the site and we were already dealing with the ecology constraints so the site was available immediately.

"As part of the land deal we are spending money up front to bring forward sites – whether it's planning applications, infrastructure, marketing."

To help support the sites the council borrowed £50 million – a deal which has received criticism from opponents because of the debt it leverages on the authority.

That has been used for numerous purposes, including building electricity substations on T54, allowing bigger companies like Magna and Polytec to the move to the site which would not otherwise have the power supply necessary to support businesses of their scale – both will be running huge machinery, and Magna's site is quite unlike any other factories in Shropshire in terms of sheer scale.

The idea is that by enticing these businesses to Telford, the cost of borrowing will be more than offset by the benefits those companies bring in business rates and the associated spending by their employees.

Elsewhere we see developments of homes which are being built on sites which had stood unoccupied for a long time.

Frome Way was bought by developer Keepmoat to build 79 homes – 52 of which are being sold on the open market – having been "stalled" for three or four years.

Similarly, nearby in Daisy Bank, also on the edge of Donnington Wood needed work before a developer would come in.

That included filling and capping old mine shafts, which are a regular issue which can hinder development in a borough which used to be home to a lot of coal mines.

Now Lioncourt is building 40 properties on the site.

With the private housing market still hanging onto a period of quickfire growth, though, should the council need to be incentivising developers to build homes in Telford?

"This is a narrative approach," said council leader Shaun Davies. "The reason we are building houses in Telford is because we want people to come and live and work here.

"We don't want to be a commuter town, there is a whole agenda around people living here and working here.

"We are an economic powerhouse in terms of this locality – we are the beating heart of the Shropshire economy. People from Shropshire and Mid Wales work in Telford.

"When businesses invest they look at the area as a whole. That even links to the pride campaign for our roads and footpaths. It's a full programme to ensure we are attractive to businesses."

Moving north in the town there are more signs of life as development goes on.

Rosewood Pet Products, based in Broseley, is set to create 60 jobs in Telford when it opens a new distribution at Hortonwood West, a site which has been brought to market following public investment in the surrounding land.

Another company is earmarked for the property next door, with another 15 jobs on the way when that currently-unnamed occupier makes the leap to the new premises next month.

Airport furniture specialist Baker Bellfield on Stafford Park is also soon to begin work on a new building on Hortonwood West, beside the council's solar farm.

That site has also been supported by the Marches LEP, allowing new access roads to be built to allow the buildings which are appearing on the site to be built.

Investments from the public sector will ultimately reap rewards by enticing private sector companies to invest too, Ms Kynaston added – and just two businesses which are moving to Hortonwood West have spent £7.5 million between them in coming to the site.

"We have seen in excess of £7 million worth of land sales in 12 months," Ms Kynaston added.

"We anticipate another £17 million worth in the next 12 months and event allowing for some of the reinvestment we are looking at £1 million worth of profit share.

"When you put infrastructure in the value of the land will go up. The government are foregoing the increase to some of the land's value with this agreement, but they are getting back delivery and acceleration of some of these projects."

Appendix 3 – Quotes from Investors

"Having been fortunate enough to experience substantial and sustained success, we'd outgrown our home, and operational difficulties were holding us back. By securing a new facility specifically built for our needs, we're now in a prime position to fulfil orders from across the globe, develop new products and deliver on our long-term strategic goals. Enterprise Telford has made sure we can hit the ground running, making the move with minimum disruption and putting us in a place where we can flourish for years to come."

Bev Panter, co-owner and marketing director at Rosewood Pet Products

"Realistically, without the funding, this additional development would have been put off for a couple of years and a temporary solution put in place in the South East."

Michael Harte, Managing Director for the Midlands at Pizza GoGo,



Driving growth **and prosperity**

"Telford is an ideal place to do business, because of its central location in the country, the M54 allows us to get to our UK customers very quickly. In addition to that what's really important is that there is a high support and infrastructure for engineering companies"

Chris Freshman, Torus Measurement Systems

Nick Munster, Managing Director at Polytec, said: "Polytec is excited about the future of its expanding operations in the UK and the additional premises secured as part of the land deal, with the support of Enterprise Telford, will significantly boost our capacity to service client contracts and win new business as we continue to scale up."

"Telford is currently the beating heart of foreign direct investment right now!"..... **Department of International Trade (DIT)**

Telford has been put forward as a key site for potential new foreign investment by International Trade Secretary Dr Liam Fox.

Harper Adams University vice-chancellor, Dr David Llewellyn, said: "The pilot High Potential Opportunity in high-tech food production will build on the university's extensive facilities and expertise in agri-food engineering and precision farming...The successful commercialisation of new technologies is expected to make a major contribution to the UK's capacity for a vibrant agri-food system and rural economy."

Steve Poppitt, Managing Director of Craemer UK Ltd, said: "This new site in Telford really gives us the room we need to grow and step up production, allowing us to meet client demand and fulfil our ongoing commitment to both product and market development. We're confident that our investment in this new facility and the creation of additional resources within our UK manufacturing platform will allow Craemer to strengthen its position in domestic, European and global markets for many years to come."

"Housing stock growth exceeded the UK average, with Telford and Cambridge experiencing the highest growth (1.7 per cent)"

Centre for Cities 2018

TELFORD & WREKIN COUNCIL**CABINET – 12TH July 2018****RESPONSE TO FUTURE FIT HOSPITAL RECONFIGURATION****REPORT OF ASSISTANT DIRECTOR: HEALTH & WELL-BEING****LEAD CABINET MEMBER – CLLR ARNOLD ENGLAND MEMBER FOR
COMMUNITIES, HEALTH & WELLBEING****PART A) – SUMMARY REPORT****1. SUMMARY OF MAIN PROPOSALS**

Future Fit launched their long awaited consultation on the future of hospital services in the borough, Shropshire and Mid Wales on 30 May. This is the Council's response to that consultation which ends on the 4th September.

The consultation considers two options:

- Option 1:** The Royal Shrewsbury Hospital becomes an Emergency Care site with Women & Childrens in-patient services and the Princess Royal Hospital becomes a Planned Care site.
- Option 2:** The Princess Royal Hospital becomes an Emergency Care site retaining Women & Childrens in-patient services and the Royal Shrewsbury Hospital becomes a Planned Care site.

Under either option, both hospitals would have an Urgent Care Centre that is open 24 hours a day, seven days a week. The Planned Care site will also have Medical Wards for those needing to stay longer in hospital.

Option 1 is the preferred option of the CCGs. **Option 2** is the Council's preferred option in line with a unanimous decision by Full Council in September 2017.

2. RECOMMENDATIONS

To approve the Council's response to the proposed hospital reconfiguration that will be sent to the Clinical Commissioning Groups

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-operative Council priorities?	
	Yes	Improve Health & Wellbeing and protect and support vulnerable children and adults
	Will the proposals impact on specific groups of people?	
	Yes	Those most vulnerable groups who are significant users of hospital services – older people, children & young people, pregnant women and other vulnerable groups. The CCGs have undertaken an Integrated Impact Assessment that considers the impact on specific Equality & Diversity Groups and the impact on those from more deprived backgrounds
TARGET COMPLETION/DELIVERY DATE	The CCGs will make a final decision post-consultation in autumn 2018.	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes/No	<i>This must be decided by an officer from Finance. If yes, briefly summarise any impact(s) – financial impact must be completed by an officer from Finance</i>
LEGAL ISSUES	Yes/No	<i>This must be decided by an officer from Legal. If yes, briefly summarise any impacts – legal issues must be completed by an officer from Legal Services</i>
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	Hospital reconfiguration will have far reaching impact on the borough – not only from an access to key health services point of view but also from an economic point of view to a growing borough.
IMPACT ON SPECIFIC WARDS	Yes	Hospital reconfiguration will have borough wide impact

PART B) – ADDITIONAL INFORMATION

Future Fit launched their long awaited consultation on the future of hospital services in the borough, Shropshire and Mid Wales on 30 May. This is the Council's response to that consultation which ends on the 4th September.

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Option 1: The Royal Shrewsbury Hospital becomes an Emergency Care site with Women & Childrens in-patient services and the Princess Royal Hospital becomes a Planned Care site.

Option 2: The Princess Royal Hospital becomes an Emergency Care site retaining Women & Childrens in-patient services and the Royal Shrewsbury Hospital becomes a Planned Care site.

Under either option, both hospitals would have an Urgent Care Centre that is open 24 hours a day, seven days a week. The Planned Care site will also have Medical Wards for those needing to stay longer in hospital.

Option 1 is the preferred option of the CCGs. **Option 2** is the Council's preferred option in line with a unanimous decision by Full Council in September 2017.

The Council considers that Option 2 is better for all for a number of reasons. These are:

Financial

The local NHS has been given permission to spend up to £312m on changes to our local hospitals. The capital costs for Option 1 is about £312m and for Option 2 is £249m. There is a £63m difference. Both options deliver the same set of services but at different hospitals but Option 1 costs considerably more.

There are potentially other uses for the £63m capital, for example, the consultation highlights that SaTH are exploring opportunities to have two adult cancer day units as currently there is only one at the Royal Shrewsbury. The capital costs of another cancer day unit is not included in these proposals but at approximately £4m to £5m could easily be incorporated into Option 2 and still cost less than Option 1. This would mean that people living in the East undergoing chemotherapy do not have to travel so far for their regular treatment.

Most of the capital will be borrowed from either the Treasury or through Private Finance sources. The additional capital costs of Option 1 therefore does have on-going revenue consequences in terms of the cost of borrowing.

The Pre-Consultation Business Case suggests that the **additional** borrowing costs of Option 1 could be at least £3.3m per year. This however does not include the cost of borrowing from the private sector and therefore could be more. The Leader of the Council has written for clarity regarding the exact breakdown of the sources of capital and the level of interest to be charged on these loans. At the start of consultation, despite the delay in its launch to await the capital funding announcement, the CCGs could not confirm the exact amounts from each source.

Whatever the sources of capital funding, there are on-going revenue consequences in terms of the cost of borrowing. This money – at least £3.3m per year could be better spent on more GPs and community services for the benefit of all.

Clinical Sustainability

The Hospital Trust's ability to recruit the right clinical staff is critical to the success of either option. The larger Emergency Centre and Women & Children's services site will require more staff from specialities with significant national shortages, such as A&E and Critical Care. The Trust has acknowledged to Future Fit that it is easier to recruit at Telford. Option 2 is better for all as it maximises the hospital's ability to recruit to the specialities such as A&E with national shortages.

Health Needs – Women & Children

The significantly higher level of need for in-patient women and children's services was recognised by the NHS only 4 years ago, when the new Women and Children's Centre was built at the Princess Royal, at a cost of £28 million. This high level of need of Women and Children in the East has not changed and will only increase at a faster rate compared to the West in the future. Two-thirds of all births and all hospital admissions in children are closer to the Princess Royal Hospital and those least able to travel further – due to their socio-economic circumstances are expected to travel further under Option 1.

Emergency Care

Whilst overall average emergency travel times to the PRH (under Option 2) are slightly less than to the RSH (Under Option 1). Very little account has been taken of the proximity of other hospitals such as the Wrexham Maelor that are actually nearer to some of the communities that are described as being part of SaTH's 'catchment' area. If we consider only the emergency care patients who live closest to either RSH or PRH rather than these other hospitals, 60% of all emergency care patients live closer to PRH with average emergency travel times even shorter to the Princess Royal compared to the Royal Shrewsbury.

Based on this analysis, Option 2 will mean that the Emergency Centre will be located in the hospital that is nearest the majority of those communities for

whom either RSH or PRH is their nearest hospital. It would therefore more fully meet the emergency care needs of the majority of those needing emergency care at SaTH.

Planned Care

The Planned Care hospital is the site that most people will have to travel to by car. Journeys to the Emergency Care Centre will largely be via ambulance and to the Women and Childrens Centre – a combination of car or ambulance. Visitors will travel by car or public transport to either site. The Planned Care hospital will not only have Planned Care beds but also medical beds for on-going hospital care.

Currently most planned operations take place at Shrewsbury and therefore under Option 1 more people (circa 40,000) will have to travel to Telford instead for these operations and procedures. 70% of all patients admitted for planned care would therefore have to travel to a different hospital compared to now. With just over 5 out of 10 people needing planned care living closer to Shrewsbury – it makes more sense for the planned care site to be at the Royal Shrewsbury. The Royal Shrewsbury Hospital is more convenient to travel to by car or public transport for the majority living across the catchment area.

Older people are more likely to have transport difficulties with fewer people able or willing to drive long distances. This is the group most affected by moving all Planned Care to Telford. Choosing Option 1 will present the greatest challenge to those living in parts of Shropshire and Powys who find it difficult travelling to hospital for their planned operations and to visit those staying in hospital a long time.

Future Population Growth

Future Fit argue that the proposed clinical model and bed modelling takes into account the expected changes in the population over the coming years and how best care can be provided for everyone. However no population projections were used in *the selection of the preferred option* at the evaluation panels.

According to the consultation Option 1 is preferred because Shropshire and Mid Wales has an older population and that the numbers of older people are growing at a faster rate than across Telford & Wrekin. This assertion fails to recognise that the Princess Royal Hospital is the site closest to Eastern Shropshire and not only Telford & Wrekin residents and that the population in the East is predicted to increase at a faster rate than the West in those age groups that are significant users of hospital services – children, women of child bearing age and older people.

4. INFORMATION

The attached reports gives the Council's detailed response to Future Fit.

5. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

**Report prepared by Liz Noakes Assistant Director Health & Wellbeing
Telephone: 01952 383003**

TELFORD & WREKIN COUNCIL'S RESPONSE TO FUTURE FIT

SUMMARY

Future Fit launched their long awaited consultation on the future of hospital services in the borough, Shropshire and Mid Wales on 30 May. This is the Council's response to that consultation which ends on the 4th September.

The consultation considers two options:

Option 1: The Royal Shrewsbury Hospital becomes an Emergency Care site with Women & Childrens in-patient services and the Princess Royal Hospital becomes a Planned Care site.

Option 2: The Princess Royal Hospital becomes an Emergency Care site retaining Women & Childrens in-patient services and the Royal Shrewsbury Hospital becomes a Planned Care site.

Under either option, both hospitals would have an Urgent Care Centre that is open 24 hours a day, seven days a week. The Planned Care site will also have Medical Wards for those needing to stay longer in hospital.

Option 1 is the preferred option of the CCGs. **Option 2** is the Council's preferred option in line with a unanimous decision by Full Council in September 2017.

Why does the Council consider Option 2 is better for all?

In summary – these are the Council's key reasons are:

- If Shropshire, Telford and Wrekin together with Mid Wales have £312m to spend on hospitals, let's get the best and most for the money.
- Option 2 will give the local NHS at least an extra £3.3m each year to spend on more GPs and nurses.
- Option 2 will allow the NHS to invest in a second state of the art cancer centre.
- Two thirds of all children and pregnant women admitted to hospital live nearer to the Princess Royal Hospital. Choose Option 2 to keep the new £28m Women and Children's Centre where it is.
- More than half of people having planned operations live nearer to the Royal Shrewsbury Hospital. Under Option 2, that's where planned care would be based.
- Average emergency travel times are shorter to the Princess Royal Hospital. Under Option 2, that's where the Emergency Centre would be based.

Why will Option 1 have more of an impact on everyone one and particularly the most vulnerable?

The reasons can be summarised below:

- Choosing Option 1 and spending more of the NHS's resources on borrowing capital for hospital buildings rather than on community services will impact on everyone but particularly those who need community services most such as older people with complex conditions and the very young.

- Choosing Option 1 will not maximise the hospital's ability to recruit doctors and nurses compared to Option 2. If the hospital isn't able to attract sufficient clinical staff in this nationally competitive market - this will impact on everyone as services will not be sustainable.
- Choosing Option 1 will mean the majority of Women and Children will travel further to have their babies or be admitted to hospital as a child. Those who have significant difficulties travelling to hospital in our borough – due to their socio-economic circumstances - are expected to travel further under Option 1.
- Choosing Option 1 will present the greatest challenge to those living in parts of Shropshire and Powys, such as older people, who find it difficult travelling to hospital for their planned operations and to visit those staying in hospital a long time.

TELFORD & WREKIN COUNCIL'S RESPONSE TO FUTURE FIT

DOES OPTION 1 OR OPTION 2 MEET THE NEEDS OF THE PEOPLE SHROPSHIRE, POWYS AND OF THE RESIDENTS OF TELFORD & WREKIN WHO THIS COUNCIL REPRESENTS?

Option 2 will meet more of the healthcare needs of all the residents in the area served by SaTH as less money will be spent on buildings and borrowing thereby enabling more investment in other NHS services such as community and primary care services who support care closer to home for all. The opportunity costs of Option 1 has not been made explicit.

The consultation argues that with the proposed model – of one Emergency Care Site with Women & Children's in-patient services and one Planned Care site - the hospital can be more efficient so NHS money goes further. This is clearly important given the current deficit within the local health economy and as demand for healthcare, not just hospital services, increases in the future. Demand for primary and community care will increase in the future with an ageing population. Primary and Community Care will therefore need to meet the increasing needs of an ageing population but under the proposed model will also need to provide additional support to keep people out of hospital. Investment in primary and community care is therefore critical.

The pre-consultation business case is clear that Option 2 is 'the preferred option considered from a finance perspective'.

The capital cost of Option 1 is £312m and for Option 2 is £249m - £63m less capital. Option 2 achieves the same clinical configuration – that is one Emergency Centre with Women & Childrens Centre and one Planned Care Centre - with its respective benefits but with considerably less capital funding.

There are potentially other uses for the £63m capital, for example, the consultation highlights the need for two adult cancer day units as currently there is only one at the Royal Shrewsbury. The capital costs of another cancer day unit is not included in these proposals but at approximately £4m to £5m could easily be incorporated into Option 2 and still cost less than Option 1. The needs of cancer patients in the East could be better met by not travelling so far to receive their regular chemotherapy treatment. Whilst the NHS do not fund air ambulances – a new helicopter has a capital cost of about £4.5 million – again potentially supporting more people's needs in terms of travelling to the right hospital in a critical situation.

The additional £63m capital costs for Option 1 does have on-going revenue consequences in terms of the cost of borrowing. According to the pre-consultation business case the cost of borrowing the additional capital is £3.3m more each year and over a long period of time – this adds up. Under Option

2 this £3.3 m could be spent on services in primary and community care that keep people well and out of hospital. For example this funding could support 12 GPs, 30 senior nurses and 25 junior nurses. These services are crucially important as the whole proposed model of hospital care is dependent on effective well-resourced primary and community services. **Spending more of the NHS's resources on community services rather borrowing capital will mean that more of all people's needs could be met by making the NHS £ go further.**

The actual costs of borrowing is not openly known. The NHS have modelled the minimum level of interest using Treasury sources. The NHS will borrow the capital from the Treasury and from Private finance sources. This means that the cost of borrowing could be more than £3.3m.

In order to make the financial model work – under Option 1 more hospital workforce reductions will need to be made compared to Option 2 (circa £400k). This is the equivalent to 16 nurses. The future needs of patients in the whole catchment area would be better served by maximising investment in hospital clinical staff as opposed to funding buildings so again Option 2 would be preferable.

Although the NHS's financial model suggests that each option would deliver a health-economy surplus in 5 years. Their own sensitivity analysis shows that a potential 5 year surplus generated by Option 1 in fact could be a £304k deficit whereas Option 2 would still be in balance by £3.4m. The difference could be even greater once the exact borrowing costs are factored in. **Option 2 has less financial risk to the health economy.**

Stakeholders and the public at the 'Call to Action' event that launched Future Fit five years ago clearly articulated that their priority was about 'Care Closer to Home' – they valued in particular primary and community services. This is a long term decision for the next half-decade and Option 2 would allow for more investment to be made in community services that keep people well and out of hospital. **The opportunity costs of the investment into acute care has not been made explicit and, given the NHS has a finite resource, Option 2 is more likely to be able to meet the longer-term needs of our changing population.**

Option 2 is more likely to meet the needs of our residents and other communities in Shropshire and Powys because Telford is more attractive in recruiting new clinical staff

The success of either option is dependent on the hospital's ability to recruit the right clinical staff. The site with the Emergency Centre and Women & Children's in-patient services will be larger, require more staffing and from specialities with particular national shortages e.g. A&E and Critical Care. The Shrewsbury & Telford Hospital Trust (SaTH) has described to Future Fit that it is easier to recruit at Telford because of its proximity to the West Midland conurbation and Birmingham. Option 2 therefore will be more likely to meet the needs of **all** patients served by SaTH as clinical sustainability is more likely to be achieved through easier recruitment.

Future Fit argue that the configuration and clinical sustainability is paramount and more important than travel times.

Future Fit has asserted – and this was reiterated at the CCG Joint Committee that travel times were not as important as getting 'the Right Care, at the Right Place with the Right Clinicians' namely the right clinical configuration. This is the same under each option but success of the model depends on the availability and attractiveness of the hospital to clinicians.

The key rationale in the message for the reconfiguration from the CCG Chairs is that:

'It has become more difficult to make sure there is the right number of highly skilled medical, nursing and other healthcare at both hospitals. A local and national shortage of doctors, nurses and other health professionals has led to difficulties in recruiting and the problem is getting worse'

and that

'if we continue the way we are now, we do not believe that all our patients will receive safe, high quality care and treatment all of the time'

There are national shortages particularly in specialities such as A&E, Critical Care and Acute Medicine. Future Fit have argued that a change in the model and concentration of certain clinical services on each site will attract clinicians. However as there are national shortages it is paramount to maximise SaTH's ability to recruit a sustainable clinical workforce. The hospital has described to Future Fit that the Royal Shrewsbury has a reduced volume of applicants across all clinical staff grades compared to the Princess Royal. It is easier to recruit at Telford because of its proximity to the conurbation and Birmingham. The site with the Emergency Centre and Women & Children's services will be larger, require more staffing and from specialities with particular acute shortages e.g. A&E and Critical Care.

It is clear that Option 2 will be more likely to meet the needs of **all** patients served by SaTH as clinical sustainability is paramount. If the trust is unable to recruit sufficient clinical staff – the CCGs do not believe that 'all their patients will receive safe, high quality care and treatment all of the time'. Given the national shortages, SaTH will be better placed to recruit the clinical staff they need by locating the Emergency Centre and Women and Childrens Centre at Telford under Option 2.

Option 1 does not meet the higher level of needs for Women and Children in-patient services in Telford & Wrekin and Eastern Shropshire. Option 2 does.

The higher level of need for in-patient Women and Children Services in Telford & Wrekin and Eastern Shropshire was recognised by the NHS only 4 years ago when the new Women and Childrens Centre was built at the Princess Royal at a cost of £28m. These needs have not changed and will only increase at a faster rate in the East than the West in the future. While both options have the clinical advantages of co-locating Women and Children's in-patient services with the Emergency Centre, Option 2 will also maximise the benefits for the majority of women and children who live closer to PRH.

Under Option 1 in excess of 10,000 in-patient journeys for Women and Children's services will be further and will take longer. Contrary to the consultation document this is the majority – two thirds 66% of all journeys for these services. Of particular note are the following:

Women's & Children's Service	Total journeys longer and further		Disproportionate effect on journey of patients with the highest risk factors	
	No.	% of total	% of patients from most deprived areas	% of BME patients
Delivery journeys (births)	1,649	64%	90%	89%
Midwife-led transfers	185	55%		
Neonatal Intensive Care journeys	218	61%	84%	78%
Children's Assessment journeys	543	51%	90%	94%
Children's In-patient journeys	4,016	71%	94%	91%

Source: Future Fit Integrated Impact Assessment – Women & Children 2017

Women and children from Telford & Wrekin and Eastern Shropshire will have further and longer to travel for all in-patient women and children's services. We understand that:

- 64% (1,649) of all births and 71% (4,016) of all hospital admissions in children are closer to the Princess Royal Hospital
- 89% of births in Telford & Wrekin are consultant-led deliveries compared to 81% of births in Shropshire

This is because of the higher number of women of child bearing age and children living in the East and the significantly higher level of need of women and children within our Telford & Wrekin communities in particular. The makeup of the population in Telford & Wrekin exponentially influences the poorer health outcomes for women and children and the resulting high need for consultant-led in-patient services, compared to Shropshire and Mid Wales.

2017		
Population	East	West
Children	52,116	46,123
Women 16-44	48,201	42,900

Source: Telford & Wrekin ODD & Planning Dept Local Council Projections, Shropshire & Powys ONS/Welsh Office 2014 Local Authority Projections

Economic and social factors have a harsh detrimental effect on women and children's health and are known to generate a greater need for health services. The numbers of women and children living in poverty in deprived areas in Telford & Wrekin is significantly worse than in Shropshire and in England as a whole ~ 9,000 of those under 20s live in poverty and almost 9,000 women of child bearing age live in deprived communities. In Telford & Wrekin 16% of births are to mothers from Black and Minority Ethnic (BME) groups, which is double the 8% level in Shropshire.

The legacy of poor lifestyles in Telford & Wrekin further contributes to the poor outcomes and the high demand for services we see for local women and children. Smoking in pregnancy and excess weight are key risk factors that contribute to the need for consultant-led rather than mid-wife led deliveries. The prevalence of both these risk factors in Telford & Wrekin is higher than the national and Shropshire average. The other key risk factor for consultant-led births is the age of the mother. Both Shropshire and Telford & Wrekin however have a lower proportion of women aged over 35 years giving birth compared to the national average

Over 90% of all journeys for women and children living in the most deprived 10% areas and those from Black, Asian and other (non-white) ethnic groups will be further and longer across the entire range of all women and children's services. Future Fit's Integrated Impact Assessment highlights that 47% of households in the lowest income quintile and 32% of households in the second-lowest income quintile do not have a car compared to an average of 24%. In terms of ethnicity, 44% of Black/African/Caribbean/Black British adults live in a household without a car compared to 18-25% amongst other ethnic groups.

Less than 10% of women in Telford currently have their babies in a Midwife Unit. This is half the proportion in Shropshire. Under Option 1 the numbers of babies being delivered in the Midwife unit in Telford is likely to be even fewer as women are more likely to choose the unit in Shrewsbury in case they need to be transferred during labour. Indeed under Option 1, 185 or 55% of transfers from any Midwife led Unit to the consultant unit during labour will be longer journeys.

There are significant known health inequalities which affect children and young people's need for hospital services. Emergency hospital admissions in children and young people from the most deprived areas are at least double those in the least deprived and rates are consistently higher for the top ten most common conditions requiring admission to hospital.

The proportionately higher rates of emergency admissions in children and young people in Telford & Wrekin compared to Shropshire, demonstrates the significant level of need driven by our levels of deprivation and ethnic diversity. This includes higher rates of emergency admissions of infants under 14 days, as well as rates in the under 5s, 5-19, 10-14 and 15-19 year olds in Telford & Wrekin compared to Shropshire. This reflects the fact that 23% of Telford & Wrekin children live in low income families, compared to 13% in Shropshire.

The significantly higher level of need for in-patient Women and Children's services was recognised by the NHS only 4 years ago when the new Women and Childrens Centre was built at the Princess Royal at a cost of £28 million. These needs have not changed. They will only increase at a faster rate in the East than the West in the future. Two-thirds of births and hospital admissions in children are closer to the Princess Royal Hospital and those least able to travel further – due to their socio-economic circumstances are expected to travel further under Option 1.

Option 1 does not maximise the impact the proposed reconfiguration could have on better meeting the needs of the majority of those needing emergency care at SaTH, as their nearest hospital provider. Option 2 does.

Whilst overall average emergency travel times to the PRH (under Option 2) are slightly less than to the RSH (Under Option 1). These are 25.3 minutes vs 25.7 minutes respectively. Very little account has been taken of the proximity of other hospitals such as the Wrexham Maelor that are actually nearer to some of the communities that are described as being part of SaTH's 'catchment' area. If we consider only the emergency care patients who live closest to either RSH or PRH rather than these other hospitals, 60% of all emergency care patients live closer to PRH with average emergency travel times even shorter to the Princess Royal compared to the Royal Shrewsbury.

Based on this analysis, Option 2 will mean that the Emergency Centre will be located in the hospital that is nearest the majority of those communities for whom either RSH or PRH is their nearest hospital. It would therefore more fully meet the emergency care needs of the majority of those needing emergency care at SaTH. The majority live in Telford & Wrekin and Eastern Shropshire.

For most residents of Telford & Wrekin the Princess Royal is their closest hospital followed by the Royal Shrewsbury. Large parts of Eastern Shropshire are also closest to Telford and then Shrewsbury. Alternative hospitals are generally further than both Telford and Shrewsbury.

There are *currently* other communities within the SaTH catchment area who actually live nearer an alternative hospital – particularly in the South, North and West. Some of these communities live closer to hospitals such as Bronglais Aberystwyth, Wrexham Maelor, Hereford County, Leighton Crewe and New Cross Wolverhampton. Very little account has been taken of these hospitals in the selection of the preferred option although they have been in the latest CCG proposal regarding Midwife Led Birth Units.

If these alternative hospitals are taken into account, 60% of all the remaining emergency care patients live closer to PRH and average emergency travel times are even shorter to the Princess Royal compared to the Royal Shrewsbury. 23.5 minutes compared to 24.8 minutes. This means that for all those whose closest hospital is either RSH or PRH – 6 out of 10 live closer to the PRH.

The selection of Option 1 does not maximise the impact the proposed reconfiguration could have on meeting the needs of the majority of those needing emergency care at SaTH.

Future Fit have used West Midlands and Welsh Ambulance Service information to model the impact of the location of the Emergency Centre on time-critical journeys. It has used Category A calls data from the Welsh Ambulance Service and Red 1 and 2 calls data from West Midlands Ambulance Service – and it is assumed the criteria is the same for each ambulance service.

Both the 2015 and 2016 Future Fit Evaluation Packs have used 2014/15 ambulance data. In 2015 15,434 emergency ambulance journeys were modelled but in 2016 only 743 ‘Red 1’ – the highest priority calls were modelled. As the Welsh Ambulance Service does not use the Red1/Red2 classification a subset of the Category A calls will have been extracted.

On closer examination of this data, the number of Welsh time critical journeys modelled in 2016 is higher than expected – compared to our English populations. Nearly 11.6% of ‘Category A’ calls in Mid-Wales were classified as ‘Red 1’ compared to 4.4% of all ‘Red’ calls in English localities. This is more than double expected and cannot be explained apart from the different criteria used for Category A and Red 1/Red 2 calls between the two ambulance services or at the analytical stage. This has the effect of increasing the impact of Welsh time-critical journeys on the modelled average travel times and the numbers travelling long distances.

This discrepancy in the time-critical journey data used for the 2016 Evaluation Panel can be further illustrated by the following statistics. The Mid-Wales population represent 12.5% of the hospital's catchment population, 8% of hospital's emergency admissions, 6% of all the hospital's ambulance calls but 14% of all the hospital's ‘time critical’ calls.

The Council is prepared to outline this detailed analysis on request.

Number of Red 1 & 2 or Category A ambulance calls by locality 2014/15

2014/15	Red 1 + 2 or Category A	Red 1	% Red 1
English Localities to SaTH	14,530	638	4.4%
Bridgnorth	1,346	67	5.0%
North Shropshire	1,593	60	3.8%
Oswestry	902	37	4.1%
Shrewsbury & Atcham	3,473	177	5.1%
South Shropshire	854	41	4.8%
Hadley Castle	2,468	88	3.6%
Lakeside South	1,616	63	3.9%
The Wrekin	2,278	105	4.6%
Powys to SaTH	904	105	11.6%

Source: Future Fit Evaluation Pack 2015 & 2016

In the consultation document, Future Fit argue that if the Emergency Centre was at Shrewsbury – fewer people would have longer time-critical journey times. Notwithstanding the above discrepancy,

this overstates the position. In both options, of the 743 time critical journeys a similar number of journeys will be longer, that is between 271 or 276.

Locality	No. Delayed			% Delayed	
	Red 1 Conveyed	Option 1	Option 2	Option 1	Option 2
Bridgnorth	67	33	0	49%	0%
North Shropshire	60	19	5	32%	8%
Oswestry	37	0	37	0%	100%
Shrewsbury & Atcham	177	0	123	0%	69%
South Shropshire	41	2	17	5%	41%
Shropshire	382	54	182	14%	48%
Hadley Castle	88	79	0	90%	0%
Lakeside South	63	49	0	78%	0%
The Wrekin	105	89	0	85%	0%
Telford & Wrekin	256	217	0	85%	0%
Powys	105	0	94	0%	90%
	743	271	276	36%	37%

Source: Future Fit Evaluation Pack 2016

Future Fit have not included any analysis of the impact of alternative hospitals on time-critical journeys. It is assumed the journey is to the nearest hospital. This is not necessarily the case now but the impact of alternative hospitals is different under either option.

For emergency care – 16% of activity is nearer an alternative provider under Option 2 compared to 11% under Option 1. Over three quarters of emergency care activity from Mid-Wales and Oswestry will be nearer an alternative hospital if the Emergency Centre was at Telford. If a similar pattern of alternative provision is available for time-critical journeys as for emergency care we estimate that average time critical journey length would be marginally shorter when the Emergency Care Centre is at Telford compared to Shrewsbury (24.6 minutes compared to 25 minutes).

Option 1 does not maximise the impact the proposed reconfiguration could have on better meeting the needs of the majority of those needing emergency care at SaTH, as their nearest hospital provider.

Option 1 does not fully support the future healthcare needs of the population. Option 2 is more future-proofed

The future healthcare needs of the East have not been adequately taken into account in the selection of the preferred option. We have argued that the majority of the current need for inpatient emergency and Women & Childrens services are in communities in the East. These needs will increase at a faster rate in the future in the East due to population growth compared to the West. The projected growth of population in the East will be higher than the West in the 65-74 year olds, over 75s, children and women of child bearing age – all significant users of hospital in-patient emergency and Women & Children in-patient services. Option 2 will therefore meet more of the future changing healthcare needs of the population served by SaTH.

Future Fit argue that the proposed model of hospital care takes into account the expected changes in the population over the coming years and how best care can be provided for everyone.

We understand that ONS population projections have been used to model future bed numbers despite Telford & Wrekin Council providing locally produced population projections that are more sensitive. No population projections were used in the selection of the preferred option at the evaluation panels.

According to the consultation Option 1 is preferred because Shropshire and Mid Wales has an older population and that the numbers of older people are growing at a faster rate than across Telford & Wrekin.

This assertion fails to recognise that the Princess Royal Hospital is the site closest to Eastern Shropshire and not only Telford & Wrekin residents and that:

- the projected growth of population in the East will be higher than the West in 65-74 year olds, over 75s, children and women of child bearing age and
- these groups are all significant users of hospital in-patient emergency and Women & Children services.

The geographical area that Future Fit describes as being served by SaTH is 551,500 in 2017 (311,000 Shropshire, 171,000 Telford & Wrekin and 69,000 parts of Powys).

Taking this 'catchment area' at face value – the geographical area can be divided into those communities that are living closest to Princess Royal (PRH) or 'the East' and those living nearer the Royal Shrewsbury (RSH) or 'the West'. In 2017, the population size of these areas is very similar at 275,000 people in the West and 276,500 in the East.

Within the East, our borough of Telford & Wrekin is growing at a faster rate compared regionally and nationally and this is set to continue as the original new town was planned to have a population of around 200,000. For this reason the Council prepares populations projections that take account of this predicted growth in housing. These population projections are more sensitive than national ONS projections and have been used to underpin the Councils Policy Framework. These projections were supplied to the Future Fit Programme.

Between 2017 and 2031 Telford & Wrekin's population is projected to increase by 12% or 20,500 (T&W Council projections) compared to an increase of 6% or 17,500 people in Shropshire and a decrease of 4% or 3,000 in the relevant parts of Powys (ONS/Welsh Office 2014 based local authority projections).

By extrapolating Telford & Wrekin Councils and ONS/Welsh Office projections we can predict the relative size of the communities who will be living closest to Princess Royal (PRH) and those living nearer the Royal Shrewsbury (RSH) in 2031.

Communities in 'the East' are set to increase by 10% or 26,500 and communities in 'the West' are set to grow by 3% or 8,700 by 2031. This means that by 2031 the East will have a population of 303,000 and the West a population of 284,000.

Over nearly the next 15 years the number of over 75s will increase by 63% in the East compared to 57% in the West. For children and women of child bearing age –these groups will increase by 8% in the East compared to a decrease of 2% in the West. These age groups are significant users of hospital in-patient emergency care and Women and Children services

	Growth 2017 - 2031			% increase 2017 - 2031		
	East	West	Total	East	West	Total
All Population	26,506	8,740	35,246	9.6%	3.2%	6.4%
Children	3,999	-1,113	2,886	8%	-2%	3%
Women 16-44	3,417	-1,068	2,349	7%	-2%	3%
Adults 65 - 74	4,958	4,368	9,326	16%	12%	14%
Adults 75+	14,250	16,867	31,117	63%	57%	60%

Source: *Telford & Wrekin ODD & Planning Dept Local Council Projections, Shropshire & Powys ONS/Welsh Office 2014 Local Authority Projections*

Further the use of crude population estimates and projections is likely to underestimate future demand because it does not take account of the other main factor, apart from age, that drives demand for hospital care – that is the level of deprivation within the population.

Within the East, our borough of Telford & Wrekin has communities that are amongst the most deprived nationally. More than a quarter (27%) of the Borough's population lives in the 20% most deprived areas nationally. Deprived communities have a higher level of need for hospital services compared to more affluent particularly for children in-patient, consultant led maternity care and emergency care.

In deprived communities, the development of long term conditions and particularly multiple long term conditions takes place at an earlier age than in more affluent communities. Long term conditions and multiple morbidity is a significant cause of admission to hospital in an emergency. The population impact of an ageing population that is also deprived is likely to have been underestimated by Future Fit by using crude ONS population projections.

The future health care needs of the East have not been adequately taken into account in the selection of the preferred option. As the population in the East is predicted to increase at a faster rate than the West in those age groups that are significant users of hospital services. Option 2 will therefore meet more of the future hospital care needs of the population served by SaTH.

Option 1 is less convenient for the majority to have their planned operations. Many of these people are older people who are more likely to have difficulty travelling to hospital for their planned care or to visit friends and families compared to other age groups

The Planned Care hospital is the site that most people will have to travel to by car. Journeys to the Emergency Care Centre will largely be via ambulance and to the Women and Childrens Centre – a combination of car or ambulance. Visitors will travel by car or public transport to either site. The Planned Care hospital will not only have planned care beds but also medical beds for on-going hospital care.

Currently most planned operations take place at Shrewsbury and therefore under Option 1 more people (circa 40,000) will have to travel to Telford instead for these operations and procedures. 70% of all patients admitted for planned care would therefore have to travel to a different hospital compared to now. With just over 5 out of 10 people needing planned care living closer to Shrewsbury – it makes more sense for the planned care site to be at the Royal Shrewsbury.

Older people are more likely to have transport difficulties with fewer people able or willing to drive long distances. This is the group most affected by moving all non-complex planned care to Telford. Many more people from Powys and Shropshire will have to travel to Telford. According to Future Fit the most significant group of patients impacted will be those aged over 75 who represent 25% of those affected. Future Fit's Integrated Impact Assessment highlights that people aged over 70 years are the most likely age group without a car (31%) and that the most affected areas would be Central and South Shropshire and across Powys with higher concentrations of people aged over 70 years and lower levels of income than the average for the catchment area.

Number of Planned Care In-Patient Journeys affected

	Option 1 Planned Centre at Telford	Option 2 Planned Centre at Shrewsbury	Difference
Total non-complex planned journeys	57,444	57,444	
Total Displaced non-complex planned journeys	39,709	15,240	24,469
<i>Displaced patients in protected groups</i>			
Over 75s	8,536	2,637	5,899

Source: Future Fit Evaluation Pack 2016

Older people are the most likely group in the population who will stay in hospital for a long period of time compared to other age groups. According to the Pre-Consultation Business Case under Option 1 80% of patients admitted to Shrewsbury as an emergency and who need to stay in hospital for longer than 3 days will be transferred to the Planned Care Centre at Telford. This will not be care closer to home for older patients who are living in Shropshire or Mid-Wales and their spouses, friends and family wishing to visit.

Whilst most journeys to hospital will be by car – for some this is not possible and they are reliant on public transport. This is particularly the case for visitors and those using planned care. If the planned care centre and on-going medical beds are at Telford, more public transport journeys would need at least two changes to get there compared to if the planned centre is at Shrewsbury. 56% of journeys from Shropshire and 49% of journeys from Powys would need at least two changes to get to the Princess Royal compared to 15% and 7% respectively to get to the Royal Shrewsbury.

Number of public transport changes to complete journey to RSH or PRH

	No Changes	One Change	Two or more Changes	Not possible by public transport
Option 2 Planned Care at Shrewsbury				
Shropshire	15%	56%	15%	15%
Telford & Wrekin	0%	40%	56%	4%
Powys	18%	23%	7%	52%
Option 1 Planned Care at Telford				
Shropshire	7%	23%	56%	15%
Telford & Wrekin	43%	43%	8%	6%
Powys	0%	0%	49%	52%

Source: Future Fit Integrated Impact Assessment November 2016

Older people are also significant users of community-based services such as GPs, district and specialist nurses. This group are those most likely to have multiple long term conditions and as the population ages an increasing number of people will have multiple long-term conditions. These people are those most likely to benefit more from generalist practitioners (GPs) in the community rather than hospital specialists as they take a more holistic approach to treating the range of conditions the person has rather than just the one disease area the specialist treats. Option 1 will not necessarily meet the needs of older people in the area as the hospital will cost more to run than Option 2 and will mean there is less opportunity for future investment in community services that will be of benefit particularly to older people.

Option 1 will present the greatest challenge to those, such as older people, who find it difficult travelling to hospital for their planned operations and to visit those staying in hospital a long time. More than 5 out of 10 people needing planned care live nearer the Royal Shrewsbury and this hospital is more convenient to travel to by car or public transport for the majority across SaTH's catchment area.



PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

- 1.1 The library strategy drives the development of the library service towards future success. It sets out our future vision for the library service that we believe is needed for the Borough, and the things we will achieve to meet these aspirations. This strategy will guide our priorities, as well as the development of our services and policies for the next three years.
- 1.2 Our vision for Telford & Wrekin Library Service is to provide safe hubs at the heart of the community. The service will continue to improve the well-being of residents and visitors by offering a free service that opens up inspirational opportunities for reading, information and discovery.

We have seven objectives:-

1. To develop libraries as a cultural and leisure destination.
2. To promote both our core and community led library spaces as community focal points accessible to all.
3. To increase the number of people borrowing material regardless of the format.
4. To increase digital inclusion across the borough by developing ICT skills of our residents, ensuring access to new technology through our libraries.
5. To increase our income through successful bids, book sales and commercial opportunities.
6. To ensure that our new library services are successful and efficient.
7. To provide material, activities and spaces that support positive health and well-being.

2. RECOMMENDATIONS

Cabinet are asked to:

- 2.1 Approve the Telford & Wrekin Library Service Strategy 2018-2020
- 2.2 Delegate responsibility to the appropriate Assistant Director with responsibility for the library service to implement, review and further develop the action plan for delivery of the Strategy.

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	Libraries are a key community facility which contributes to several of our co-operative priorities. These include Education and Skills, Health and Wellbeing and Children and Young People.
	Will the proposals impact on specific groups of people?	
	No	The recommendations in this report will have an impact on the users of Library Services right across the Borough
TARGET COMPLETION/ DELIVERY DATE	The strategy covers the period from approval, until 31 st March 2021	
FINANCIAL/ VALUE FOR MONEY IMPACT	Yes	
<p>The 2018/19 net budget for Library Services is £1.5million which includes a budget of £86k to replenish the book stock across the Libraries. In addition to this there is £100k earmarked in the capacity fund for book stock of which £20k was used in 2017/18. Income from the sale of books is also being retained to support the purchase of new books.</p> <p>The Library Service has also been successful in attracting external funding to support delivery of services such as funding from Parish Councils for additional opening hours and purchase of books and income from VEOLIA for additional IT sessions.</p> <p>Costs incurred supporting the Library Strategy will be met from existing budgets and funding allocated to Library Services. MLB 03.07.18</p>		
LEGAL ISSUES	Yes	
<p>Local authorities have a statutory duty under the Public Libraries and Museums Act 1964 'to provide a comprehensive and efficient library service for all persons' in the area that want to make use of it (section 7). In considering how best to deliver the statutory duty each library authority is responsible for determining the local needs and to deliver a modern and efficient library service that meets the requirements of their communities within available resources.</p> <p>In fulfilling its duty, the Council should have particular regard to the desirability of:</p> <p><i>i) Securing that facilities are available for borrowing books, records, films etc. sufficient in number, range and quality to meet the needs of all, and the special requirements of adults and children</i></p>		

ii) Encouraging adults and children to make full use of the service and provide advice.

Local authorities have the power to offer wider library services beyond the statutory service and to other user groups, and the Act allows for joint working between library authorities.

While it is the Council's responsibility to determine how to deliver library services, considering local needs and available resources, the Department for Digital, Culture, Media and Sport is responsible for national library policy and must oversee and promote public library services. The Secretary of State can order an inquiry where there are concerns that a local authority is not fulfilling its duties under the Act.

The majority of a Library Service must be provided free of charge under the Public Libraries and Museums Act 1964, however, the Local Government and Housing Act 1989 and Library Charges (England and Wales) Regulations 1991 define what may be charged for. This gives local authorities powers to make charges for the provision of specified library facilities.

In delivering library services, the Council must also comply with the Equality Act 2010 and in particular the Public-Sector Equality Duty. This ensures that the Council considers the needs of all individuals in shaping policy and delivering services and guarantees that the Council does not disadvantage individuals or groups.

An Equality Impact Analysis (EIA) has been developed in parallel with the development of the draft strategy outlined in this paper and a copy of the EIA is attached.

OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	This strategy firmly puts libraries at the heart of the community and continues to be the face of the council out in the community.
IMPACT ON SPECIFIC WARDS	No	Borough wide impact

4. BACKGROUND INFORMATION

- 4.1 Following substantial Government cuts to local authority funding the library service faced difficult decisions in 2016 about the nature and size of the library service moving forward. However our successful partnerships with Town and Parish Councils resulted in four libraries being 'saved' and run as 'Community Lead Libraries' by the town and parish councils and one School Academy. These libraries all remain a key part of the council's statutory offer and compliment the 5 remaining core libraries that are run and managed by the Council and as a result all the libraries remained open. The community led libraries have now been operating successfully for over a year.

4.2 The library strategy sets out a clear and ambitious vision for the future of library services in the borough, which ensures that they are relevant to the current day needs of our residents.

4.3 **Our 7 key priorities for the library service are:**

4.3.1 **To develop libraries as a cultural and leisure destination**

We see our Library's as being pivotal locations to act as local cultural hubs where the public can learn, discover and be entertained. This may be through library service organised events or through local groups using our space to hold their own events and we see this as being key in enabling people to gather and meet other members of their community via these services in our locations.

We will continue to offer the public the opportunity to see authors, artists, performers and speakers so that they can experience a range of activities that are as unique as possible in the borough.

During 2018 the library continues to play a key role to support Telford's 50th Anniversary celebrations. This year our Summer Reading Challenge will be unique to Telford & Wrekin children and be themed around the anniversary, with locally designed and produced materials. We will be showcasing our future 3d printer offer by producing the medals for our challenge completers in house. Alongside that we will be hosting and supporting a range of activities and events for the community throughout the year and conducting outreach work on the key Telford 50 dates to connect with new local customers.

4.3.2 **To promote both our core and community led library spaces as community focal points accessible to all.**

We want to support Telford and Wrekin residents by offering them pleasant and accessible spaces. A place to come together as a community and for them to see their local library as a vital focal point where they can use our services in a relaxed and safe environment. We will do our part to combat social isolation by encouraging individuals and existing groups to use our facilities and maintain the long tradition of public libraries being free, open and judgment free spaces.

4.3.3 **To increase the number of people borrowing material regardless of the format.**

Telford & Wrekin Libraries has always maintained an excellent book stock. Customers can borrow books and audiobooks off our shelves as well as download e-books, e-magazines and e-audio from our website. We have recently launched a new e-book service which contains many more new titles and resources to download. Members can also use online resources such as Encyclopaedia Britannica and Ancestry.

4.3.4 **To increase digital inclusion across the borough by developing ICT skills of our residents and ensuring access to new technology through our libraries.**

We provide free access to computers in all of our core and community lead libraries and will continue to expand the range of equipment available as technology develops, such as 3D printers and Virtual Reality.

The Library Service will also lead the agenda for improving the basic ICT skills of residents across the Borough, through our library buildings, and working with other community partners.

4.3.5 To increase our income through successful bids, book sales and commercial opportunities.

We have recently been successful in securing a number of external funding bids related to helping residents channel shift, learn about new technology, and engage with young people. We are also increasing the number of book sales that are being held across the Borough's libraries and encouraging more people to donate books that can be sold to generate income that goes straight back into our book fund to purchase new books. We remain committed to exploring other ways of increasing income coming into the library service in order to sustain the service longer term.

4.3.6 To ensure that our new library staffing structure is successful and efficient.

With a smaller team we are looking at how Lean techniques and Nudge tactics can be used across libraries and how staff can be encouraged to suggest improvements. Targets will be set for each library to increase footfall, book issues and the take up of community activities.

Community Libraries will continue to receive support via the Library Management Team and we aim to increase the number of people volunteering to work with us.

4.3.7 To provide material, activities and spaces that support positive health and wellbeing.

The library service has an extensive range of books and materials regarding health and wellbeing. We operate the books on prescription service in conjunction with GP surgeries and we have a specialist officer who works to engage to vulnerable adults.

In addition, we recognise the vital role that libraries play in helping to combat social isolation.

4.4 In order to realise our seven objectives we have created an action plan that covers the next 2 years. This demonstrates how the service will be taken forward and will enable us to monitor progress.

4.5 Our Core libraries will also retain their First Point services providing mediated access to many council services through reporting or requesting a service such as Disabled person's badges or reporting a missed refuse collection.

Report prepared by Lee Higgins, Customer, Benefits, Libraries and Registration Services Manager

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Telford & Wrekin Library Service Strategy 2018-2020



Telford & Wrekin Library Service Strategy

Under the 1964 Public Libraries and Museums Act all councils have a statutory requirement to provide a 'comprehensive and efficient library service'. Telford & Wrekin Council has always valued its libraries and the service that is offered to local residents and visitors.

Following substantial Government cuts to local authority funding the library service faced difficult decisions in 2016 about the nature and size of the library service moving forward. However our successful partnerships with Town and Parish Councils resulted in four libraries being 'saved' and run as 'Community Lead Libraries' by the town and parish councils and one School Academy. These libraries all remain a key part of the council's statutory offer and compliment the 5 remaining core libraries that are run and managed by the Council.

We no longer operate a mobile library due to low usage however our volunteers are growing along with our volunteer home delivery service.

2018 is providing us with the opportunity to regroup and plan ahead until 2020.

We have a new management team in place who are enthusiastic about the future and they have all contributed towards this strategy and action plan.

Our vision for Telford & Wrekin Library Service is **to provide safe hubs at the heart of the community. The service will continue to improve the well-being of residents and visitors by offering a free service that opens up inspirational opportunities for reading, information and discovery.**

We have seven objectives:-

1. To develop libraries as a cultural and leisure destination.
2. To promote both our core and community led library spaces as community focal points accessible to all.
3. To increase the number of people borrowing material regardless of the format.
4. To increase digital inclusion across the borough by developing ICT skills of our residents, ensuring access to new technology through our libraries.
5. To increase our income through successful bids, book sales and commercial opportunities.
6. To ensure that our new library services are successful and efficient.
7. To provide material, activities and spaces that support positive health and well-being.

These objectives help to support the following agendas.

- **Telford & Wrekin Council Priorities**, particularly Children & Young People, Education and Skills, Vulnerable Adults and Children, Health and Well Being, and Supporting Business.
- The Library Taskforce's 'seven outcomes' identified in the '**Libraries Deliver: Ambition for Public Libraries in England 2016-2021**' document. This sets out their aspirations within the areas of Culture, Reading, Learning, Prosperity, Community, Wellbeing and Digital Development in library services across the country.
- The Arts Council's 4 **Priority Development Areas** for public libraries, which are; place the library as the hub of the community; make the most of digital technology and creative media; ensure that libraries are resilient and sustainable; deliver the right skills for those who work in libraries

- The Society of Chief Librarians six **Universal Offers** that embrace **Reading, Digital, Culture, Information, Health and Learning**.
- The Government's **Digital Inclusion Strategy**. This strategy sets out the 10 actions that government and partners from the public, private and voluntary sectors will take to reduce digital exclusion.

How we are addressing these Priorities and realising our Objectives

1 To develop libraries as a cultural and leisure destination

The Library Service sees its Library's as being pivotal locations to act as local cultural hubs where the public can learn, discover and be entertained. This may be through library service organised events or through local groups using our space to hold their own events and we see this as being key in enabling people to gather and meet other members of their community via these services in our locations.

We will continue to offer the public the opportunity to see authors, artists, performers and speakers so that they can experience a range of activities that are as unique as possible in the borough.

We will offer quality events and activities that bring people into our buildings and give a positive and welcoming impression to local people. We aim to contribute to the cultural fabric of Telford by offering events that others do not.

In order to support and engage with our local community and to build on the library's role as a community and cultural hub we will actively encourage local individuals and groups to set up activities to support particular interests and as a service support them where we can e.g. Bee Keeping Clubs, reading clubs, coding clubs, lego clubs, etc...

During 2018 the library service will play a key role to support Telford's 50th Anniversary celebrations. This year our Summer Reading Challenge will be unique to Telford & Wrekin children and be themed around the anniversary, with locally designed and produced materials. We will be showcasing our future 3d printer offer by producing the medals for our challenge completers in house. Alongside that we will be hosting and supporting a range of activities and events for the community throughout the year and conducting outreach work on the key Telford 50 dates to connect with new local customers. In 2018 we will also ensure that every child in Foundation, Key Stage 1 and Key Stage 2 will be provided with a new Telford 50 Library card.

As part of our legacy contribution to the cultural health of Telford we commission Shropshire Archives to provide a service to Telford & Wrekin residents and we have a range of locally held services to offer. We have a dedicated Community History Centre at Wellington, a digital table with an extensive photographic archive at Southwater and online resources such as the digitised Dawley Observer/Telford Journal from 1963 – 1984. Customers can discover more about their personal family history and the heritage of their community.

2. To promote both our core and community led library spaces as community focal points accessible to all.

We want to support Telford and Wrekin residents by offering them pleasant and accessible spaces. A place to come together as a community and for them to see their

local libraries as vital focal points where they can use our services in a relaxed and safe environment. We will do our part to combat social isolation by encouraging individuals and existing groups to use our facilities and maintain the long tradition of public libraries being free, open and judgment free spaces.

We see the library service as being key to Telford residents leading healthier lifestyles, both mentally and physically, and the library spaces themselves have the ability to offer residents the chance to come together in their communities to aid this. We will partner with community organisations and those within the authority to sign post the public to services they may be unaware of and encourage these groups to use our physical spaces wherever possible. We will engage with grassroots organisations and social enterprises to explore ways in which our facilities can support them in their continued operation and expand their reach.

We will ask our residents what they want from their community spaces and how we can support them in their goals, bringing them in as partners and ensuring that this side of our offer is locally led.

At the same time we will explore the new directions we can take and as we roll out our 3D printer offer we look at the viability of offering a maker space in Telford, giving access to existing technology in a new and exciting way.

Our Core libraries will retain their First Point services providing mediated access to many council services through reporting or requesting a service such as Disabled persons badges or reporting a missed refuse collection.

3. To increase the number of people borrowing material regardless of the format

Telford & Wrekin Libraries has always maintained an excellent book stock. Customers can borrow books and audiobooks off our shelves as well as download e-books, e-magazines and e-audio from our website. In 2018 we will launch a new ebook service and promote and encourage this new expanded resource. Members can also use online resources such as Encyclopaedia Britannica and Ancestry.

We are conscious of the fact that some residents are unable to visit a library because they are either carers or have a disability. Volunteers help us provide a service to these customers and their role will be developed in the future to encompass new initiatives that reduce the isolation of vulnerable adults and their carers.

To encourage reading, staff run a variety of book based activities for all age groups as well as supporting book groups with multiple copies of books on an extended loan period.

Staff encourage a larger and more diverse range of customers to use library services by ensuring that they promote the diversity of the titles that we have available and that we have “something for everyone”. This is done through displays in libraries and via social media.

Training is provided to all staff in the library service so that they can become champions of reading and literacy who take every opportunity to engage with customers about their enthusiasm for the written word. The development team also offer advice and support to the community libraries and their volunteers.

4. To increase digital inclusion across the borough by developing ICT skills of our residents and ensuring access to new technology through our libraries

We provide free access to computers in all of our core and community lead libraries and will continue to expand the range of equipment available as technology develops, such as 3D printers and Virtual Reality.

The Library Service will also lead the agenda for improving the basic ICT skills of residents across the Borough, through our library buildings, and working with other community partners.

In addition to this library staff will be the champions for Digital Inclusion, helping residents to gain online confidence through a range of activities. These include a basic introduction to using computers, drop in IT sessions on particular subjects such as sending and receiving e-mails, setting up a 'My Telford' account, downloading e-books, developing basic coding skills and using tablets.

The Library Service manages a range of web pages that provide information and encourage residents and visitors to use Telford & Wrekin Libraries. During 2018 we will be making improvement to our website so as to raise the profile of the Library Service and encourage more customers to use both our physical and online offer. This will be supported by an increase in our social media presence and a robust marketing and promotional campaign.

Library staff encourage customers to self-serve by offering them a warm introduction to our online services, and providing some initial support to enable them to channel shift and complete transactions online.

The Service will support residents to take part in national digital initiatives to improve digital inclusion within the borough, such as the Good Things Foundation's 'Learn My Way'. In 2018 we will start to offer those progressing out of our First Click sessions to participate in the Duke of York's 'Inspiring Digital Enterprise Award' (iDEA), an accredited national programme to develop digital and enterprise skills.

5. To increase our income through successful bids, book sales and commercial opportunities.

We have recently been successful in securing a number of external funding bids related to helping residents channel shift, learn about new technology, and engage with young people. We are also increasing the number of book sales that are being held across the Borough's libraries and encouraging more people to donate books that can be sold to generate income that goes straight back into our book fund to purchase new books. We remain committed to exploring other ways of increasing income coming into the library service in order to sustain the service longer term.

Although our service being predominantly free to all remains a core tenet we would like the service to explore limited commercial options to complement our existing offers. In the same way we charge customers printing we will offer the public access to a 3d printer so they can have their designs produced cheaply and quickly. We will also look at our physical spaces and options for bringing income into the service using those spaces.

6. To ensure that our new structure is successful and efficient.

With a smaller team we are looking at how LEAN techniques and NUDGE tactics can be used across libraries and how staff can be encouraged to suggest improvements. Targets will be set for each library to increase footfall, book issues and the take up of community activities. Improvements will be made to staff training so that they feel confident in taking on wider roles within the team.

Community Libraries will continue to receive support via the Library Management Team and we aim to increase the number of people volunteering to work with us.

7. To provide material, activities and spaces that support positive health and well-being.

There is evidence that nationally the public library service saves the National Health Service £27.5 million per year through the services it provides.¹

We have an extensive collection of books on health and well-being in each main library. We also have several collections of titles in the Reading Well Books on Prescription series (where GP’s recommend books during their surgeries that the public can then come in and borrow from us). These cover a range of common mental health conditions such as how to live well with dementia, titles to support positive mental health in young people and titles to support those living with long term conditions.

One of the Library Service’s Development Officers is responsible for providing a service to vulnerable adults to enable them to live well with dementia through a range of activities in care homes and within the libraries.

The volunteering opportunities, Home Library Service, and range of activities that we provide within the community helps to reduce isolation and contributes towards the well-being amongst customers.

As discussed in Priority 2, we want our libraries to be pleasant and accessible to all, and given National Government has recently appointed a Minister for Loneliness and early UK research has demonstrated that lacking social connections has serious health implications the spaces themselves have a local part to play here. Recent research has shown that one in five young Mothers always feel lonely so through sessions like Bounce & Rhyme (mostly aimed at toddlers) we can win for a second time so no one needs to feel cut off from the world (and their community).

In order to realise our seven objectives we have created an action plan that covers the next 2 years. This demonstrates how the service will be taken forward and will enable us to monitor progress.

Library Action Plan 2018 to 2020

1. Objective: To develop libraries as a cultural and leisure destination.

Activity	Action	Date	Lead officer	Targets
Fun place to visit	To create fun places	Ongoing throughout the year with various activities listed.	Newport & Wellington Team Leaders/Adult Development Officer	60 people attend, 5 skills shared

¹ Fugiwara, D., R. Lawton and S. Murato. The health and wellbeing benefits of public libraries. Arts Council England, March 2015, p7.

	To create Lego clubs	Jan 18 ongoing	Newport & SW Team Leaders	10 children attending each group.
	Improve the layout of SW library to make more accessible for stock and usable for activities linked to Telford @ 50 or destination Telford	Jan 18	SW Team Leaders with Telford @ 50 team and Destination Telford colleagues	
Community history and reminiscence	Increase the number of groups visiting the library to use the digital table for reminiscence	Ongoing	Digital Development Officer/Vulnerable Adults Development Officers	At least 1 group per month
	Hold regular reminiscence sessions in the library to support dementia offer	Autumn each year	Vulnerable Adults Development Officer	Set up a monthly session. 8 attendees per session.
	Session to create memory books	October 2018	Vulnerable Adults Development Officer	8 attendees
	Telford 50 th anniversary	Whole of 2018	Library Development/Digital Development/CYP Development Officers/SW Team Leader	SW1 will open on 3 Sundays (April/May & July) to support T50 events in park and Southwater. SW, NT, MY, WN 3 events (1 every four mths). 2 events @ community libraries where possible. Attended by 150 people
	Commemoration of the end of WW1	Preparations for 2018	Digital Development Officer	Event in 2018 attended by 30 people
	Promote community history day	Day in March 2018	Digital Development Officer	100 attend day if held in library

2. Objective: To promote both our core and community led library spaces as community focal points accessible to all.

Activity	Action	Date	Lead officer	Targets
Libraries as community and cultural hubs	Building ties within the community by showcasing what groups have to offer.	Investigate groups initially	Madeley Team Leader	3 new groups using each library
	Links to other organisations such as job junction, CAB and healthy lifestyles with open days.	Ongoing starting with Madeley in October 18	Madeley Team Leader	30 people attend event
	Consult with the local community on what their wants and needs from their spaces.	2018 and again in 2019	Team Leaders/Library Service Manager	Engage with a broad range of residents in 2018 and 2019
	Promote the physical library spaces to a wide range of community groups and encourage the use of those spaces eg Bee Clubs, Coding Clubs, Scouts, Brownies, Lego clubs etc	Ongoing	Team leaders	Increase in groups using library branches as meeting points.
Investigate and develop new offers for future community resources.	Explore the potential for a makerspace in Telford to offer to the local community.	2018	Library Development Officer	Assess suitability and local demand.
	Regularly examine the use of our spaces and look for opportunities to listen to the public and develop our services around their needs.	Ongoing	Library Service Manager/Team Leaders	Regular walk rounds, invite and respond to community feedback.

Continue our discussions with Madeley Town Council regarding the future move of Madeley Library to be located within the Anstice Memorial Hall	Ongoing	Library Service Manager	Co-location of the library into this multi-purpose historic community building.
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3. Objective : To increase the number of people borrowing material regardless of its format including e-books/magazines as well as those on our shelves.

Activity	Actions	Date	Lead officer	Target
Organise reading development activities/programmes that increase book issues to adults/young people	Romantic Novelists Evening	July 2018 and 19	Adult Development Officer	40 attend
	Promote and encourage creation of new reading groups	Ongoing	Adult Development Officer	3 new reading groups per annum
	Strengthening links with BBC	Ongoing	Adult Development Officer	Loan figures from book club, comparison to previous. All copies issued with reservations.
	Implement selection volunteers for HLS to enable capacity for increased customers	April 18 onwards	Adult Development/Vulnerable Adults Development	Recruit 4 selection volunteers.
	Increase outreach of community collections	April 18 onwards	Library Development/Adult Development Officer/ Volunteers	To meet levels of demand
	Disability access day	March 2018 & 19	Vulnerable Adults Development Officer	10 new members
	Programme of displays for adults	Ongoing	Adult Development	1 a month

			Officer/Branch Champions	
	Comic Con event @ SW	October 2018 & one in 2019	Adult Development Officer/SW Team Leader/Comms Team	Target number 200 people
Increase in book issues over next three years	Staff recommendations, events, social media, displays	Ongoing	Adult Development Officer	2018/19 3% increase 2019/20 5% increase.
Provide support and advice to community library volunteers who want to organise adult activities such as reading groups		Ongoing	Adult Development Officer	To be determined at development meetings with partners.
Organise reading development activities/programmes that increase book issues to children and families	Bookstart	Ongoing	CYP Development Officer	120 engagements with parents/carers
	Summer Reading Challenge	June – Sep 2018 (Annual event)	CYP Development Officer	1000 children engaged over summer (941 2016) Total starters 1750 Total finishers at least 875 (50%) SW – at least 840 start at least 50% finish (approx. 70 extra) NT – start at least 277 at least 59% finish (approx. 22 extra) WN – start at least 384 at least 61% finish (approx. 30 extra) MY- start at least 119 at least 64% finish (approx. 9 extra) All increases are 8%. Have focused on finishers rather than starters. Book issues >22588
	National Libraries Week	October 2018 (Annual Event)	CYP Development Officer/SW Team Leader	Engage with 150 people through events including 30 new joiners.

	Bookstart	April 2018 onwards	CYP Development Officer	Increased picture book issues over next 3 years. 2017/18 remain as 2018/19 1% increase 2019/20 1% increase.
	Engaging with Home Educators	Autumn 2018 onwards	CYP Development Officer	Speak to our known home school families. 3 home educated children attending code club
	Children's holiday activities	Half term, Easter, Christmas	CYP Development Officer	SW 30+ children for holiday activities, NT, MY, WN 15
	Programme of displays for children	Ongoing	CYP Development Officer/Branch Champions	1 a month
Provide support and advice to community libraries where volunteers wish to run book based activities for children	Community lead volunteer days in community libraries		CYP Development Officer	To be established through development meetings with partners
Increase use of online resources	Veolia drop in sessions, targeted promotions	Ongoing	Digital Development Officer	Talk to Dave + Clinton Increase in usage of online resources. Engage with 20+ people at each drop in community sessions
	To market services using social media and outside events such as the food show	Ongoing		Increase in usage of promoted service.
	Email reminder to new joiners about e-services	October 2018		Notable increase in service usage
Replace or update our eBook & eAudio service.	Tender for supplier and roll out new service.	Spring 2018	Library Development Officer/Library Service Manager.	New service launched, promoted and an expanded range of stock offerings to the public.

4. Objective : To increase digital inclusion across the borough by developing ICT skills of our residents and ensuring access to new technology through our libraries

Activity	Actions	Date	Lead officer	Targets
Introductions to IT and enable people to channel shift and use services through My Telford in council and community libraries	Veolia money to provide capacity for additional IT sessions.	Began in 2017 and ongoing in 2018 and beyond.	Digital Development Officer	Create a list of interested customers ready to contact when dates are available. 10+ attendees at each community basic IT session. At least 2 sessions per month.
Supporting customers to self-serve and undertake online transactions	Operational Team to have training to enable them to understand the full range of council services that can now be undertaken online.	March 18	Operations Manager	Training completed by staff. Reduction in First point etc enquiries in libraries
Review online presence	Review, refresh and redesign the library webpages.	March 2018	Digital Development/Library Development Officer/Library Service Manager	Increased number of visits to website. (Google analytics)
	Review use of social media, to increase reach and engagement.	March 2018	Digital Development Officer/Library Service Manager	Increase number of individual Twitter followers, Facebook likes.
Ensure that ICT is fit for purpose and replaced if necessary.	Regularly evaluate ICT provision.	Ongoing	Library Service Manager/Operations Manager	Reduced number of complaints regarding ICT.
Extend digital coding education offer	Set up Pioneers groups for yp	Spring 2018	Digital Development Officer	Group created. 10 young people attend
	Deliver ACE funded Family Code Club project at Southwater, Madeley, Dawley	Apr 17 – Mar 18	Digital Development/Library Development Officer	48 families

	and Stirchley libraries			
	Digital Day in the library	June 18	Digital Development Officer	150 people
Contribute to and offer National digital initiatives.	Continue to offer Learn My Way to our First Click customers	Ongoing	Digital Development Officer	Increase in those without digital skills participating in sessions.
	Offer iDEA Award to customers moving beyond First Click	Summer 2018	Digital Development Officer/Library Service Manager	Get customers to sign up to iDEA and start working on completing badges to obtain their Bronze Award.

5. Objective: To increase our income through successful bids, book sales and commercial opportunities.

Activity	Actions	Date	Lead officer	Targets 2017/18
Raising income through books	Public book sales in every library	Ongoing	Adult Development Officer	One sale a month in each library. £4000 total
	Use Ziffit	Ongoing		
	Nationwide Book buyers for stock that won't sell	Ongoing		
	Ask for donations	October onwards	Adult Development Officer	Increased number of public donations
Income generation through reservations/lost tickets	Implement when online payments sorted		Operations Manager	
Bid funding				
	APFOJ follow on	Ongoing 18/19	Lib Development Officer	Success!! (Current plans are for intergenerational bid also funding for additional capacity will be included)

Explore commercial opportunities	Develop 3D printer offer and promote as a chargeable service	2018	Library Development Officer	Roll out charging model and promote widely.
	Examine options for limited commercial opportunities of our spaces.	Ongoing	Library Service Manager	Have a clear idea of what spaces we can offer, who to and the charging model around that.

6. Objective: To ensure that our new structure is successful and efficient. (This means working more closely together with other colleagues, residents and community libraries, as well as providing appropriate staff and volunteer training and monitoring performance.)

Activity	Actions	Date	Lead officer	Targets 2017/18
Training	Staff to be given training on donations	Feb 2018	Adult Development Officer	All staff trained by April 18
	Staff training on stock and services	Ongoing	Library Development Officer/Development Team	All staff trained by April 18
	Staff training on the complaints process	Ongoing	Operations Manager	All staff trained.
	Review of Induction and ongoing development training programme	September – December 18	Library Development/CYP Development Officer/Operations Manager/Wellington Team Leader	Review completed and improvements recommended
	Staff to be given training to give individual support to the public	June 18	Digital Development Officer	All staff trained.
	Support team leaders in managing and promoting library accounts	Ongoing	Digital Development Officer	Team leaders to manage their library's social media twitter. Increased twitter followers

	Staff training on accessioning stock	April 18	Adult Development Officer	All staff trained.
	To maintain a regular programme of support for our community libraries.	Ongoing	Operations Manager/Adult Development Officer	Quarterly meeting with community libraries undertaken
Volunteers	To ensure shared reading is sustainable through recruitment of volunteers	October 2018	Vulnerable Adults Development Officer	3 volunteers currently able to meet demand.
	Recruiting volunteers for HLS, (others)	Ongoing	Adult Development Officer	To reach 100 volunteers by 2019
	SRC volunteers	Every May recruitment commences.	CYP Development Officer	38+ volunteers
	Develop year round Reading Hack volunteering offer	Jan 2018 onwards	CYP Development Officer	At least 15 young people regularly engaging with Reading Hack from Sep - June
	Managing IT and Community History volunteers	Targeted IT volunteer campaign June onwards	Digital Development Officer	Recruit more IT volunteers in Madeley
	Social media volunteer to improve Twitter reach	Started 2017 but ongoing	Library Development Officer	1000 followers achieved. Increase 'local' followers
Evaluation	To evaluate shared reading	2018 and 2019	Vulnerable Adults Development Officer	Completed by November
Advocacy	Create friends groups	2018 and 2019	Adult Development Officer	First Group created

7. Objective: To provide material, activities and spaces that support positive health and well-being.

Activity	Action	Date	Lead officer	Targets
Promote Books on Prescription	Launch of long term conditions, promote mental health list with it.	July 2018	Adult Development Officer	At least 3 issues per title in 12 months.
	Promote shelf help to help with exam stress	April/May 2018	CYP Development Officer	Increased issues from 207.
Reading for health and wellbeing	Introduce a reading group for carers	2018	Vulnerable Adults Development Officer	1 reading group with 8 carers
	To market shared reading	Ongoing	Vulnerable Adults Development Officer	2 new shared reading group venues
Use our library spaces as tools to enable people to feel less cut off from their community.	Activities targeted towards group interactions, reading groups, natter groups, Bounce & Rhyme	Ongoing	Adult Development Officer	Expansion of group activities, not always library service led but using our spaces.



PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

1.1. To present an overview of the progress made delivering the Council’s community facing priorities.

2. RECOMMENDATIONS

2.1. That end of year performance against the Council’s priorities is considered and noted.

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	All
	Will the proposals impact on specific groups of people?	
	Yes	Yes – the Council specifically works with different groups depending on the issue – for example, the Council works to safeguard vulnerable children and adults.
TARGET COMPLETION/DELIVERY DATE	Ongoing – progress against delivery of the Council’s priorities are reported to Cabinet twice each year.	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	The 2017/18 financial outturn position was reported to Cabinet at the end of May. It showed that despite some pressures and after delivering £14m savings during the year, the revenue outturn position was within budget at year end with a final net underspend of £0.150m. Strong financial management was exercised during 2017/18 and the organisation continued to deliver its key priorities for the community, using the finite resources available in the most effective way possible. The 2017/18 Statement of Accounts will be published by the end of July in line with regulatory requirements. PH 21 6 18
LEGAL ISSUES	No	There are no direct legal implications arising from this report, but legal

		advice will be provided when required to ensure lawful processes and decision making.
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	The purpose of this report is to identify where the Council is making a positive impact and also those issues and challenges that, working with the Community and partners, the organisation wants to improve or address.
IMPACT ON SPECIFIC WARDS	Yes	All

PART B) – ADDITIONAL INFORMATION

4. INFORMATION

4.1. The refreshed Council Plan approved by Council 10th April, sets out 7 community facing priorities that provide the strategic and operational focus of the organisation. These are:

- **Protect and support our most vulnerable children and adults**
- **Put our children and young people first**
- **Protect and create jobs as a “Business Supporting, Business Winning Council”**
- **Improve local people’s prospects through Education and Skills training**
- **Ensure that neighbourhoods are safe, clean and well maintained**
- **Support neighbourhoods most in need and work to ensure that local people have access to suitable housing**
- **Improve the Health & Wellbeing of our Communities and Address Health Inequalities**

4.2. To understand the progress made delivering these priorities, a performance report is presented to Cabinet twice each year. Whilst delivery of these priorities relies on partnership working, these reports primarily provide an overview of the Council’s contribution to these priorities. Equally, for many of the priorities, external factors beyond the Council’s control have impact on our ability to make the progress we would always like to.

4.3. In this report, headline findings for end-of-year 2017/18 are presented against each priority. This includes positive progress and challenges, and in this particular report, any significant changes from the in-year report presented to Cabinet in February 2018. Appendix One sets out further detail and performance data.

4.4. This report demonstrates that despite the £110m+ savings the Council has made and increased demand for services, as an organisation we remain focussed on delivering our community priorities and we continue to make real, positive progress in many areas.

4.5. Protect and support our most vulnerable children and adults

Children

4.5.1. We want children to live safely at home but where they can't we want the very best for our children in care and care leavers.

4.5.2. As reported in-year, we have seen a reduction in the number of children on child protection plans (down to 229 to 333 at end of 2016/17) and the number of children in care stabilise (down to 370 from 379). Importantly, the rate of re-referrals and child protection plan re-registrations have improved across the year giving confidence that decision making is sound.

4.5.3. Where appropriate, we want children in care to benefit from adoption, in a timely fashion. The Council's performance on this is good with the process from a child entering care to moving in with an adoptive family taking one year (364 days) compared with statistical neighbour rate of 560 days.

Average Timescale for Adoption:

- **T&W 364 days**
- **Statistical neighbours 560 days**

4.5.4. Whilst placement stability of children in care improved through 2017/18 we want to see this improve further. There are significant variables that impact upon performance that include complexity and age of child coming into care, placement sufficiency of foster carers, matching of child with appropriate placement, education provision etc. The new refreshed Permanence Strategy, placement stability panel (which looks at a placement when there are concerns about stability which any agency can refer into to) and learning from disruptions will assist in improving performance.

4.5.5. We need to ensure that all of our core processes are completed to a good standard and on time. We still have some challenges for example, the timeliness of our Children & Family Assessments currently stands at 73.3% against a target of 82%. Developing our children safeguarding workforce through our Recruitment and Retention Strategy both in terms of skills and capacity is an essential part of our approach to improving this performance.

4.5.6. In the last OFSTED inspection of Children's Safeguarding, whilst they recognised that we were performing well on timeliness of contacts (we have a target that all should be completed in 1 day), they suggested that the service should take a differentiated approach. That is, using the service's resources to focus on high risk cases as a matter of priority over lower risk cases. By adopting this approach, there has been a reduction in the number of cases that are completed in 1 day from 76% to 43%. Importantly, this refocussing means that all high need cases that require a strategy discussion and subsequent action have been dealt with within 24 hours. We are reviewing how this is reported to Cabinet for 2018/19.

4.5.7. An important part of our approach to support children to live safely at home is the provision of the right help at the right time on first contact so that challenges are addressed early and effectively. To do this, our Early Help service has embedded a 'Strengthening Families' way of working. In 2017/18, 206 families were 'turned

around'. This approach has successfully been audited by the Ministry of Housing, Communities and Local Government.

Adults

- 4.5.8. A key part of our Adult Social Care strategy is to ensure that the right people get the right help, so that our limited resources are appropriately targeted. This is ever more critical as demand continues to grow on this service.
- 4.5.9. Across the year, there were 2,683 contacts into the service, with only 29% required to have a Care Act Assessment. The other 71% have been provided with information & advice or signposted to other agencies or the voluntary sector. These rates are comparable to the previous year.
- 4.5.10. We continue to reduce the number of people in residential care because their needs are met through other approaches for example re-enablement or assistive technology. Our rate of 316 admissions per 100,000 population 65+ in 2017/18 was down from 382.4 in the previous year. As reported in-year, we have some challenges around the long-term impact of our approach to re-enablement when we compare our rate to other local authorities. Equally, we want more people to take control of their own support through 'direct payments'.
- 4.5.11. Another area of challenge is increasing the number of people with learning difficulties in employment. This is still too low. A new policy to drive this will be presented to Cabinet in September.
- 4.5.12. The pressures within the NHS are well rehearsed. It is essential that we continue to play our part by ensuring that people who are ready to leave hospital are enabled to do so. We are successfully supporting this as measured by "Delays in Transfer from Hospital". Our performance continues to be significantly better than both the national and regional rates.
- 4.5.13. Quality in adult social care provision is measured by CQC ratings. Our My Options CQC ratings for Lakewood Court, Shared Lives and Community Support are all 'good'.

**CQC Adult Social Care
Rating:
✓ "Good"**

4.6. Put our children and young people first

- 4.6.1. This is a cross-cutting priority which is delivered through our other priorities – this is about ensuring that all children can attend a good or outstanding school, that they have good health and diet, are able to access the right training and job opportunities to fulfil their potential. It's about living in an attractive and safe place.

4.7. Protect and create jobs as a “Business Supporting, Business Winning Council”

4.7.1. Telford has been described by Department of International Trade as the “Beating heart of Foreign Direct Investment”:

- **Fastest growing Town in England – number 1 for housing growth in 2018;**
- **In 2017/18 the Council received 56 inward investment enquires and 31 have been converted;**
- **We continue to secure foreign direct investment – we secured 8 in the year and 9 more are in the pipeline (the time period between enquiries to secured investment can be significant);**

Advanced manufacturing and plastics remains core to this as does digital and ICT services. However, we have seen new investment interest in life science and rail (specifically linked with HS2).

4.7.2. There are though challenges. Some are as a result of uncertainty about BREXIT - nationally, there has been a 90% reduction in EU Foreign Direct Investment enquiries and 70% reduction from the US - and there are also clear challenges in the high street in terms of large chain closures and disinvestment.

4.7.3. In response our strategy is to focus on strengths and developing opportunities:

- The Borough is a Department of International Trade National High Potential Opportunity Pilot for Agri-Tech;
- New opportunities of auto development around “light weighting” and “battery” technology;
- Using our unique land deal with Homes England to ensure development sites are de-risked and prepared for investors to move onto – and to acquire land and build premises bespoke to investors requirements through our Growth Fund;
- Continue to offer business Support - we have seen an increase in footfall at the Growth Hub and 80% hot desk occupancy. We have also seen an increase in start-up and micro businesses seeking support;
- Seek mechanisms (including Government grant funding) to support SMEs to automate production, increase their skills base and understand and provide for the whole digital agenda, including cyber security;
- Seeking to support the High Street through Pride in Our High Street grants to bring empty units back into use and to improve retail facades to improve the look and feel of the High Street as a destination for leisure activity.

4.8. Improve local people’s prospects through Education and Skills training

4.8.1. A key objective for the Council is for every child to be in a ‘good’ or ‘outstanding’ school and making at least good progress:

- Overall, 78% of children attend a school which is judged as good or outstanding by OFSTED. This is down from 84% (in-year reporting) as a result of a secondary school moving from 'good' to 'require improvement'. A strategy is in place to address this.
- 98.7% of children attend an Early Years setting (nursery etc). OFSTED have noted the success of the Borough's Early Years provision.
- Key to this goal is ensuring there is adequate school capacity. Across the Borough there is currently a surplus of school place of 10.2%. However, this will reduce from September 2018 as secondary school pupil numbers will increase significantly over the next 4 years. The Council has robust plans and funding in place to manage this.

4.8.2. Whilst school performance in the borough is now amongst the best in the West Midlands, we want to ensure that all pupils, whatever their background fulfil their potential. Across KS2 and KS4 attainment for SEND, disadvantaged, children in care, and pupils with English as an additional language are in-line with the performance of these groups nationally. A continuing area of challenge is the attainment of Pakistani pupils which was lower than Pakistani pupils nationally.

4.8.3. A key area which we are working with schools to improve is the rate of fixed term exclusions - our rate in 2017 (12.5% was significantly higher than the national (4.29%) and statistical neighbours (4.24%) rate. Addressing this is a key focus of the recently established Telford Education Strategic Partnership which includes heads from primary, secondary and special schools, the principle of Telford College and the Severn Teaching Alliance. To drive this issue, a new Inclusion Strategy is currently out for consultation.

4.8.4. PEPs (personal education plan) and EHCP (Education Health and Care Plan) are core tools to ensure that children, particularly those in care, receive the necessary support and resources. Over the past year, we have seen significant improvement in the timeliness of EHCP – we are now achieving 100% in timescale. In-year we reported that there was work required to bring the timeliness of Personal Education Plans for children in care to a similar level – this has now been achieved. In summer term the rate was 35% and following investment in a new system, this has now risen to 93%.



4.8.5. Young people Not in Education, Employment or Training, has been an ongoing challenge for Telford and Wrekin with too many people in this position. We continue to make progress against this – narrowing the gap to the national position. Importantly in 2017/18 we have made significant progress reducing the number of 'not knowns' – those young people where we don't know what they are doing. Our current rate of not knowns (not full data for 2017/18) is 0.7% down from 8.2% in October 2016. Importantly, engagement and participation in our Life Ready, Work Ready programme continues to grow – up to 19 from 13 at the end of 2016/17.

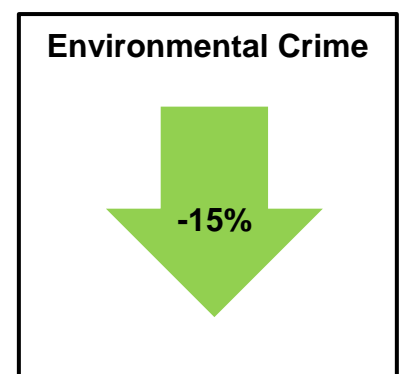
4.8.6. The take up of apprenticeship across the Borough remains a challenge – primarily due to the impact of the Apprenticeship Levy – and down from the previous year.

Through effective workforce planning, the Council, as an employer is on track to achieve its own target for apprenticeships. We currently have 111 apprentices in post with another 27 in recruitment and this will continue to grow over the next 12 months.

4.9. Ensure that neighbourhoods are safe, clean and well maintained

4.9.1. Our Community Safety Partnership is core to ensuring that our neighbourhoods are safe. The Partnership has 3 priorities:

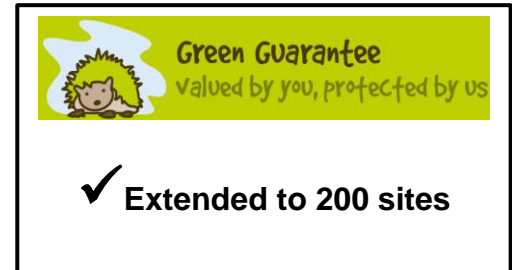
- Tackling Child Sexual Exploitation – focussing on raising awareness, supporting victims and survivors, and prosecuting offenders. From a Council perspective, ensuring 2017 the CSE training for professionals who work with children and young people was reviewed and a new course, “Child Sexual Abuse and Exploitation” was created. This course is delivered by members of the CATE Team, the Safeguarding Children Lead from Shrewsbury and Telford Hospital Trust and members of the Police CSE Team. This very positively evaluated course includes signs of abuse, CSE indicators for girls and boys, types of grooming, legislation and associated orders that can be used. The CSE Raising Awareness Event was held in March to support the Stop CSE National Awareness Day. This will be repeated in 2019. Most recently, following the IICSA Truth Project visit to the borough, we have relaunched our “Tell Someone” campaign which is focussed on helping people to recognise the signs of CSE and know who to talk to. Work continues to establish an independent inquiry into CSE in the Borough.
- Addressing Domestic Abuse – this issue is a shared joint thematic group with the Safeguarding Children and Adults Board. An essential part of the partnership’s approach to Domestic Abuse is to raise awareness of this crime and provide support for victims. The White Ribbon Campaign is well established and Telford is a designated White Ribbon Town. Importantly in 2017/18, partnership strategies to address 3 key interrelated issues have been combined. These are substance misuse, mental health and domestic abuse to ensure a strengthened approach to reducing ‘risk’ for vulnerable families.
- Tackling Crime and Reducing Anti-social Behaviour - from a Council perspective, our enforcement programme is core to this. Over the past 12 months we have refocused this to sharpen its impact through better use of existing powers including the use of legal notices for environmental health offences, enforcement operations (plying for hire, scrap metal, under age sales) and fixed penalty notices for fly tips. The impact of this has been a 15% overall reduction in environmental crime including:
 - 6% reduction in the number of fly tips reported
 - 5 of the top 10 streets for fly tipping all had a reduction in reports of 10% or more
 - Unlawful encampments have dropped from 150 in 2015 to 16 by Dec 2017



We have also secured a £389,000 grant to develop a new Rogue Landlord Task Force.

4.9.2. Our Pride Programme is a core driver of our approach to ensure that neighbourhoods are clean and well maintained with the Council investing £45m to maintain and improve the green spaces, neighbourhoods, and roads and footways. As a result:

- Satisfaction with highways provision - we are ranked 6th out of 112 authorities for 2018. Investment in our highways is place to sustain and improve this measure.
- Just 1% of A roads require improvement (April – Sept 17) better than regional and national averages – and 4% of B and C roads require maintenance (April – Sept 17) better than regional and national average
- Journey times 2nd best in the country for Local Authority A Roads (awaiting 2018 data)
- Current recycling performance, 45.3% is on target and 1% point higher than for 2016/17 – an increase of 669 tonnes of recycling year-on-year.
- There are currently no air quality hotspots – although this will be monitored as the borough continues to grow.



4.10. Support neighbourhoods most in need and work to ensure that local people have access to suitable housing

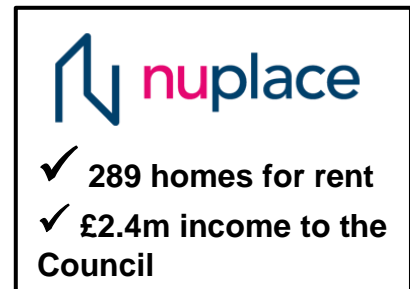
4.10.1. As reported in-year, we are seeing increased pressures around homelessness as a result of changes to benefits and because of a lack of suitable accommodation. We have seen an increase in homelessness cases linked to rent arrears with landlords increasingly unwilling to defer eviction of tenants in order to prevent homelessness.

4.10.2. Despite this, in the latter part of the year, we have seen an improvement in homelessness prevention where the service works to support people presenting as at significant risk of becoming homeless. This is positive in the context of the team working to implement the Homelessness Reduction Act.

4.10.3. However, through the year, we have seen the length of stay in temporary accommodation come under increasing pressure and we are seeing more complex cases where it is more difficult to find 'move on' accommodation. Over the year, we have seen an increase in the average time in temporary accommodation compared to 2016/17 (18.5 weeks compared to 26.4 weeks). This has primarily been driven by 4 long-term complex cases. Since year-end, one of these long-term cases has now moved into suitable accommodation. Additional legacy funding has been allocated (£100k), which will enable the development of new schemes to engage with those more complex clients within temporary accommodation. In addition to this, the implementation of the new Landlord Accreditation Scheme will include the introduction of tenant passports which should help clients to move on to sustainable accommodation, as their passport will provide information and credit referencing to

landlords who may have been nervous to take on clients coming through homelessness pathways.

4.10.4. The Council's wholly owned housing company, NuPlace, now has 289 homes available for private rent. Demand for these properties is high and are oversubscribed. Overall, we are on-track to deliver a portfolio of 450 houses by 2020. Importantly, we have sustained excellent performance with regard to the management of NuPlace properties and tenancies: minimising rent loss (0.80%), timely repairs (100%) and rent collection (99.73%). As well as bringing a total of £2.4m income to the Council, the developments are bringing brownfield sites into use. Further to a report to Cabinet in June 2017, NuPlace is currently developing proposals to develop specialist housing to allow people to live and age well in their home, thus reducing their care needs and prolonging their move into more costly residential care (see 4.4.10).



4.10.5. We are continuing to focus on bringing empty properties back into use despite no longer having a dedicated Empty Property Officer post. Through the year 458 properties have been brought back into use, compared to 336 in 2016/17.

4.10.6. Overall, housing growth remains strong in the Borough with a projected net completion of 1100+ dwellings in 2017/18 with 300 classified as 'affordable'. The new Local Plan is an essential part of our ability to manage growth and secure the funding necessary to develop the associated infrastructure to accommodate growth.

4.11. Improve the Health & Wellbeing of our Communities and Address Health Inequalities

4.11.1. We want to support our residents to adopt healthier lifestyles using a range of measures e.g. smoking, harmful drinking, physical activity levels, and unhealthy weight.

4.11.2. Our leisure and outdoor education offer plays an important part of this. In the last financial year we have seen increased participation. For example, a 10,000 increase in the number of visits to leisure centres. Equally, we have seen an up take in our cultural and entertainment events with increased number of tickets sold at The Place, successful delivery of events and Christmas Market.



4.11.3. The Healthy Lifestyle Service continues to perform well. The number of people offered a healthy lifestyle intervention is 27,087 in 2017/18 compared to 19,263 in 2016/17. The core reasons for this are:

- Improvements to administrative processes - Healthy Lifestyle Advisors are now able to spend 80 - 85% of their time with clients.
- Improved staff engagement and team ownership for service performance monitoring

- Improved engagement with referring and signposting partners – in particular GP's. The service has increased its clinic coverage in GP services from 70% to 98% over this year. Some GP clinics have increased the number of sessions as clinics are 100% booked and the GP's being encouraged by the positive outcomes of patients resulting in more referrals.

4.11.4. The team are also present at many of the borough's community activities and events offering Health Checks and ongoing support and has developed positive links with Speciality Consultants at Princess Royal Hospital and work places across the borough.

4.11.5. Two key areas where we want to have greater impact are:

The number of mothers smoking at time of delivery - Smoking at time of delivery in 2017/18 was 17.2% an improvement against the 21.0% in 2016/17. This is the lowest rate yet recorded for the borough (previous lowest rate was 18.1% in 2015/16). Full year national data is not yet available for comparison, however at Q3 the England rate was 10.8%. Regular training has been delivered to midwives and care pathways have been improved. The service offers intensive support for those wanting to quit, including e-cig users.

Excess weight in children – no new data has been published since in-year reporting. As previously reported, this remains a significant challenge for the borough and nationally – it is one where external factors and policy drivers – e.g. the debate over sugary drinks – impacts on the progress that we can make on this. The Annual Public Health Report 2018 will focus on reducing excess weight and obesity will include a summary of the actions we will take over the next 12 months and will include recommendations for our key partners.

5. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

None

6. PREVIOUS MINUTES

None

7. BACKGROUND PAPERS

Driving Delivery of the Council's Priorities, Council Report, April 2018.

**Report prepared by Jon Power, Organisational Delivery & Development Manager,
telephone: 01952 380141**

APPENDIX ONE: DRIVING DELIVERY OF THE COUNCIL'S PRIORITIES

PROTECT AND SUPPORT OUR MOST VULNERABLE CHILDREN AND ADULTS

CHILDREN

Outcome	Specific measures	End of 2016/17 Position	2017/18 Performance at 6 months (April to September 2017)	End of year performance (2017/18)	Additional information (e.g. commentary, comparative data, targets)
We will keep children, young people and vulnerable adults safe	% of referrals which are re-referrals within 12 months	21.8%	19%	19.3%	We are currently on target which provides confidence in the quality of intervention, assessment and planning undertaken by practitioners .Further there is also an indication that step down arrangements are robust and are of good quality
	% of Child Protection Plan Re-Registrations (at any time)	19%	10%	17.8%	Our number of Child Protection Plans has declined over time , the re-planning figure provides confidence that the interventions were of good quality.
We will improve outcomes for those we work with	Average time between a child entering care and moving in with adoptive family (days)	350	332	364	The performance is good in this regard , it reflects the positive efforts that ensure children have secured permanence in a timely fashion and provides them with every opportunity to benefit from a forever family
	Placement stability: Children aged under 16 who have been Looked After for 2.5+ years in placement for 2+ years	46%	44%	57%	Placement stability is a key focus of the service , there are significant variables that impact upon performance that include complexity and age of child coming into care , placement sufficiency , matching of child with placement , Education provision etc The new refreshed permanence strategy , placement stability panel and learning from disruptions should assist in improving performance in this regard
We will appropriately manage demand away from high cost services	Number of children on a child protection plan	333	297	229	Our number of children included on CP plans has reduced There have been significant efforts to ensure that we effectively manage plans and de-plan safely.This is reflected in the performance figure regarding re-planning
	Number of Looked After Children	379	377	370	Our numbers of children in care did spike but is gradually reducing As an Authority this year our numbers are reducing compared with the our applications for orders through the courts being the lowest in the LFJB
We will get the basics right in Children and Adult Services	Timeliness of all contacts: % completed in 1 day	75.6%	72%	43%	All contacts that require a strategy discussion and action are dealt with within 24 hours
	Timeliness of C&F Assessments	75.6%	74.9%	73.3%	There is some further work going on and it is expected that this figure will change positively

	% of Private Fostering Visits completed in Timescale	100%	100%	100%	
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ADULTS

Outcome	Specific measures	End of 2016/17 Position	2017/18 Performance at 6 months (April to September 2017)	End of year performance (2017/18)	Additional information (e.g. commentary, comparative data, targets)
We will keep children, young people and vulnerable adults safe	% of safeguarding concerns that progress to a section 42 enquiry	33.2%	18.7%	22.1%	Huge regional differences with data. Q3 benchmarking varies from 9% to 70%. 22.1% is around the middle.
	Number of section 42 enquiries where a risk is identified and % where risk is removed/ reduced at closure.	Risk identified=226 Risk removed or reduced = 70.0% (156)	Risk identified=48 Risk removed or reduced = 85.4% (41)	Risk identified=123 Risk removed or reduced= 92.7% (114)	
	Timeliness - % enquires completed in 28 days.	49%	56%	58%	
We will improve outcomes for those we work with	Social Care related quality of life	19.1	N/A	19.1	In line with last year's outturn and last year's national outturn.
	Carer reported quality of life	7.6	N/A	N/A	Taken from carer survey. Next survey 2018/19. National 16/17 = 7.7
	Overall satisfaction of people who use services with their care and support	62.5%	N/A	64%	Slight increase from last year and closer to national.
	Overall satisfaction of carers with social services	29.2%	N/A	N/A	Taken from carer survey. Next survey 2018/19. National 16/17 = 39.0%
	% of clients at home 91 days after enablement	71.3%	77.1%	61.7%	Performance dropped for Oct, Nov, Dec. 20% of the cohort were deceased prior to the 91 days.
	Outcome of short term services to maximise independence	51.7%	49.0%	55.9%	Although lower than national, this is the highest outturn we have had. Links to 91 days measure.
We will appropriately manage demand away from high cost services	Contacts – new contacts	2,986	1,274	2,758	Represents a reduction of 7%.
	Proportion of contacts to those starting Long Term Support	21.4% (640)	22.6% (288)	22.0% (608)	Similar position to last year, although the number is reduced
	Enablement activity – assessments completed	1,077	912	2,195	Not directly comparable due to change in process.
	Care act assessments completed	855	367	837	Increase in assessments in last 6 months of year mean outturn is very similar
	Reviews completed Leading to an increase in service Leading to a decrease in service or end	1563 248 242	853 196 92	1913 577 246	Increase in reviews in last 6 months of year. Large increase in reviews leading to increased care.

Outcome	Specific measures	End of 2016/17 Position	2017/18 Performance at 6 months (April to September 2017)	End of year performance (2017/18)	Additional information (e.g. commentary, comparative data, targets)
	Permanent admissions to Residential/ Nursing care (18-64) per 100,000 population	4.8 (5 people)	2.9 (3 people)	5.8 (6 people)	Remains low compared to national.
	Permanent admissions to Residential/Nursing care (65+) per 100,000 population	361.3 (104 people)	187.5 (54 people)	334.6 (91 people)	Third year that this measure has been much lower than national.
	Receiving Homecare in year 18-64 65+	375 1,252	333 951	395 1,354	18-64 has increased by 5%, 65+ has increased by 8%.
	ALD in employment	1%	0.8%	2%	Although increasing, remains lower than national.
	Delayed transfers of care	8.4	N/A	6.11	NOT COMPARABLE This measure has changed but early indications suggest our yearly outturn will put us 25 th lowest in the country and second lowest in the West Midlands.
We will 'get the basics right' in Children and Adult Services	Timeliness of care act assessments	72%	77%	79%	
Our CQC & Ofsted Local Authority Profiles measuring local registered provision will be showing above average performance	Our target for our internal My Options services are that the three CQC inspected services – Lakewood Court, Shared Lives and Community Support services - are rated as good or above by CQC	Lakewood Court was inspected and rated as 'good' overall and across all five domains (April 2016)	The Shared Lives service has been inspected by CQC and rated as ' good ' overall and across all five domains (June 2017)	The My Options Community Support Service was inspected by CQC in February 2018 and was awarded a GOOD rating in all 5 standards	We are awaiting a CQC inspection for Lakewood Court

PROTECT AND CREATE JOBS AS A “BUSINESS SUPPORTING, BUSINESS WINNING COUNCIL”

BUSINESS, DEVELOPMENT & EMPLOYMENT

Attracting Inward Investment and Supporting Growth

Outcome	Specific measures	End of 2016/17 Position	2017/18 Performance at 6 months (April to September 2017)	2017/18 End of year Performance Out turn position	Commentary & information (e.g. , explanation for variation against target; any comparative data e.g. re regional/national measures or targets)
We are recognised as a destination of choice for investment regionally and nationally.	Number of inward investment enquiries	30		56	
	Number of inward investments secured	8		11	Marches FDI successes 17/18 -18 projects in total – 8 T&W, 6 Shropshire, 1 Herefordshire – remaining 3 are across the area e.g. Lidl, Aldi. Telford has 9 on-going investment still in development.
	Number of existing business expansions	6		20	20 completed expansions. 23 expansions in development estimated for completion 18/19. Additional 8 at enquiry stage.
	Number of new Inward Investment jobs created	492		443	This figure does not include staff numbers for HMRC who are now located over 13 floors in Telford Plaza. 200 jobs were secured in Telford as part of the Government deal. Number of investments in the pipeline which will result in significant job creation.
Increased number of business start ups and take up of business support through the Growth Hub	Number of businesses receiving support through Growth Hub 1-2-1s and events	900	1,052	2086	
	Number of start-up businesses supported	No record	35	97	This number shows a significant increase because of outputs generated through the Marches Growth Hub project, managed by Telford’s business support team.
	Number of Jobs created through Grants	38	42	62	
We have 100% roll out of superfast broadband	Percentage of eligible domestic and business premises with access to superfast broadband speeds (24Mbps+)	93%	95.8%	97%	

IMPROVE LOCAL PEOPLE'S PROSPECTS THROUGH EDUCATION AND SKILLS TRAINING

EDUCATION & CORPORATE PARENTING

Outcome	Specific measures	End of 2016/17 Position	2017/18 Performance at 6 months (April to September 2017)	End of year performance (2017/18)	Additional information (e.g. commentary, comparative data, targets)
We will keep children, young people & vulnerable adults safe	% of CiC who have been in 1 stable educational setting for 24+ months	N/A	To report in the Spring for Autumn Term	74%	This is largely influenced by the care placement and the stability of that. However, every effort is made to ensure children and young people can continue in their settled education setting.
We will improve outcomes for those we work with	% of children in good or outstanding schools		Overall = 84.37% Primary = 93.43% Secondary = 66% Special = 90.32% PRU = 100.00%	Overall 78% Primary 92% Secondary 47% Special 100% PRU 100%	One Secondary school has moved from Good to RI but achieved 'good' for leadership and management and is making very good progress. Some secondary schools have converted to Academy status and are exempt from inspection for 18 months so it is anticipated that several academies will achieve a 'good' judgement at their next inspection.
	% of children in good or outstanding early years settings		settings -96% childminders - 98%	Settings 98.7% Childminders 98%	Ofsted have commented on the success of Telford and Wrekin in its Early Years provision. The Early Years team are rigorous in their monitoring and targeted support.
	% of parental first preferences met a) Secondary b) Reception c) Primary				85% 90% 90%
	Average Attainment 8 Score at KS4	46.2%			National is 44.6%

			2018 results not yet available		
	Average Progress 8 Score at Key Stage 4	-0.12%	2018 results not yet available		National is 0%
	% of pupils reaching the expected standard in RWM at Key Stage 2	60%	2018 results not yet available		National is 61%
	% of children achieving a Good Level of Development (GLD)	69.7%	2018 results not yet available		National is 70.7%
	School capacity in the borough +/- 5%		LA surplus: +10.2% Primary Surplus: + 7.9% Secondary Surplus + 13.2		This surplus will reduce from September 2018. Secondary pupil numbers will increase significantly over the next four to five years and the Authority has a planned programme of investment through Basic Need funding to support the programme.
We will appropriately manage demand away from high cost services	Number of requests for an EHCP assessment		November 2017 (<i>Total of 221 requests received 01/01/17-30/11/17</i>)	April 2018 - 21 requests received compared with 29 in January 2018. The cumulative annual figure cannot be	The trend over the last two years for statutory assessments has reduced significantly. This is as a result of schools being trained in the 'graduated approach' and a recognition that an EHCP is not always required for additional support to be provided.

				reported until December.	
	% of EHCP Plans completed within 20 weeks (including exceptions)		100% new Plans completed in timescale in November 76.63% (141 of 184) new plans completed in timescale - <i>cumulative figure (Jan-Nov)</i>	100%	The Council has been congratulated on achieving this target by the Minister for Education. A restructure of the team and new ways of working have ensured that all deadlines have been met.
	% of parents giving good or excellent feedback about EHCP assessment process (including transfers))		69% (cumulative figure)	77%	The Service has a very strong relationship with the Parents of Disabled Children Group. They are represented on the 'Aiming High Board' and regularly contribute to service reviews and policy development. However, there remain some parents who are only 'satisfied' with the feedback they receive and further work needs to be done to strengthen those relationships.
	% of PEPs completed termly		Summer Term 2017 – 35%. New system implemented and this is expected to be 75% Autumn 2017 and 85% Spring 2018.	93%	The new system is proving to have had a significant impact on the timely production of PEPs. The focus now must be to ensure consistency in the quality. An audit process is due to be implemented shortly.

BUSINESS, DEVELOPMENT & EMPLOYMENT

Outcome	Specific measures	End of 2016/17 Position	2017/18 Performance at 6 months (April to September 2017)	2017/18 End of year performance out turn position	Commentary & information (e.g. , explanation for variation against target; any comparative data e.g. re regional/national measures or targets)
Increased take up rates for apprenticeships and increased progression rates	Take up of apprenticeships age 16/17 www.gov.uk/government/collect/ons/statistics-destinations 19th Jan 2017 KS5 destinations	7%	Not yet available	-11% 540 down to 480	West Midlands drop by -7% and nationally -2%. Changes to the funding system and the introduction of the levy. Post 16 destination data for Telford year 11 leavers saw an increase of 21aaa% on previous year. Gov data tool full year 2016/17
	Take up of Apprenticeships all ages	2230	Not yet available	2090	

Outcome	Specific measures	End of 2016/17 Position	2017/18 Performance at 6 months (April to September 2017)	2017/18 End of year performance out turn position	Commentary & information (e.g. , explanation for variation against target; any comparative data e.g. re regional/national measures or targets)
	Take of level 4+ Apprenticeships <i>Apprenticeship geography data tool starts 2011/12 – 2016/17 reported to date</i>	150	Not yet available	150	No change full year 16/17
Reduction in youth unemployment levels and in particular in NEETs through coordinated support programmes	Youth Unemployment <i>Data source</i> Youth Unemployment from the Annual Population survey	15.4% 15.5% national 13.6% Regional	12.5% 12.5% national 14.1% Regional	15.8 % 12.3% nat 15.6% Reg	Taken from April 18 report based on Dec 17 unemployment figures and annual population survey
	Reduction in NEETs and Not Known <i>Data source</i> Annual Scorecard	October 16 score card 12.7% TOTAL 4.5% NEETS 8.2% not known National 7.1% TOTAL 2.7% NEET 4.4% not known TWC 5 th Quartile position nationally	October 17 Scorecard 9.2% TOTAL 6.1% NEET 3.2% not Known National 6.0% 2.8% NEET 3.2% not known	Scorecard not available yet but latest position for 3 month averages Telford and Wrekin 5.9% total 5.3% NEET 0.7% Not Known National 5.6% total 2.8% NEET 2.8% not Known	
Increase in the percentage of the working age population with higher level skills	Information, Advice & Guidance customer satisfaction	Different contract	No data on this yet	3022	93% of Contract
	Career management outcome		785	2871	100% of Contract
	Into job and learning <i>Data source</i> National Careers Service sub contract to prospects		381	1427	89% of Contract

Outcome	Specific measures	End of 2016/17 Position	2017/18 Performance at 6 months (April to September 2017)	2017/18 End of year performance out turn position	Commentary & information (e.g. , explanation for variation against target; any comparative data e.g. re regional/national measures or targets)
	Reduce the number of people in the borough with no qualifications <i>Data source census but looking to see if annual population survey would give more regular reports.</i>	24.6% National 22.5%	Not yet updated	No new data	
	Increase the number of people in the borough with level 4 + <i>Data source census but looking to see if annual population survey would give more regular reports</i>	20.9% National 27.4%	Not yet updated	No new data	
Engagement with employers reporting skills gaps or recruitment problems	Number of businesses supported to upskill workforce	4	8	2	
	Number of businesses supported to recruit	32	16*	19	
Ensuring Borough's young people are prepared for the world of work	Number of secondary schools signed up to LRWR Programme	13	14	19	
	LRWR Business Enterprise Advisors in place in secondary schools	9	10	15	
	Number of Enterprise Activity Plans in place in secondary schools	9	14	17	
	Average number of business interventions/child achieved during year 11/12	New Target	Not yet available	Not yet available	
	Number of primary schools engaged with LRWR	0	0	0	

ENSURE THAT NEIGHBOURHOODS ARE SAFE, CLEAN AND WELL MAINTAINED

Outcome	Specific measures	End of 2016/17 Position	2017/18 Performance at 6 months (April to September 2017)	End of year performance (2017/18)	Additional information (e.g. commentary, comparative data, targets)
Parishes continuing to work in partnership with the Council to keep local areas clean, safe and well maintained by supporting inlocal parish Environmental Teams and investing in local parks and play areas to maintain service standards	No of PETs funded by Town and Parish Councils	13	13	13	85% of the borough's population is now covered by a PET
Maintaining the good standards of our road network	% of A Roads requiring maintenance	1%	1%	1%	Performance is above regional and national averages.
	% of B & C Roads requiring maintenance	4%	4%	4%	Performance is above regional and national averages.
Journey times are some of the best in the country as demonstrated in our annual survey	Journey times on Local Authority managed A Roads	39.5mph (2 nd fastest of all authorities)	N/A	N/A	
Achieving a minimum of 47.5% household recycling by April 2019	Household recycling rate	45.3%	N/A	46.6%	This is an improvement of 669.14 tonnes of recycling year-on-year
Retaining our high ranking of in the country for satisfaction with Highways Provision	National Highways & Transport Survey. Overall Satisfaction.	2 nd out of 106 authorities	2 nd out of 106 authorities	6 th out of 112 authorities	
Monitor the quality of air within the Borough and Produce an Annual Air Quality Annual Status report to ensure no air quality concerns across the borough	Monitor the level of NOx through monthly monitoring around the borough and taking action as necessary	No air quality hot spots	No air quality hot spots	No air quality hot spots	Two areas which we are monitoring closely are Watling Street, Wellington and Coach Central.

SUPPORT NEIGHBOURHOODS MOST IN NEED AND WORK TO ENSURE THAT LOCAL PEOPLE HAVE ACCESS TO SUITABLE HOUSING

Outcome	Specific measures	End of 2016/17 Position	2017/18 Performance at 6 months (April to September 2017)	2017/18 end of year performance out turn	Commentary & information (e.g. , explanation for variation against target; any comparative data e.g. re regional/national measures or targets)
We are supporting/enabling delivery of new housing including affordable provision	Net housing completions (net of demolitions)	1150	6 month data is not available		The final data is still being calculated
	Number of affordable homes within overall completions	301	Actual 149 and anticipating 270 for year end.	Approx 300 but final quarters figures are still being calculated.	<p>The anticipated end of year figure is expected to be broadly in accordance with the projections.</p> <p>Viability issues are being used by developers to reduce affordable housing contributions, or remove it all together. Nuplace is developing mainly homes for market rent – only a small proportion will be at affordable rent levels.</p> <p>There are however a significant number of Affordable Units in the pipeline and these will be delivered through the significant number of Reserved Matters Applications which are due to be received in the next 6 month period. There is however a time lag between permission being granted and the properties being completed and this accounts for the slightly lower end of year estimate.</p>
We have established a robust local planning 'framework' and adopted Local Plan	Adopted new Local Plan	Exam in Public hearing sessions complete	Inspectors Draft Modifications received and public consultation finished 22 nd September.	Local Plan formally adopted Jan 2018.	Target for final adoption achieved in Jan 2018.
Support PC/TC to establish Neighbourhood Plans aligned with adopted Local Plan	Supported PC/TC to initiate development Neighbourhood Plans in - Newport	Draft Neighbourhood Plans in place for: Newport	Completed consultation on Draft NP (Reg 14) in June 2017,	Newport appointed examiner and report now received.	Newport Plan on course to be in place late Summer 18.

Outcome	Specific measures	End of 2016/17 Position	2017/18 Performance at 6 months (April to September 2017)	2017/18 end of year performance out turn	Commentary & information (e.g. , explanation for variation against target; any comparative data e.g. re regional/national measures or targets)
	<ul style="list-style-type: none"> - Lilleshall - Ercall Magna - Edgmond - Donnington & Muxton 	<p>Lilleshall</p> <p>Work in progress on Plans for Ercall Magna</p> <p>Edgmond</p> <p>Donnington & Muxton</p>	<p>now waiting to submit to Council for publicising.</p> <p>The Council published the NP (Reg 16) from 14 September to 27 October 2017</p> <p>Currently working on draft plan.</p> <p>Completed consultation on Draft NP (Reg 14) in July 2017, now waiting to submit to Council for publicising.</p> <p>Currently working on their Draft Plan</p>	<p>Referendum programmed for July 18</p> <p>Reg 16 consultation closed 29 May 2018.</p> <p>In process of drafting their plan.</p> <p>Referendum held and vote in favour of adoption. Plan to be made June 18.</p> <p>Currently working on drafting their plan.</p>	<p>Lilleshall Plan on course for appointment of examiner and referendum late 2018.</p> <p>Timetable depends upon completion of draft plan by Parish Council.</p> <p>On course to be adopted June 2018.</p> <p>Timetable depends upon completion by Parish Council.</p>

Outcome	Specific measures	End of 2016/17 Position	2017/18 Performance at 6 months (April to September 2017)	2017/18 end of year performance out turn	Commentary & information (e.g. , explanation for variation against target; any comparative data e.g. re regional/national measures or targets)
The number of cases where homelessness has been prevented increases and the average time in temporary accommodation reduces	Preventions as a proportion of homeless acceptances	2.6	2.2	2.5	An improvement compared to the position at 6 months, which is positive given the increasing demands placed on the team during this period in the lead in to the implementation of the new Homelessness Reduction Act.
	Average time in temporary accommodation (weeks)	18.5 weeks	26.4 weeks	26.4 weeks	As per previous update. In May 2018, we moved the long term temporary accommodation client who needed disabled access to a property. Additional legacy funding has been allocated (£100k), which will enable new schemes to engage with those more complex clients within temporary accommodation. In addition to this, the implementation of the new landlord accreditation scheme will include the introduction of tenant passports should help clients to move on to sustainable accommodation, as their passport will provide information and credit referencing to landlords who may have been nervous to take on clients coming through homelessness.
Increase the number of accredited landlords	Number of accredited landlords	132	140	140	As previous update, proposals for revised accreditation scheme were approved by Cabinet in February 2018. The new scheme is currently being developed and is due to launch in July 2018. The scheme forms part of the wider Better Homes for All initiative for which a detailed communication plan has been developed.
Increase the number of empty properties brought back into use	Number of interventions to bring empty properties back into use	336	203	458	As per previous update.
Deliver the KPIs in the Nuplace Management Agreement	<ul style="list-style-type: none"> Rent loss through bad debts and voids Emergency repairs completed on time Level of rent collection 	Rent loss – 0% Repairs – 100% Collection – 99.83%	Rent loss – 1.25% Repairs – 100% Collection – 99.5%	Rent loss – 0.80% Repairs – 100% Collection – 99.73%	Performance continues to be above target for these key indicators and is an improvement on the position at P6.

IMPROVE THE HEALTH & WELLBEING OF OUR COMMUNITIES AND ADDRESS HEALTH INEQUALITIES

Outcome	Specific measures	End of 2016/17 Position	2017/18 Performance at 6 months (April to September 2017)	End of year performance (2017/18)	Additional information (e.g. commentary, comparative data, targets)
A significant number of residents & visitors enjoy participation in cultural activity through our events and cultural celebrations, musical showcasing and performances and programmed entertainment at the Place.	Annual Outdoor Events Programme		25,000	Estimated 40,000 – 45,000 inc. Christmas Market	Estimated numbers at free to access events. 2017/18 programme was reduced offer to allow for planning for Telford 50 anniversary year. 2018/19 Telford 50 year will be difficult comparable going forward due to investment in this year compared to previous/future years.
	The number of visitors to The Place increases	89,057 in 2016/17 (Theatre tickets and events 63,817)	26,682 in first six months of 2017/18 compared with 22,257 in same period last year.	80,687 in 2017/18 The total figure includes visits to library and room bookings Theatre tickets and events 72,647	Whilst overall footfall at the Place has fallen the number of theatre tickets sold has increased. The income targets for the Theatre have increased for 18/19 and 19/20 so additional marketing is being sourced to develop new markets The fall in visitors reflects the channel shift promotions, an increase in on-line bookings, reduction in the library opening hours and competition from other meeting rooms
	Numbers of young people having small group/1:1 tuition	489	501		End of year data available July 2018
	Number of Telford Schools engaged with Music Education Hub	54	59		
Our residents are adopting healthier lifestyles using a range of measures e.g. smoking, harmful drinking, physical activity levels, unhealthy weight.	The number of people offered a healthy lifestyle brief intervention increases	19,263	15,989	27,087	Shows a significant increase on previous year Actions that have led to improved performance include: Improvements to administrative processes - Healthy Lifestyle Advisors are now able to spend 80 - 85% of their time with clients.

Outcome	Specific measures	End of 2016/17 Position	2017/18 Performance at 6 months (April to September 2017)	End of year performance (2017/18)	Additional information (e.g. commentary, comparative data, targets)
					<p>Improved staff engagement and team ownership for service performance monitoring.</p> <p>Improved engagement with referring and signposting partners – in particular GP's</p>
	The number of pregnant women smoking in pregnancy reduces	Smoking at time of delivery in 2016/17 was 21.0%, worse than the national average of 10.5%. Direction of travel worsened from 18.1% in 2015/16	Smoking at time of delivery Q1 & Q2 was 18.8%. Direction of travel improved from 21.0% in 2016/17. National figure not available for comparison.	Smoking at time of delivery in 2017/18 was 17.2%. Direction of travel improved from 21.0% in 2016/17 and is the lowest rate yet recorded for the borough (previous lowest rate was 18.1% in 2015/16). Full year national data is not yet available for comparison, however at Q3 the ytd England rate was 10.8%.	The new Public Health Midwife Service is embedding well into maternity services. Regular training has been delivered to midwives and care pathways have been improved. The service offers intensive support for those wanting to quit, including e-cig users. Performance is improving each quarter.
	The number of children with excess weight reduces	Children with excess weight 2015/16 (reported in 2016/17) was: <ul style="list-style-type: none"> • Reception year, 25.5%, worse than the national average 	Children with excess weight 2016/17 (reported in 2017/18) was: <ul style="list-style-type: none"> • Reception year, 24.8%, worse than the national average 	No new data,	Annual Public Health Report 2018 will focus on reducing excess weight and obesity Will include a summary of the actions we will take over the next 12 months and will include recommendations for our key partners

Outcome	Specific measures	End of 2016/17 Position	2017/18 Performance at 6 months (April to September 2017)	End of year performance (2017/18)	Additional information (e.g. commentary, comparative data, targets)
		<p>of 22.1%. Direction of travel worsened from 23.5% in 2014/15</p> <ul style="list-style-type: none"> Year 6, 37.4%, worse than national average of 34.2%. Direction of travel worsened from 36.2% in 2014/15 	<p>of 22.6%. Direction of travel improved from 25.5% in 2015/16</p> <ul style="list-style-type: none"> Year 6, 34.5%, similar to the national average of 34.2%. Direction of travel improved from 36.2% in 2014/15 		
	<p>The number of people successfully completing treatment for drug and alcohol conditions improve</p>	<p>Successful completion of drug treatment in 2016/17 was:</p> <ul style="list-style-type: none"> Opiate 5.1%, similar to national average of 6.6%. Direction of travel worsened from 8.2% in 2015/16 Non-opiate 38.9%, similar to national 	<p>Successful completion of drug treatment to Q2 17/18 was:</p> <ul style="list-style-type: none"> Opiate 5.2%, similar to national average of 6.8%. No change in direction of travel from 5.1% in 2016/17 Non-opiate 37.3%, similar to 	<ul style="list-style-type: none"> Opiate 5.8%, similar to national average of 6.6%. Improvement in number of successful completions (31 compared with 27 in 2016/17) Non-opiate 38.8%, similar to national average of 36.6%. No change in direction of travel 	<p>The service launched on 1st April 18, now delivering from from whitechapel House, integrated with community Rehabilitation service. The service is also offering outreach service from community centres, GP practices and library.</p> <p>Performance will take some time to stable, due to the work that is underway to improve case management and data reporting.</p> <p>The key areas of work are :</p> <ul style="list-style-type: none"> Development and implementation of a prevention strategy Implementation of new digital and non-face-to-face interventions Implement a cultural and operation change in focus from service centric interventions to a locally adapted outreach model

Outcome	Specific measures	End of 2016/17 Position	2017/18 Performance at 6 months (April to September 2017)	End of year performance (2017/18)	Additional information (e.g. commentary, comparative data, targets)
		average of 37.1%. Direction of travel worsened from 41.5% in 2015/16 <ul style="list-style-type: none"> • Alcohol 45.7%, better than national average of 38.3%. Direction of travel improved from 32.8% in 2015/16 which was statistically worse than national average 	national average of 37.2%. Direction of travel worsened from 38.9% in 2016/17 <ul style="list-style-type: none"> • Alcohol 44.5%, better than national average of 39.0%. Direction of travel worsened from 45.7% in 2016/17. 	worsened from 38.9% in 2016/17 Alcohol 47.7%, better than national average of 38.6%. Direction of travel improved from 45.7% in 2016/17	Increasing the access to and number of treatment options/intervention
The number of visits by T&W residents to our leisure facilities increases	Number of visits to leisure facilities	1,087,854	564,330	1,098,648	An increase of >10k on number of visits in 2016/17, but 85 visits below target of 1,098,733 due to impact of closures in December 2017 due to snow.
The number of days of Outdoor Education activities delivered increases	Number of days of outdoor education delivered	9,204	5,868	10,302	Target exceeded and an increase on 2016/17.
The number of children learning to swim increases	Number of children enrolled on TWC swimming lessons	2,817	2,812	2,852	Target achieved and occupancy of swimming lessons continues to be high (87%).
A significant number of residents & visitors enjoy participation in cultural activity through our events and cultural celebrations, musical showcasing and	Annual Outdoor Events Programme		25,000	Estimated 40,000 – 45,000 inc. Christmas Market	Estimated numbers at free to access events. 2017/18 programme was reduced offer to allow for planning for Telford 50 anniversary year. 2018/19 Telford 50 year will be difficult comparable going forward due to investment in this year compared to previous/future years.

Outcome	Specific measures	End of 2016/17 Position	2017/18 Performance at 6 months (April to September 2017)	End of year performance (2017/18)	Additional information (e.g. commentary, comparative data, targets)
performances and programmed entertainment at the Place.	The number of visitors to The Place increases	89,057 in 2016/17 (Theatre tickets and events 63,817)	26,682 in first six months of 2017/18 compared with 22,257 in same period last year.	80, 687 in 2017/18 The total figure includes visits to library and room bookings Theatre tickets and events 72, 647	Whilst overall footfall at the Place has fallen the number of theatre tickets sold has increased. The fall in visitors reflects the channel shift promotions, an increase in on-line bookings, reduction in the library opening hours and competition from other meeting rooms The income targets for the Theatre have increased for 18/19 and 19/20 so additional marketing is being sourced to develop new markets

TELFORD & WREKIN COUNCIL

CABINET – 12 JULY 2018

REPRESENTATION ON OUTSIDE BODIES 2018-19

REPORT OF THE ASSISTANT DIRECTOR: GOVERNANCE, PROCUREMENT & COMMISSIONING

LEAD CABINET MEMBER – CLLR RAE EVANS

1.0 PURPOSE

- 1.1 To request that Cabinet approves the nominations made to Outside Bodies as set out in Appendix 1 of the report.

2.0 RECOMMENDATIONS

- 2.1 That the nominations to represent the Council on Outside Bodies, as set out in Appendix 1 of the report, be considered and representation for 2018/19 be approved.
- 2.2 That Councillor L D Carter, Cabinet Member Finance, Commercial Services & Economic Development be appointed as the Council's representatives on the Marches European Structural & Investment Funds Committee for the 2018/19 municipal year.

3.0 INFORMATION

- 3.1 The nominations to represent the Council on Outside Bodies dealt with in this report are those which are appointed on an annual basis, except for the Marches European Structural & Investment Funds Committee as detailed below. Other organisations on which the Council has representation are appointed for varying periods; reports requesting nominations in relation to these will be brought to Cabinet as required.
- 3.2 The list of outside bodies for which annual appointments are required is shown at Appendix 1. This is broadly the same as for the annual appointments for the 2017/18 municipal year.
- 3.3 Appointment is also requested to the Marches European Structural & Investment Funds Committee. Appointment to this Committee is by position, to the Cabinet Member for Finance, Commercial Services & Economic Development, and is normally for a three year term. In light of the borough elections in 2019 appointment on this occasion should be considered for one year only.

3.4 Members are reminded that only the named councillor or holder of the nominated Cabinet position should attend meetings of Outside Bodies.

3.5 Nominations have been sought from each of the political groups for those appointments that are not by position. Any additional nominations received will be reported at the meeting.

4.0 **OTHER CONSIDERATIONS**

AREA

COMMENTS

Equality & Diversity
Environmental Impact
Legal Implications

Not applicable
Not applicable
The outside bodies to which this report relates are to fulfil functions which are, under the relevant statutory and constitutional provisions, cabinet functions

Opportunities & Risks
Financial Implications
Links with Corporate Priorities
Ward Implications

Not applicable
Not applicable
Not applicable
Not applicable

5.0 **BACKGROUND PAPERS**

None.

**Report prepared by Deborah Moseley, Democratic & Scrutiny Services
Team Leader – 01952 383215**

PROPOSED REPRESENTATION ON OUTSIDE BODIES 2018/19

ORGANISATION	CABINET MEMBER	OTHER MEMBER(S)	NOMINATION(S) for 2018/19
National/Regional Bodies			
Association for Public Service Excellence (APSE)		1 Councillor	1. Cllr J C Minor
National Association of Councillors		(Must be one of the reps on the English Region Branch) 1 Councillor	1. Cllr E J Carter
Association of Councillors – English Region Branch		3 Councillors <i>(one of which must be the representative to the National Association)</i>	1. NAC Rep: Cllr E J Carter 2. Cllr R J Sloan 3. Cllr C R Turley
English Severn & Wye Regional Flood & Coastal Committee	Cabinet Member: Transport, Roads and Broadband		1. Cllr H Rhodes
Local Government Association – General Assembly		3 Councillors 1 Observer	1. Cllr S Davies 2. Cllr R A Overton 3. Cllr A J Eade Observer: Cllr L Carter

ORGANISATION	CABINET MEMBER	OTHER MEMBER(S)	NOMINATION(S) for 2018/19
Marches Local Enterprise Partnership Board	The Leader Substitute – Cabinet Member: Finance, Commercial Services & Economic Development		1. Cllr S Davies Substitute – Cllr L Carter
Marches Joint Executive Committee	The Leader Substitute – Cabinet Member: Finance, Commercial Services & Economic Development		1.Cllr S Davies Substitute – Cllr L Carter
Marches European Structural & Investment Funds Committee	Cabinet Member: Finance, Commercial Services & Economic Development		1. Cllr L Carter
Marches Housing & Planning Partnership	Cabinet Member: Communities, Housing and Enforcement		1. Cllr R A Overton
Shropshire, Telford & The Marches Strategic Rail Group	Cabinet Member: Transport, Roads and Broadband		1. Cllr H Rhodes
South Staffordshire & Shropshire Mental Health NHS Foundation Trust Governing Body	Cabinet Member: Health & Wellbeing		1. Cllr A R H England
West Mercia Police & Crime Panel		2 Councillors Substitute	1. Cllr K Sahota 2. Cllr S J Reynolds Substitute: Cllr R J Sloan

ORGANISATION	CABINET MEMBER	OTHER MEMBER(S)	NOMINATION(S) for 2018/19
West Midlands Regional Employers Organisation	Cabinet Member with Responsibility for HR		1. Cllr R Evans
World Heritage UK (WH:UK)	Cabinet Member with Responsibility for Tourism		1. Cllr R Evans
Shropshire Organisations			
Age UK Shropshire, Telford & Wrekin		1 Councillor	1. Cllr J M Seymour
County Sports Partnership (Energize STW)	Cabinet Member: Leisure, Green Spaces & Parks		1. Cllr J C Minor
Shropshire Association of Local Councils (SALC)		1 Councillor	1. Cllr R C Evans
Shropshire Hills Area of Outstanding Natural Beauty		1 Councillor	1. Cllr C R Turley
Shropshire Pension Fund Committee		2 Councillors 2 Councillors (substitutes)	1. Cllr M J Smith 2. Cllr D G Wright Substitute 1: Cllr L Carter Substitute 2: Cllr A Lawrence
Shropshire Playing Fields Association	Cabinet Member: Leisure, Green Spaces & Parks	+ 1 Councillor	1. Cllr J C Minor
Telford & Wrekin Organisations			

ORGANISATION	CABINET MEMBER	OTHER MEMBER(S)	NOMINATION(S) for 2018/19
Community Health & Enterprise Centre (CHEC)		1 Councillor	1. Cllr J Jones
Granville Country Park (Local Nature Reserve) Management Committee		1 Councillor	1. Cllr C R Turley
Ironbridge Gorge World Heritage Site Steering Group		1 Ward Councillor 1 Councillor	1. Cllr N C Lowery 2. Cllr C R Turley
Lawley Village Steering Group	Cabinet Member: Communities, Housing and Enforcement +Assistant Director Planning Specialist (Strategic Lead)		1. Cllr R A Overton
Just Credit Union		1 Councillor	1. Cllr R A Overton
Local Strategic Partnership	Leader		1. Cllr S Davies
Safer Telford Partnership	Cabinet Member: Communities, Housing and Enforcement		1. Cllr R A Overton
Telford MIND Executive Committee		1 Councillor	1. Cllr A R H England
Telford Tourism Partnership	Cabinet Member: People Services, Tourism & Partnerships		1. Cllr R C Evans

ORGANISATION	CABINET MEMBER	OTHER MEMBER(S)	NOMINATION(S) for 2018/19
Telford Christian Council - Executive Committee		1 Councillor	1. Cllr V A Fletcher
Telford Millennium Community Steering Group	Cabinet Member: Communities, Housing and Enforcement +Assistant Director Planning Specialist (Strategic Lead)	+ 1 Ward Councillor <i>The site covers Ketley and Hadley</i>	1. Cllr R A Overton 2. Cllr R J Sloan
Telford & The Wrekin Citizens Advice Bureau – Management Board		2 Councillors	1. Cllr A J Burford 2. Cllr R C Evans
Telford & Wrekin Flood Risk Management Board	Cabinet Member: Transport, Roads and Broadband		1. Cllr H Rhodes
Telford & Wrekin Healthwatch			1. Cllr P R Watling
Telford & Wrekin Home-Start Management Committee		1 Councillor <i>Meetings take place Monday daytime</i>	1. Cllr J M Seymour
Telford & Wrekin Local Admission Forum	Cabinet Member: Employment, Education and Lifelong learning		1. Cllr S A W Reynolds

ORGANISATION	CABINET MEMBER	OTHER MEMBER(S)	NOMINATION(S) for 2018/19
Telford & Wrekin Standing Advisory Council for Religious Education (SACRE)		3 Councillors	1. Cllr R C Evans 2. Cllr L A Murray 3. Cllr J M Seymour
Wrekin Landlords Association		1 Councillor	1. Cllr R A Overton
Companies Limited by Guarantee/Trusts/Charities, etc.			
Anstice Community Trust		1 Ward Councillor	1. Cllr P R Watling
Ironbridge Gorge Museum Trust <i>[Not a formal appointment, invited to attend Bi Annual Members Meeting Only]</i>		1 Councillor	1. Cllr C R Turley
Madeley Regeneration Partnership		1 Councillor	1. Cllr R C Evans
Madeley United Charities of Shropshire		1 Councillor (Ward Councillor or with good knowledge of Madeley)	1.Cllr R C Evans

ORGANISATION	CABINET MEMBER	OTHER MEMBER(S)	NOMINATION(S) for 2018/19
Meeting Point Trust		3 Councillors	1. Cllr K Sahota 2. Cllr N England 3. Cllr D G Wright
Park Lane Centre <i>[Appointed as a Director, therefore continuity of appointment preferred]</i>		1 Councillor	1. Cllr K R Guy
Telford & Wrekin Council for Voluntary Services Board of Trustees		1 Councillor	1. Cllr R C Evans

FOR INFORMATION ONLY

The following appointments have been made for terms longer than one year. Nominations are not required for 2018/19

ORGANISATION	TERM	CABINET MEMBER	OTHER MEMBER(S)	CURRENT REPRESENTATIVES
Joint Adoption Panel	3 years (2018/2021)	Cabinet Member: Children & Adults Early Help & Support		1. Cllr P R Watling
Local Access Forum	2 years (to 2019)	Cabinet Member: Health & Wellbeing	1 Councillor	1. Cllr A England 2. Cllr M B Hosken
Oakengates Leisure Centre Joint/Community Use Management Committee	4 years (to 2019)		1 Councillor	1. Cllr S J Reynolds
Severn Gorge Countryside Trust [For approval at Trust's AGM in October]	4 years [appointed on a staggered basis to maintain continuity]		3 Representatives (Don't have to be a Councillor)	1. Cllr C R Turley (2017-21) 2. L Lomax (2017-21) 3. D Webster (2015-19)
Stevinton's Charity [Meets annually at meeting combined with Wellington United Charities]	Until Resignation			1. Cllr G H Cook
Telford Langley Academy Joint/Community Use Management Committee	4 years (to 2019)		1 Councillor	1. Cllr K S Sahota
Telford Park Academy Joint/Community Use Management Committee	4 years (to 2019)		1 Councillor	1. Cllr C R Turley

Telford Trust	4 years (2015/2019)	Cabinet Member: Leisure, Green Spaces & Parks	3 Councillors	<ol style="list-style-type: none"> 1. Cllr J C Minor 2. Cllr J Jones 3. Cllr A R H England 4. Cllr J C Ashford
The Walker Trust	4 years (2015/2019)		<p>1 Councillor with education background</p> <p>The Clerk to the Trust prefers continuity of representative</p>	<ol style="list-style-type: none"> 1. Cllr S A W Reynolds
Wellington United Charities [Meets annually at meeting combined with Stevinton's Trust]	Until Resignation		<p>4 Reps (Don't have to be a Councillor)</p>	<ol style="list-style-type: none"> 1. Cllr G H Cook 2. M Marshall 3. J Morris-Jones 4. Cllr M B Hosken
Wrekin & District Sports Forum	4 years (2015/2019)		1 Councillor	<ol style="list-style-type: none"> 1. Cllr E A Clare
Wrekin Housing Trust	3 years (2017/2019)		1 Councillor	<ol style="list-style-type: none"> 1. Cllr A D McClements