



Telford & Wrekin
C O U N C I L

Addenbrooke House Ironmasters Way Telford TF3 4NT

CABINET

Date Thursday, 14 March 2019 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 J C Minor	Cabinet Member for Leisure, Green Spaces and Parks
Councillor S A W Reynolds	Cabinet Member for Education and Skills
Councillor H Rhodes	Cabinet Member for Transport, Roads and Broadband
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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		<u>Key</u>	
K	Key Decision	C	Item reserved for Council
NK	Non-Key Decision	Orange	Exempt Item

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CABINET

Decision Notices and Minutes of a meeting of the Cabinet held on Thursday, 14 March 2019 at 5.00pm at Addenbrooke House, Ironmasters Way, Telford

PUBLISHED ON WEDNESDAY, 20 MARCH 2019

(DEADLINE FOR CALL-IN: MONDAY, 25 MARCH 2019)

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

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

CB-055 Apologies for Absence

Councillors S Davies and J C Minor

CB-056 Declarations of Interest

Councillors R A Overton, R C Evans and S A W Reynolds declared an interest in item CB-063.

CB-057 Minutes

RESOLVED – that the minutes of the meeting held on 3 January 2019 be confirmed and signed by the Chair.

CB-058 High Need Review & Strategic Plan for Special Education Needs and Disability (SEND) – Phase 1

Key Decision identified as **High Need Review & Strategic Plan for Special Education Needs and Disability (SEND)** in the Notice of Key Decisions published on 13 February 2019.

Councillor S A W Reynolds, Cabinet Member: Education and Skills presented the report of the Assistant Director: Education and Corporate Parenting which provided an update on the recently completed review of High Need provision for school aged children with special education needs and disabilities.

Members noted the findings of the review, which concluded:

- The number of children with SEND in the local area was high in comparison with regional and national averages.
- The overall proportion of children with an Education, Health and Care Plan (EHC Plan) who attend a special school was higher in Telford & Wrekin than the regional and national averages.
- The needs of children were changing.
- There was limited capacity to extend special schools at their current locations.

The proposals outlined the strategy which included increasing the specialist resource provision in mainstream schools and specialist provision as a satellite site for primary school aged children. These had been identified as priorities to ensure that children could attend school as close to home as possible. Schools had shown interest in the proposals.

Members welcomed the report and noted the inclusivity of the strategy.

The Conservative Group Leader asked about capacity at Haughton School and if this had been inbuilt into the strategy. It was confirmed that future planning work for Haughton School had been undertaken.

RESOLVED that –

- (a) **the information in the report be noted and the proposed developments set out below be approved:**
 - i) **the development of resource base provision in mainstream schools in partnership with special schools**
 - ii) **the formal development of a SEMH resource base provision for children in KS2 in partnership with the Linden Centre**
 - iii) **the development of further resource provision in light of needs and resource available**
- (b) **that the Assistant Director: Education & Corporate Parenting be authorised, after consultation with the Lead Member for Education and Skills to take all required action and utilise the three year grant totalling £848,837 to develop the specialist resourced bases required and contribute to any further expansion of specialist provision, as deemed necessary in light of demand.**

CB-059 **Pride in Our High Streets – Supporting Business**

Key Decision identified as **High Street Challenge** in the Notice of Key Decisions published on 13 February 2019.

Councillor L D Carter, Cabinet Member: Finance, Commercial Services & Economic Development, presented the report of the Assistant Director: Business, Development & Employment. It was reported since the launch of the programme in 2015, more than £1.5million had been invested into supporting businesses in the Borough's high streets. The report set out proposals to invest a further £700k into high streets.

The Pride in Your High Street Scheme comprised of three projects. The first of which, the Young High Street Challenge was a competition for young people which aimed to engage them with high street regeneration. The competition was won by students at Wrekin College, and their store, Retro Shack, would shortly be opening in Wellington.

The second project was the Empty Unit Incentive Package, which provided a start-up grant, to date 7 businesses had been supported, with a further two in the pipeline. The businesses ranged from cafes, to a haberdashers and a hairdressers.

The third project was the property façade scheme. It was noted that this was not a grant and was managed by the Council's biT service. 62 landlords had so far agreed to the scheme.

The Council had expressed an interest in the Government's Future High Street Fund. The Council would submit bids for Wellington and Oakengates in the first round and Madeley and Dawley for the second round.

Members welcomed the report. Members acknowledged the success of the scheme, which had produced real business across the Borough.

The Conservative Group Leader welcomed the report but highlighted the schemes should not just enhance the visual appeal of high streets. The Liberal Democrat / Independent Group Leader stated that High Streets should be destinations in their own right.

RESOLVED that:-

- (a) the success of the Pride in Our High Street Programme be noted
- (b) submission of bids to the first round of the Future High Streets fund for Wellington and Oakengates led by the Assistant Director: Business, Development & Employment, in consultation with the Cabinet Member for Finance and Service Delivery, be approved
- (c) the receipt of any funding that may be secured through the Future High Streets fund be approved
- (d) the submission of bids to the Heritage High Street Fund to be led by the Assistant Director: Business, Development & Employment, in consultation with the Cabinet Member for Finance and Service Delivery be approved.

CB-060 **Fostering Modernisation Plan (Review of Foster Carers Fees and Allowances)**

Key Decision identified as **Foster Carer Fees** in the Notice of Key Decisions published on 13 February 2019.

Cllr P R Watling, Cabinet Member for Children & Adults Early Help & Support, presented the report of the Assistant Director: Children's Safeguarding and Family Support. It was reported that over the previous three years there had been an increase in the use of Independent Fostering Agencies, which were more expensive than Local Authority Carers.

The report proposed to modernise and simplify the fee and allowances scheme for carers within the Telford & Wrekin fostering service. The proposals would increase the number and capacity of Telford & Wrekin fostering service carers, reduce the number of children placed with Independent Fostering Agencies and increase the number of children placed locally.

Members noted that foster carers valued the support offered by the Council and stated that the scheme was the next step in the journey in supporting foster carers.

RESOLVED that:

- (a) the revised fees and allowance structures for Telford & Wrekin Council's foster carers be approved, and;**
- (b) the scheme is to commence on 1 April 2019 and a 12 month review and evaluation be completed in April 2020.**

CB-061 Procurement Update

Key Decision identified as **Procurement Intentions** in the Notice of Key Decisions published on 16 January 2019.

Councillor L D Carter, Cabinet Member: Finance, Commercial Services & Economic Development, presented the report of the Assistant Director: Governance, Procurement & Commissioning which provided an update on the Council's Procurement Intentions Document and the latest information regarding effective procurement and contract management.

It was noted that council wide procurement continued to drive savings through robust competitive tendering and real time negotiation when brokering services.

All procurements, where possible, had an aspect of social value being delivered as an essential part of the outcome. The social value return on investment meant that less could be spent and more received with smart procurement. Bidders would be guided as to the type of social value that would most benefit the community or could offer solutions in line with their own corporate social responsibility priorities. An increase in social value outcomes helping our communities to help themselves, had been noted.

The regular Procurement Intentions Document was set out at Appendix 1 to the report. The document presented up and coming procurements for the next few months.

RESOLVED that –

- (a) the procurement updates in the report be noted; and**
- (b) the Procurement Intentions Document (Appendix 1 to the report) be noted and, where indicated, authority be delegated to appropriate officers (as per the Contract Procedure Rules) to progress new procurements through the tender process to contract award.**

CB-062 Declaration of Lilleshall Hill Local Nature Reserve

Non-Key Decision

Councillor R A Overton, Deputy Leader & Cabinet Member for Housing and Enforcement, presented the report of the Assistant Director: Business, Development & Employment.

The Council had made a commitment to the retention of locally important green spaces which had value to local communities. This already included the protection afforded to the Green Network through policies in the adopted Local Plan, through the existing 200 Green Guarantee Sites and 15 Local Nature Reserves. The report sets

out proposals to designate a new Local Nature Reserves at Lilleshall Hill. Through this commitment the area of LNR protected would increase by 4.6 hectares to a total of 519.96 hectares of approved LNR. The extent of LNR provision was more than double Natural England's target and meant that 89% of households were within 300m of greenspace. Maps showing the proposed LNRs were attached to the report at Appendix 1.

These proposals had been developed in liaison with the local community including the local Parish Council and would involve local friends groups and volunteers carrying out small scale conservation tasks as part of the management of the sites. The designation of additional LNRs further reflected the Council's commitment to promoting health and wellbeing.

The selection, declaration and management of Local Nature Reserves was a function of local authorities. Following the approval, the site would progress through a formal process with Natural England prior to final legal declaration.

Members welcomed the report. The Conservative Group Leader praised the community and volunteers for their support in this project.

RESOLVED that –

- (a) the declaration of Lilleshall Hill Local Nature Reserve be approved, and;**
- (b) authority be delegated to the Assistant Director: Business, Development & Employment (and any officer authorised in writing by that Assistant Director) to complete the declaration process.**

CB-063 Better Homes for All: Tackling Rogue Landlords & Improving Private Rented Housing – A Progress Update

Non-Key Decision

In accordance with his previous declaration of interest Councillor R A Overton vacated the Chair before this item of business, with Councillor L D Carter taking the Chair.

Councillor L D Carter, Deputy Leader & Cabinet Member for Communities, Housing & Enforcement, presented the report of the Assistant Director: Customer & Neighbourhood Services. The report provided Cabinet with an update on the programme.

Members noted the report, which stated:

- That funding had been received from the Ministry of Housing, Communities and Local Government to develop a new Rogue Landlord Taskforce team.
- Six prosecutions had taken place for Housing Act Offences and, where appropriate, rogue landlords had been added to the new national rogue landlord database.
- Changes to legislation for Houses of Multiple Occupation (HMOs), which required any property where five or more people shared kitchen and bathroom facilities must be licensed.

- In 2018, 283 fixed penalty notices for anti-social behaviour were issued, which included fly tipping, fly posting, littering and graffiti. This was over four times the amount of notices issued in 2017. It was reported there had been a 40% decline in fly tipping incidents since 2015.
- The Landlord Accreditation Scheme relaunched in August 2018 and there were 93 members registered.
- The first better Homes for All Awards had taken place.

RESOLVED that the progress outlined in the report in pursuit of Better Homes for All be noted.

Following determination of this agenda item Councillor R A Overton resumed his position of Chair.

CB-064 Local Offer to Care Leavers

Non-Key Decision

Councillor P R Watling, Cabinet Member for Children & Adults Early Help & Support, presented the report of the Assistant Director: Children's Safeguarding and Family Support. Since September 2018, Local Authorities in England had been required to publish their local offer for care leavers, which provided information about services offered to care leavers.

The report provided an update on the Local Offer since the document had initially been published, which included:

- Liaison with the Care Leaver Covenant to develop national initiatives for care leavers.
- Introduction of Council Tax Exemption for care leavers until the age of 21.
- Priority housing for care leavers.
- Free Aspirations membership and public swimming for care leavers and concessionary membership for their companions.
- One to One sessions with the Marches Growth Hub focused on career routes and learning.
- Bi-annual survey.
- Pages on Telford & Wrekin Council website with advise, guidance and contacts for care leavers.
- Introduction of a mentoring service

Members welcomed the updated offer for care leavers.

RESOLVED that the progress made against the requirements of the Children and Social Care Act 2017 in relation to children in care and care leavers be noted.

CB-065 Development of a Regional Permanency Arrangement

Non-Key Decision

Councillor P R Watling, Cabinet Member for Children & Adults Early Help & Support, presented the report of the Assistant Director: Children's Safeguarding and Early Help. The report outlined the proposals for the development of a regional adoption and permanency partnership for the North Midlands, who would work together to find homes for Looked After Children.

The partnership would be a unique arrangement to maximise resources, capacity and flexibility to deliver improvements in service delivery, effective practice and the long term outcomes for these children, whilst maintaining the independence of each Local Authority involved.

Members welcomed the proposals and considered that the partnership would enable better outcomes for children. Members considered that it was vital that each Local Authority retained their own identity and were advised that all branding for the partnership would include each Local Authority logo.

RESOLVED that –

- (a) the statutory requirement to be part of a Regional Adoption Agency (RAA) by 1 April 2020, as set out in the Education and Adoption Act 2016 to acknowledged;**
- (b) the formation of a Regional Adoption Agency (RAA) between Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council be approved;**
- (c) the Outline Business Case (OBC) which sets out the ambition of Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council to go beyond adoption and develop a regional model of wider permanency which includes Fostering, Connected Persons and Special Guardianship Orders (SGO) be approved.**

CB-066 New College Wellington

Key Decision identified as **Land Acquisition** in the Notice of Key Decisions published on 20 December 2018.

Councillor R A Overton, Deputy Leader & Cabinet Member for Housing and Enforcement introduced the report of the Assistant Director: Business, Development & Employment. The report outlined the proposed acquisition of former New College site in Wellington. The site would enable to expansion of special school provision in the Borough alongside other uses, such as supported accommodation, offices or small business units. The proposals would support the regeneration of College Ward, which was ranked in the 10% most deprived wards nationally.

The Conservative Group Leader advised that he would like to see a report on the state of the building, Members advised that a further report containing this information would be bought to Cabinet.

RESOLVED to note the report and the decision taken by the Leader.

The meeting ended at 5.59 pm

Signed for the purposes of the Decision Notices

Jonathan Eatough
Assistant Director: Governance, Procurement & Commissioning
Date: 20 March 2019

Signed:

Date:

CABINET

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PUBLISHED ON WEDNESDAY, 20 FEBRUARY 2019

(DEADLINE FOR CALL-IN: MONDAY, 25 FEBRUARY 2019)

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

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

CB-047 Apologies for Absence

None.

CB-048 Declarations of Interest

Councillors S Davies declared an interest in CB-054 as his wife was a teacher at Thomas Telford School.

Councillor S A W Reynolds declared an interest in the CB-054 as her daughter was a teacher in a Local Authority School.

CB-049 Minutes

RESOLVED – that the minutes of the meeting held on 3 January 2019 be confirmed and signed by the Chair.

CB-050 2018/19 Financial Management Report

Key Decision identified as **Financial Management Report** in the Notice of Key Decisions published on 16 January 2019.

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.

The strength of financial management was reflected in the projected year end position which was now estimated to leave around £7.95m uncommitted at year end comprising the contingency, and a significant VAT refund. This placed the Council in a good position to move into 2019/20 and demonstrated an ability to evolve and improve despite financial challenges. The Council's aim was to sustain this position over the final few weeks of the year and to look to make further improvements where possible.

Children's Safeguarding and Early Help & Support continued to be a key area of pressure and has a cost improvement plan in place to reduce costs and deliver

savings. The plan is monitored on a regular basis both by senior managers and Cabinet Members.

There were a number of variations from the approved budget, including a benefit of £2.7m relating to Treasury Management activities, a successful claim to HMRC for a VAT refund due to changes in regulations for leisure activities totalling £2.673m, a benefit of £0.6m relating to the Property Investment Portfolio and early delivery of benefits from the Council's £50 Growth Fund Investments, an anticipated requirement of additional investment of £3.5m to Children's Safeguarding & Early Help which was the position after applying £0.5m of balances set aside (the majority relating to the cost of Children in Care placements); an allocation from the national Business Rates Levy Account which was in surplus of £0.585m which would be received during 2018/19, a projected overspend of £0.5m relating to Education & Corporate Parenting..

The capital programme totalled £71.8m, which included all approvals since the budget was set. Spend was projected at around 86.7% and updates to the capital programme would be presented to full Council on 28 February 2019 as part of the Service & Financial Planning reports.

Income collection in relation to the Sales Ledger Outstanding Debt was ahead of target, whilst collection for Council Tax and NNDR were slightly behind target. Total cash collected was £4m greater than at the same point last year.

There was a high degree of confidence that the Council would end 2018/19 with a significant balance remaining in the corporate budget contingency even if further pressures did arise before year end. Therefore part of the projected available amount of £5.549m, together with the benefit arising from the £2.673m VAT refund could be earmarked for investment in key community priorities which were set out at section 5.2 to the report.

RESOLVED that –

- (a) it be noted that 2018/19 revenue spending is currently projected to be within budget and work will continue with the Senior Management Team to sustain this position;**
- (b) it be RECOMMENDED TO COUNCIL that the transfers to reserves set out in Section 5.2 of the report be approved and authority be delegated to the Managing Director, after consultation with the Cabinet Member for Finance, Commercial Services and Economic Development to allocate this funding to specific projects;**
- (b) the position in relation to capital spend and Cabinet be noted; and**
- (c) the collection rates for NNDR, council tax and sales ledger be noted.**

CB-051 Service & Financial Planning 2019/20 to 2020/21

Key Decision identified as **Service & Financial Planning Report** in the Notice of Key Decisions published on 16 January 2019.

Reserved for Council

Councillor L D Carter, Cabinet Member: Council Finance, Partnerships & Commercial Services, presented a series of reports of the Managing Director, the Chief Financial Officer, the Director for Customer, Neighbourhood & Wellbeing Services and the Assistant Director: Customer & Neighbourhood. The reports, detailing the Revenue Budget, Capital Strategy and Programme, the Investment Strategy and Treasury Management Strategy and Prudential Indicators, updated the medium term financial projections and reaffirmed the Council's commitment to delivering the second year of its two year strategy whilst also allocating some additional funding for investment in the key priority areas.

On 1st March 2018 the Council approved a two year service and financial planning strategy for both 2018/19 and 2019/20. The Cabinet considered their draft budget proposals for 2019/20 at the meeting held on 3 January 2019 when they were approved for consultation. A one month engagement period on the Council's proposals had taken place and the details of the engagement process were summarised in the report.

Since 2010, the Council had had to make budget savings of £117m per annum, without the need to implement any emergency spending control measures. The final Local Government Finance Settlement was announced on 29 January 2019 with no changes being made despite the representations made by Councils and the Local Government Association. This would mean the Council's Revenue Support Grant would be cut by 30.65% (£4.335m) next year.

Due to the uncertainty surrounding the Government's Comprehensive Spending Review and the significant changes expected to be introduced to the local government finance system from April 2020, it was not considered appropriate to set a detailed strategy beyond 2019/20. It was unlikely that the Council would have any real clarity on its funding for 2020/21 until the settlement was received in December 2019. These changes could potentially have significant implications.

The report identified key strategies including:-

- Continuing with the strategy of increasing Council Tax by 3.2% next year. The Council would also make maximum use of the powers conferred by the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018.
- Implementation of previously approved savings totalling £6.064m in 2019/20.
- Investment in the key priority areas of Adult Social Care, Children's Safeguarding and maintaining existing bus subsidies. £3.296m would be invested in Children's Safeguarding & Family Support to protect vulnerable children, over and above the £0.75m already built into the budget model for Children's Safeguarding & Family Support in 2019/20 with an additional contingency of £0.847m set aside to fund any additional cost pressures should they arise next year. Whilst the number of looked after children remained stable, the costs of some placements with complex and challenging needs exceeded £9,000 per week. The proposals would also deliver a further investment of £0.842m for Adult Social Care services which was over and above the £0.77m already built into the budget model for Adult Care in 2019/20. Maintaining existing subsidised bus routes would cost £0.330m.

- A programme of capital investments totalling more than £189m as set out in the Capital Strategy and Capital Reports which included:
 - Over £50m for road and transport improvements
 - Over £30m for school projects
 - Over £28m for further investment in NuPlace, our wholly owned housing company, projects
 - Almost £19m of investment through the Telford Growth Fund,
 - £9m for the Newport Innovation and Enterprise package – NI Park,
- A measured approach to the use of available one-off resources to cushion the impact of continued Government cuts in Council funding.

The Council needed to be innovative in identifying ways to generate more income to fund key front line services as well as seeking to address key issues for the Borough such as economic regeneration and improving housing standards in the private rented sector. Total revenue benefits to the Council from NuPlace in the previous year were £1.238m and made a pre-tax profit of £0.343m in 2017/18. This was expected to increase to £0.5m in 2019/20. In addition Council Tax of £0.2m would be payable to the Council from NuPlace properties and New Homes Bonus of £0.17m based on current build projections. The solar farm generated a surplus of £200k. The Telford Growth Fund was delivering ahead of expectations with the total revenue benefit projected to be £1.2m this year and expected to increase to £1.5 for the schemes currently approved. Income last year from the Commercial Services Team totalled £19.4m. The net benefits from these investments would be used to support front line services.

Attached to the report were a number of appendices, including the Pay Policy Statement 2019/20, analysis of base budget movements, and details of Reserves and Balances.

The Capital Strategy Report 2018/19 & 2019/20 was a new requirement of the Prudential Code for Capital Finance in Local Authorities and it aimed to give an overview of the long-term context in which capital expenditure and investment decisions were made.

A report was received on the Capital programme for 2018/19 and the proposed capital programme for 2019/20 to 2021/22 together with the Capital Strategy which included the proposed Asset Management Plan and related Building Maintenance and the Highways and Transport capital investment programme.

The Planned Building Investment Programme 2019/20 identified the proposed planned building capital maintenance programme for the 2019/20 financial year in accordance with Service and Financial Planning 2019/20 and 2020/21.

The investment strategy was a new report for 2019/20 in order to meet the requirements of statutory guidance issues by the Government. It focused on non-treasury investments and outlined the service delivery objectives, risk management arrangements and liquidity.

The report on the Treasury Management Strategy detailed the Treasury Strategy to be adopted for 2019/20. The Strategy was set within the parameters of relevant statute, guidance and accounting standards. It was expected the Council would borrow up to £34.4m in 2019/20 based on the current capital programme plans, and

would adopt a flexible approach to borrowing. In consultation with its treasury management advisors consideration would be given to affordability, maturity profile of existing external financial, interest rate and refinancing risk as well as borrowing sources. The investment strategy would generally be to reduce investments in order to reduce counter-party risk and to reduce net interest costs. The Council would anticipate holding investments equal to the requirements set out under MIFID II, currently £10m.

The report on Prudential Indicators sought approval of the prudential indicators for 2019/20 to 2021/22 required under the Prudential Code of Capital Finance in Local Authorities.

Recommendations by Cabinet would be considered at full Council on 28 February 2019 as full Council was responsible for setting the overall revenue and capital budget framework. At that meeting full Council would also set the Council Tax for 2019/20.

RESOLVED to RECOMMEND TO COUNCIL on 28 February 2019 –

(i) Overview & Revenue Budget 2018/19 – 2020/21

- a) that the service and financial planning strategy for 2019/20 set out in the set of reports, linked to the period of the current Comprehensive Spending Review, the local authority funding settlement from the Ministry for Housing, Communities & Local Government and the uncertainties surrounding future financial arrangements for local authorities be agreed;
- b) that the previous decision that Council Tax should be increased by 3.2% (made up of 2% in respect of the Government's Adult Social Care Precept and a general Council Tax increase of 1.2%) in both 2018/19 and 2019/20 be reaffirmed;
- c) that a further £0.842m be invested in to Adult Social Care services, which is over and above the £0.77m built in to the budget model for 2019/20 for Adult Social Care in March 2018;
- d) that £3.296m more be invested in to Children's Safeguarding & Family Support to protect vulnerable children. This investment comes on top of £0.75m for children's safeguarding built in to the budget model for 2019/20 in March 2018. A further £0.847m be invested in a contingency specifically to address any further cost pressures facing these services during 2019/20;
- e) that £0.330m be invested to maintain existing subsidised bus routes;
- f) that work to deliver the budget savings totalling £6.064m in 2019/20 that were approved at Council in March 2018 be continued;
- g) that a measured approach be taken to the use of available one-off resources of £2.961m in 2019/20 to seek to cushion the impact of continuing Government cuts in council funding and allow the level of investment required in Adult Social Care and Children's Safeguarding;

- h) that work with partner organisations, including Town & Parish Councils and Voluntary Sector and Community Groups be continued to seek to identify ways to mitigate the impact of some of the cuts to services that we can no longer afford and to note the availability of the £0.6m Partnership Capacity Fund;**
- i) that the Local Tax Support Scheme set out in Appendix 15 to the report be approved;**
- j) that the Pay Policy for 2019/20 included as Appendix 3 to the report be approved;**
- k) that the overall service and financial planning strategy set out in this report and the base budget in Appendix 6 to the report be approved;**
- l) that the policy framework for Reserves and Balances outlined in Appendix 9 to the report be approved;**
- m) that the CFO's robustness statement in Appendix 10 to the report be noted;**
- n) that the Risk Register included at Appendix 14 to the report be approved;**
- o) that the revenue implications of the medium term capital programme for the period 2018/19 - 2021/22 set out in the Capital Strategy and Programme reports be approved;**
- p) that the Assistant Director: Finance & Human Resources be authorised to action any virements required following the final allocation of the Dedicated Schools Grant and other related Grants as long as they are within the budget and policy framework;**
- q) that the Assistant Director: Adult Social Care, in consultation with the Cabinet Member: Adult Social Care, be authorised to enter into appropriate Section 256 and Section 75 Agreements under the NHS Act 2006 (as amended);**
- r) that the Assistant Director: Governance, Procurement & Commissioning be authorised to execute all necessary contract documentation including the affixing of the common seal of the council as appropriate to enable the council to enter into appropriate Section 256 and Section 75 Agreements under the NHS Act 2006;**
- s) that this suite of service and financial planning reports be approved as the Council's Efficiency Strategy for 2019/20, including the summary document at Appendix 13 to the report, to enable new capital receipts generated in the six year period starting 1 April 2016 to be used to fund the revenue costs of reform as assumed throughout these reports;**

- t) that the initial projections for the potential budget gap through to 2021/22 be noted and work start now in order to identify options for how this could potentially be bridged.

(ii) **Capital Strategy**

that the Capital Strategy for 2018/19 and 2019/20 be approved.

(iii) **Capital Programme**

- a) that the report and associated capital estimates for 2018/19 and 2019/20 – 2021/22, which incorporates the Capital Strategy, the Capital Programme (Annex I to the report), the Planned Building Maintenance Programme (Annex II to the report), and Asset Management Plan (Annex III to the report) and the two year Highways and Transport capital investment programme (Annex IV to the report) be approved;
- b) that the Assistant Director: Business, Development & Employment and Assistant Director: Commercial Services be authorised to deliver the planned programme of works within the Asset Management Plan and the Assistant Director: Customer & Neighbourhood Services be authorised to deliver the Highways and Transport capital investment programme in line with the approved budgets with any variations or changes to schemes in these programmes, that remain within overall approved budgets, after consultation with the appropriate Cabinet Members.

(iv) **2019/20 Investment Strategy**

that the Investment Strategy for 2019/20 be approved.

(v) **2019/20 Treasury Strategy and Treasury Update**

- a) that the treasury management activities for the first half year be noted;
- b) that the Treasury Management Policy Statement (Appendix A to the report) be noted; and
- c) that the Treasury Strategy, including the Annual Investment Strategy for 2019/20 together with the associated treasury Prudential Indicators and the Minimum Revenue Provision Statement, which will apply from 2019/20 onwards be approved;

(vi) **Prudential Indicators**

that the prudential indicators proposed in the report as part of setting the budget for 2019/20 be approved.

CB-052 CSE Inquiry Update

Key Decision identified as **CSE Inquiry Update** in the Notice of Key Decisions published on 16 January 2019.

Cllr S Davies, Leader, indicated that, in the spirit of the terms of reference of the CSE Inquiry Member Advisory Group, the Leader, Deputy Leader and Cabinet Member for Children and Family Services would not make comment on this report.

Councillor L D Carter, Cabinet Member: Council Finance, Partnerships & Commercial Services presented the report of the Monitoring Officer which invited Cabinet to approve the next phase of the Inquiry process, specifically the recruitment and appointment of the Independent Chair. The recruitment pack had been approved by the Members Advisory Group when it met on 12 February 2019. The Cabinet needed assurance that the process was progressing as quickly as possible, without jeopardising either a fair or a transparent process. However, the Cabinet should not, other than in the most exceptional circumstances, seek to influence the process. Councillor Carter accepted that the recruitment pack proposed by the Commissioning Body was professional and comprehensive and was assured that this was also the view of the Members Advisory Group when it met. Councillor Carter had observed the meeting and was further re-assured by the clear support from the survivors' representatives on the Committee for the pack and the proposed way forward.

Councillor Carter noted that a slight amendment to para 4.1 of the Cabinet Report, last line to insert "a progress report on Part B of the Final Commission is" and delete "the terms of reference of the Inquiry are".

Councillor Carter noted that he had listened to the comments from the Member Advisory Group, and addressed some of the concerns raised by a Member of the Group. He went on to note that the terms of reference should not be an issue for this Council, including the Member Advisory Group. Cabinet had taken steps to ensure the independence of the process and it must be respected that the terms of reference were the responsibility of others – ie the Commissioning Body, the Independent Chair and survivors. The recruitment pack was required to give a high level indication of the issues that needed to be addressed but going into the detail of what the terms of reference could look like was an issue that Part B of the Final Commission would address.

In moving the recommendations, Councillor Carter encouraged the Commissioning Body to start the recruitment process detailed in the report as quickly as possible.

RESOLVED that, having taken into account comments from the Member Advisory Group, Part A of the Final Commission as set out in Appendix A to the report be approved.

CB-053 Superfast Telford Broadband Programme

Key Decision identified as **Superfast Telford Broadband Programme** in the Notice of Key Decisions published on 16 January 2019.

Councillor H Rhodes, Cabinet Member: Transport, Roads & Broadband, presented the report of the Assistant Director: Business, Development & Employment.

Superfast Telford was the Council's broadband delivery programme which would transform the way people lived, worked, learnt, socialised and did business. The first phase was a £5.6m project led by the Council in partnership with British Telecom (BT) as part of the National Programme managed by Broadband Delivery UK (BDUK). The provision of the new network infrastructure had now reached over 9,000 homes and businesses and delivered Superfast fibre at 24Mbps+ to 98.21 of residents and businesses this put the borough in the top third of coverage across all UK Local Authorities and regions and significantly exceeded the national BDUK target of 95%. As well as exceeding the national target, only 1.12% of the Borough had less than 15Mbps+ which also exceeded the Government's national Universal Service Obligation to provide 10Mbps+ by 2020. Stakeholders had been kept well informed throughout the first phase and the take up of broadband continued to increase growing from 34% in May 2018 to 52% currently.

RESOLVED that the achievement of 98.2% superfast broadband coverage significantly exceeding the national target and the continued high levels of take up of new infrastructure by residents and businesses across the Borough be welcomed.

CB-054 School Admission Arrangements 2020

Key Decision identified as **School Admission Arrangements 2020** in the Notice of Key Decisions published on 16 January 2019.

Councillor S A W Reynolds, Cabinet Member: Employment, Education & Lifelong Learning, presented the report of the Assistant Director: Education and Corporate Parenting.

The Council had a statutory duty to annually determine the arrangements for admission to its community and voluntary controlled schools and to formulate a complying scheme for co-ordinating admissions at the main points of entry. The local authority was required to consult the public on its arrangements at least once every seven years, in line with its statutory duties, in order to ensure that admission arrangements continued to promote and enable fair access for pupils, secure preference and meet the needs of the community. A public consultation took place for six weeks between 26 November 2018 and 18 January 2019. The consultation sought view on two key areas:

- proposed oversubscription criteria for admissions to community and voluntary controlled schools in September 2020
- the designation of a shared attendance area for three primary schools being Priorslee and Redhill Academies and the new Free School to be opened on the new housing development planned on the Millers site adjacent to the M54 Junction 4

The proposed oversubscription criteria for the community and voluntary controlled schools in September 2020 was set out in the report.

RESOLVED that –

- (a) the Admission Arrangements be determined as outlined in the report and the Assistant Director, Education and Corporate Parenting be authorised to implement these arrangements for all community and voluntary controlled schools at the main points of entry (i.e. Reception, Year 3 for junior schools, and Year 7 for transfer from primary to secondary school) from September 2020.**

- (b) the redesignated shared catchment area for Priorslee and Redhill Academies and the new proposed Free School on the Millers site development be approved.**

The meeting ended at 5.36 pm

Signed for the purposes of the Decision Notices

Jonathan Eatough
Assistant Director: Governance, Procurement & Commissioning
Date: 20 February 2019

Signed:

Date:

TELFORD & WREKIN COUNCIL**CABINET 14th March 2019****HIGH NEED REVIEW AND STRATEGIC PLAN FOR SPECIAL EDUCATIONAL NEEDS and DISABILITY (SEND) - PHASE 1****REPORT OF – ASSISTANT DIRECTOR EDUCATION AND CORPORATE PARENTING****LEAD CABINET MEMBER – CLLR S REYNOLDS, EMPLOYMENT, EDUCATION AND LIFE LONG LEARNING****PART A) – SUMMARY REPORT****1. MAIN PROPOSALS**

1.1. Local authorities have a statutory duty to ensure that there is a school place available for every child. The Children and Families Act 2014 requires local authorities to keep the provision for children and young people with SEN and disabilities under review (including its sufficiency), working with parents, young people and providers.

1.2. During the academic year 2017/18, a review was undertaken in Telford and Wrekin of its High Need provision for school aged children with special educational needs and disabilities. This report sets out the key findings of the review and presents a way forward to meet the increasing demand for specialist provision.

1.3. The main findings of the review concluded that:

- The number of children with SEND in the local area is high when compared with regional and national averages. In part, this is likely to be as a result of the reputation of Telford and Wrekin for its effective practice, whereby the needs of children and young people with SEND are quickly identified and met. There does appear to be some over reliance on the Education Health Care (EHC) assessment process to meet need, with the prevalence of children and young people with an EHC Plan being above national norms.
- The overall proportion of children with an EHC Plan who attend a special school in Telford and Wrekin is higher than national and regional norms. A contributing factor is likely to be as a result of the underdevelopment of resource base provision in mainstream schools within Telford and Wrekin.
- The needs of children are changing with significant growth expected relating to Autistic Spectrum Condition and Social, Emotional Mental

Health (SEMH) needs. There is a particular increase in numbers of children in Key Stage 2 with complex SEMH.

- There is limited capacity to expand special schools within their existing locations. Haughton School currently has insufficient space for the number of pupils on roll.
- Whilst the number of children in independent special school provision, located outside of Telford and Wrekin, is currently lower than regional and national norms, there may be opportunities to adapt and develop local special schools to offer highly therapeutic provision that caters for the most complex areas of need.
- The extension in statutory SEND duties up to the age of 25, and subsequent increase in growth of EHC plans at post 16, has caused a significant additional burden in terms of funding. High need funding allocations, from the DfE, have not kept pace with growing numbers and consequently, there has been limited resource to develop further provision.

- 1.4. The Local Authority has been focusing on building the resilience and capacity of mainstream schools to meet increasing complexity of need and schools are responding to this. However, it is recognised that the Borough does not have any specialist resource base provision in mainstream schools (other than two part time language units) which would enable children with special needs, such as Autism, to be educated on a mainstream site.
- 1.5. The Local Authority consulted stakeholders in June/July 2018 on possible options to meet the growing demand for specialist provision and there was widespread support for a broader continuum of provision which could be provided through resourced based units. Following a best practice visit to Warwickshire in January 2019, the focus group agreed to the development of a partnership arrangement between special schools and a small number of mainstream schools whereby the mainstream school would 'host' the resource unit.
- 1.6. In 2017, the DfE announced special provision capital funding for local authorities to invest in new places and/or improvements to facilities for pupils with high needs including those with education, health and care (EHC) plans. The funding is primarily intended to create new places and improve facilities at existing schools. Telford and Wrekin's current allocation amounts to £848,837 (2018-2021) over three years. Some of this funding can be utilised to support the establishment of the units in a small number of mainstream schools and to support the improvement or create new places for specialist provision.

2. RECOMMENDATIONS

2.1. That Cabinet notes all the information in this report and approves the proposed developments as set out below:

- a. The development of resource base provision in mainstream schools in partnership with special schools.
- b. The formal development of a SEMH resource base provision for children in KS2 in partnership with the Linden Centre.
- c. The development of further resource provision in light of needs and resource available.

(The development of highly therapeutic provision in local special schools will be considered in time, following further work to identify capacity and cost effectiveness).

2.2. That Cabinet authorises the Assistant Director, Education & Corporate Parenting, after consultation with the Lead Member for Education, Employment and Life Long Learning to take all required action and utilise the three year grant totalling £848,837, to develop the specialist resourced bases required and contribute to any further expansion of specialist provision, as deemed necessary in light of demand.

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	Putting Children and Young People First
	Will the proposals impact on specific groups of people?	
	Yes	Provision of school places for children and young people with SEND.
TARGET COMPLETION/DELIVERY DATE	The plan runs from 2018 – 2021.	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes/No	The estimated costs of developing resource base provision as outlined in the detail of the report will not exceed the special provision capital funding grant of £848,837. As noted in the main body of the report, resource bases are part of an overarching strategy to control

		<p>the increase in the cost of high needs provision in T&W, by ensuring that appropriate provision is in place for each level of need. By doing so, it is intended to minimise circumstances in which children and young people are in more specialist provision (e.g. special schools) than is necessary for their needs. The Dedicated Schools Grant (DSG) was overspent by £544,000 at the end of 2017/18 as a result of high needs pressures. The development of resource bases is one of a number of strategies underway to ensure that appropriate and high quality provision for children and young people with high needs in T&W is provided in the most cost effective way possible.</p> <p>(TD 11/02/19)</p>
<p>LEGAL ISSUES</p>	<p>Yes/ No</p>	<p>It is the responsibility of Local Authorities, governing bodies and decision makers to ensure that they act in accordance with relevant legislation and statutory guidance.</p> <p>Section 14 of the Education Act 1996 requires a local authority to secure that sufficient schools [in number, character and equipment] for providing primary and secondary education, are available for its area</p> <p>Section 14(3A) requires a local authority to exercise its functions with a view to securing diversity in the provision of schools, and increasing opportunities for parental choice.</p> <p>The Children and Families Act 2014 requires local authorities to keep the provision for children and young people with special educational needs [SEN] or disabilities under review (including its sufficiency) by working with parents, young people, and providers.</p> <p>This Local Offer is developed, published and reviewed under a framework provided by the Special Educational Needs and Disability Regulations 2014</p>

	<p>and the Special Educational Needs and Disability Code of Practice: 0 to 25 years statutory guidance published in January 2015.</p> <p>The High Needs Review funding system supports local authorities in meeting these statutory responsibilities.</p> <p>The Education and Inspections Act 2006 sets out the statutory requirements for the establishment of new schools [Sections 6A to 14]; on the discontinuance of schools [Sections 15 to 17] and on alterations to schools [Sections 18 to 24]</p> <p>The DfE has issued statutory guidance for proposers and decision-makers “Making Significant Changes (‘prescribed alterations’) to Maintained Schools” [last updated October 2018]. The purpose of this guidance is to ensure that good quality school places can be provided quickly where they are needed; that local authorities and governing bodies do not take decisions that will have a negative impact on other schools in the area; and that changes can be implemented quickly and effectively where there is a strong case for doing so. In line with these aims it is expected that, where possible, additional new places will only be provided at schools that have an overall Ofsted rating of ‘good’ or ‘outstanding’. Schools which do not fall within the above categories should only be expanded where there are no other viable options.</p> <p>The statutory guidance was issued under The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 and The School Organisation (Establishment and Discontinuance of Schools) Regulations 2013 [in force from 28 January 2014] and covers the processes involved in making significant changes to maintained schools, establishing new provision and school</p>
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		<p>closure, including changes to special educational need [SEN] provision.</p> <p>There are four stages to the statutory process in respect of significant changes:</p> <ol style="list-style-type: none"> 1) Publication; 2) Representation (Formal Consultation of at least 4 weeks); 3) Decision; 4) Implementation. <p>The guidance advises that there is a strong expectation on schools and Local Authorities to consult interested parties in developing their proposal prior to Publication as part of their duty under public law to act rationally and take into account all relevant considerations.</p> <p>The statutory guidance “Opening and Closing of Maintained Schools” [last updated in November 2018] also needs to be followed where relevant to do so.</p> <p>The acquisition or disposal of any sites would be subject to the Council’s Legal Services Property Team carrying out a report on title and searches and progress would also be dependent upon any required planning approvals and other necessary consents being obtained. (KF 14.02.2019)</p>
OTHER IMPACTS, RISKS & OPPORTUNITIES		<ul style="list-style-type: none"> • Specialist provision planning is a best estimate based on information available at a point in time. • Negotiations in terms of seeking primary/ secondary schools to host a resource base to support all aged school continuum of provision is ongoing.
IMPACT ON SPECIFIC WARDS	No	Borough-wide impact: the report considers the strategy for continuing to provide a sufficiency of places for

	children with high special educational needs across the Borough.
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PART B) – ADDITIONAL INFORMATION

- 3.1. It is the Council’s role to plan, commission and organise school places for children and young people with SEND in a way that promotes the raising of standards, manages supply and demand and creates a diverse infrastructure.
- 3.2. Under the Children and Family Act 2014, there is a presumption in law for children to be educated in mainstream schools with the option of special education where this is a parental preference and deemed appropriate. The Council is committed to providing a good quality school place for every child with SEND within their own community as far as possible.
- 3.3. In March 2017, the Department for Education (DfE) committed £23m across local authorities to support their capacity to review and develop their Local Offer of special provision. Telford and Wrekin was allocated £77,002 and in 17/18 undertook a strategic review in consultation with key stakeholders including local parents and young people.
- 3.4. At this time, the DfE also announced special provision capital funding for local authorities to invest in new places and/or improvements to facilities for pupils with high needs including those with education, health and care (EHC) plans. The funding is primarily intended to create new places and improve facilities at existing schools. This is in recognition of the known national increase in demand, particularly surrounding requests for specialist school provision, which has also been seen locally over recent years. Telford and Wrekin’s current allocation amounts to £848,837 (2018-2021) over three years. The local authority is required to develop and update, each year, a plan that shows how the funding will be invested in order for funding to be released.

4. Current context

- 4.1. The demand on special school places in Telford and Wrekin is high. At the start of September 2018, 4 out of 5 special schools were full in that all commissioned places had been used; the demand for reception places at the Bridge School has doubled over the last two academic years and Haughton School required additional physical capacity in September 2017 (an annex on a mainstream school site) to meet increasing demand. The local authority recognises that it has more

children with EHC plans placed in maintained special schools than the national average (35% compared to 26% *Source: LG Inform 2017/18*) and has sent out strategic messages through the SEND Strategy, that focus on building the resilience of mainstream schools to meet increasing complexity of need. There is acknowledgement and will from the school community that culture change is required which moves away from special school provision to promote and reinforce further opportunities for inclusion in mainstream. However, there is an immediate need to plan for and deliver sufficiency in terms of specialist provision.

- 4.2. This does not necessarily mean however, that long term expansion of our special schools is appropriate. Indeed, there is evidence to suggest that simply increasing special school placements alone, without consideration of alternative options, will only increase demand further. We also know that we do not have the revenue to support continual increases in special school provision. Rather, alternative options to increase specialist provision will need to be explored. As an example, the availability of specialist resource base provision in mainstream schools is an area currently under-developed throughout Telford and Wrekin.
- 4.3. Alongside the need to develop specialist provision, the local authority has focused heavily on early intervention approaches and work to develop provision at SEN support level in schools. A range of opportunities that build schools capacity to meet the needs of children with SEND are on offer.
- 4.4. In developing the first phase of the High Need Strategic Plan for SEND, recognition is also made of the increasing financial pressures on this area of budget. Due to additional numbers of children with SEND, and extension of provision up to the age of 25, where appropriate, the local authority spend has increased significantly and the High Needs budget was overspent in 17/18. We do not have the option to 'do nothing'. Instead, we collectively need to consider cost effective solutions that ensure we have sufficient and good quality school places for children and young people with SEND.
- 4.5. In addition to school aged delivery, further work is planned as Phase 2 of the Strategy to consider the development of provision for children aged 0-5 and young people aged 16-25 with SEND. Supplementary work is required to understand the priority needs of these cohorts and attune existing provision in light of presenting demand. With regard to the 19-25 cohort, this will include close cooperation with adult care services to identify appropriate pathways of support into adulthood.

5. Key messages from the High Need Review

5.1. During 2017, a needs analysis was undertaken in collaboration with a property management company that specialises in specialist pupil place planning across the education sector. A comparison activity was completed regarding our position against national and regional norms followed by a detailed pupil planning activity using current and historical data to plot trends and forecast special school sufficiency. Finally, a school asset overview was undertaken of special school settings in order to identify optimum capacity / opportunities for reconfiguration.

5.2. Issues highlighted through the needs analysis include:

- There is effective identification of children with SEND in the local area but indication of over reliance on the EHC assessment process to meet need.
- The cohort of children with SEND continues to grow.
- The amount of children in special schools is greater than national and regional norms.
- There is a narrow continuum of provision as a result of the underdevelopment of resource provision in mainstream schools.
- The needs of children are changing with significant growth expected relating to Autistic Spectrum Condition (ASC) and Social, Emotional Mental Health (SEMH) needs.
- There is limited capacity to expand special schools within their existing locations. Haughton School has insufficient space for the number of pupils on its school role.
- Whilst the number of children in independent specialist provision is currently lower than regional and national norms, there is a need to consider the growing numbers of children with highly complex ASC and SEMH and how local provision can be adapted to meet this area of need.

5.3. Work has already begun to address some of these issues

- Since September 2016, a clearer pathway to EHC assessments has been developed with a focus on the 'graduated approach' to supporting children's SEND. Decision making via an EHC panel has promoted consistency and there are more flexible avenues to access funding for children with complex SEND through a school led Inclusive School Forum reducing the reliance on EHCPs to access funding.

- Requests for special school placements have begun to stabilise via more consistent decision-making based on existing thresholds, albeit pressure continues to exist on settings that are already full.
 - Work has begun on the development of an early years and school based strategy to meet the needs of children with Autism including partnership with the Autism Education Trust.
 - The need to create additional capacity for Haughton Special School has already been agreed.
- 5.4. However, in recognition of the predicted growth in the SEND cohort, further proposals were consulted upon to address Telford and Wrekin's forecast gaps and challenges.

6. Proposals for Development

- 6.1. Proposals for the development of specialist provision were underpinned by the principles set out in Telford and Wrekin's strategy for SEND 'Belief is Everything' including:
- To develop a broader continuum of provision within the local area that minimises any further increases to special school placements and use of out of county provision.
 - To increase partnership between mainstream and special schools.
 - To maximise the opportunity for inclusion.
 - To educate children as close to home as possible.
 - To provide greater choice for parents.
- 6.2. **Proposal 1 – To develop specialist resource provision, in mainstream schools, for children with cognition and learning difficulties and social communication issues including Autistic Spectrum Conditions.**
- 6.3. This proposal seeks to develop specialist resource base provision in mainstream schools for primary and secondary aged learners with cognition and learning difficulties and social communication issues including Autistic Spectrum Conditions, delivered either by:
- A mainstream school led where the learners are on the roll of the mainstream school with the base managed and staffed by the school or,
 - A partnership model where the base is operated as a satellite of a special school but is located on a mainstream 'host' school site, where the pupils are on-roll at the special school and the base is managed and staffed by the special school.

- 6.4. **Proposal 2 – To develop specialist resource provision for primary aged children (Key Stage 2), as a satellite of a special school or pupil referral unit, with complex social, emotional, mental health needs.**
- 6.5. This proposal seeks to develop specialist resource base provision at a designated site for primary aged children (KS2) learners with social, emotional, mental health needs, delivered through a partnership model which is operated as a satellite of a special school or pupil referral unit and is located at a designated site, where the pupils are on-roll and the base is managed and staffed by the special school/pupil referral unit.
- 6.6. **Proposal 3 – To develop highly therapeutic provision, within our local existing special schools, for children with the highest complexity of SEND.**
- 6.7. This proposal seeks to develop highly specialist therapeutic provision to cater for our most complex children with SEND, delivered via a highly specialist resource hub within our existing local special schools with the aim of reducing the need to commission independent, high cost, external providers.
- 6.8. These proposals were prioritised over other considerations for the following reasons:
- The developments are relatively cost effective making use of existing space in Telford Schools or linking with proposed building programmes to expand school based provision.
 - Achieving ‘spread’ of provision would address access and inclusion issues – both in relation to geographical reach but also in relation to enabling complex learners with SEND to access education closer to home in their own communities.
 - The proposals maximise and draw upon the respective strengths of mainstream and specialist providers.
 - The proposals will build capacity and skills with a significant impact on a wider range of learners beyond those attending the new provision. For example, by locating resource bases in mainstream schools, as suggested in proposal 1, there would be skills transfer between the specialist staff and those working in mainstream, benefiting a wide range of vulnerable learners.

7. Consultation and engagement process

7.1. In June/July 2018, the local authority consulted with a range of stakeholders including parents, carers, young people and children, school leaders, health and care colleagues regarding these proposals. Presentations were provided at various fora and written feedback was received. Common themes expressed included:

- Any development must start from the principle that we continue to upskill all mainstream schools to meet increasing complexity of need. 'Every school is a school for children with SEND'.
- There needs to be improved links between mainstream and specialist providers including greater outreach from special schools.
- There is a desire for inclusive mainstream education.
- A wider range of choice for parents, that a broader continuum of provision would offer, is welcomed.

7.2. Generally, there was broad support for each proposal although questions were asked by both special and mainstream schools regarding operational issues with regard to running a resource base provision. Consequently, a best practice visit was made to Warwickshire (January 2019) with a focus group of head teacher/SENCo colleagues to observe two resource bases in mainstream schools. One setting operated as a partnership model alongside a special school and the other was a standalone mainstream base. Due to the clear training benefits afforded through the partnership model, schools (both mainstream and special) expressed this as a clear preference for piloting resource base provision in Telford and Wrekin.

8. Recommended next steps

8.1. **Recommendation 1** - There is keen interest within the school community and from parent/carers, to pilot proposal 1, whereby specialist resource provision in mainstream schools for children with cognition and learning difficulties and social communication issues including Autistic Spectrum Conditions, are developed. Initially, the local authority will focus on the primary phase. However, it is critical that secondary provision is also developed to avoid a 'cliff edge' in provision at the end of Year 6. It is recommended that two mainstream primary schools are identified to work with a special school (primary focus) to operate a partnership model. The proposed timeline, is that the bases open during the Autumn Term 2019. A secondary school offering resource provision should open at some stage in the academic year 2019/20.

- 8.2. **Recommendation 2** – That specialist resource provision for primary aged children (Key Stage 2) with complex social, emotional, mental health needs is commissioned as a satellite of the pupil referral unit (Linden Centre). In order to meet current need, interim provision has been commissioned, via the Linden Centre, who are operating a resource provision called ‘mini-school’ in Dawley. Adopting recommendation 2, will formalise this provision with the opportunity to expand as necessary.
- 8.3. **Recommendation 3** – That highly specialised therapeutic provision, within our local existing special schools, for children with the highest complexity of SEND, is considered following implementation of recommendation 1. There is a need to consider further the capacity of local special schools to develop this proposal and review its cost effectiveness. This is in light of the findings from the High Need Review which indicated that current accommodation is at capacity and substantive work may be required to special school environments to cater for children with the highest complexity of SEND. There may be an opportunity to revisit this proposal once resource bases in mainstream schools are up and running and numbers stabilise further in special schools.
- 8.4. **Recommendation 4** – That there is consideration of developing further resource base provision across the borough, dependent upon resource available, in light of presenting needs and identified positive outcomes for children that have attended the pilot sites after one year of their operation.

9. Key issues for development in the school sufficiency plan for SEND

- 9.1. The table below provides a summary of key information that has informed the development of the High Need Review and Strategic Plan for SEND – Phase 1 Educational Sufficiency for School Aged Children. The issues presented have been taken from the needs analysis completed as part of the high need review, undertaken in 2017. Proposals relating to each issue, with timescales for completion, are included, alongside proposed success measures.

9.2 Key issues for development in the school sufficiency plan for SEND

Key Issue	Proposal	Timescales	Success Measure
The numbers of children supported at SEN support and with and EHC plan are above regional and national averages.	<ul style="list-style-type: none"> • Early intervention approaches focusing on building capacity in schools. • Coproduction of early intervention strategies with parents/carers and young people. • Development of flexible systems to access high need funding (i.e. without an EHC plan). 	<ul style="list-style-type: none"> • Capacity building activities are ongoing. • A flexible system, to access funding, is in place (since January 2018 through the school led Inclusive School Forum) 	The % of children at SEN support and with EHC plans does not significantly increase. Where appropriate, figures fall in line with national and regional averages although it is recognised that this may take time.
There is a high proportion of pupils in special school provision when compared to regional and national averages.	<ul style="list-style-type: none"> • To broaden the continuum of specialist provision to include the development of resource bases. • To equip mainstream schools to meet increasing complexity of need by developing special school outreach and provision of core SEND training (for example Autism Education Trust - AET). 	<ul style="list-style-type: none"> • Two primary resource bases in place during Autumn Term 2019 and a further base in secondary during 19/20 academic year. • Special school outreach to be developed by September 2019. • Core training offer – AET training offer in place. 	There is adequate churn in special school numbers with limited increase year on year.
The local special school sector is near to full capacity.	<ul style="list-style-type: none"> • To broaden the continuum of specialist provision to include the development of resource bases. 	<ul style="list-style-type: none"> • Two primary resource bases in place during Autumn Term 2019 and a further base in secondary during 19/20 academic 	Children are appropriately placed based on parental preference where appropriate to need.

	<ul style="list-style-type: none"> The need to create additional capacity for Haughton Special School has already been agreed. 	<p>year. Further expansion to be considered dependent on resource available and demand.</p>	
<p>The needs of children are changing with significant growth expected relating to Autistic Spectrum Condition (ASC) and Social, Emotional Mental Health (SEMH) needs.</p>	<ul style="list-style-type: none"> To broaden the continuum of specialist provision to include the development of resource bases. To equip mainstream schools to meet increasing complexity of need by developing special school outreach and provision of core SEND training (for example Autism Education Trust). To develop a Belonging Strategy (led by Pupil Support Services – Andy Cooke) focusing on meeting the needs of SEMH pupils. 	<ul style="list-style-type: none"> Two primary resource bases in place during Autumn Term 2019 and a further base in secondary during 19/20 academic year. Special school outreach to be developed by September 2019. Belonging Strategy in place for September 2019. 	<p>Children are appropriately placed and attend school.</p>

10. Description of current school aged specialist provision

10.1. Telford and Wrekin has 4 state-funded special schools, a flexible PRU and 2 part time resource bases attached to mainstream schools. All children are required to have an Education, Health and Care Plan to access special schools and require consistent personalised learning support programmes in order to achieve their potential. In addition Telford and Wrekin commission independent providers that cater for those with the most complex needs. Telford and Wrekin's early intervention and preventative agenda to meet SEND is underpinned by commissioning centralised support services. Most of these services trade with schools.

10.2. Special Schools

10.3. Haughton Special School caters for primary aged children with a range of complex needs including significant learning difficulties and at times associated social communication issues and/or social emotional, mental health needs.

10.4. Southall Special School caters for secondary aged children with a range of complex needs including significant learning difficulties and at times associated social communication issues and/or social emotional, mental health needs.

10.5. Queensway School provides for upper KS2 and secondary aged children across two school sites (previously Mount Gilbert and Queensway HLC). The primary areas of need include social, communication issues - Autistic Spectrum Condition (North Site) and Social, Emotional, Behavioural Needs (South Site).

10.6. The Bridge School is an all age school setting that provides for children with complex needs including highly significant and complex learning difficulties (including those with profound and multiple learning needs), social communication issues – (including those with Autistic Spectrum Condition) and at times associated social emotional, mental health needs.

10.7. PRU

10.8. The Linden Centre's primary focus is to deliver the Local Authority's statutory duties relating to 6th day provision for pupils who are permanently excluded. It also offers a preventative agenda and short term stays. In addition a 'mini-school' pilot is currently in operation focusing on the delivery of provision for KS2 children with an EHC plan

with identified and complex social, emotional and mental health needs. This pilot has been commissioned in recognition of a current gap in local provision.

10.9. Resource bases

10.10. There are two part time resource bases (language classes) in Telford & Wrekin. One is based at John Fletcher of Madeley Primary School and the other at Wrekin View Primary School. They provide integrated education and intensive speech therapy for 14 reception and Key Stage 1 children with speech, language and communication difficulties. The language classes provide children with small group provision every morning and then they return to their substantive school in the afternoon.

10.11. Independent Provision

10.12. 3.3% of learners with EHC plans in Telford and Wrekin attend independent specialist provision. This is lower than national and regional averages. However, placement numbers in the independent sector have been increasing over recent years and there is a need to consider growing numbers of children with complex ASC and SEMH and how local provision can be developed to meet this area of need. Any growth in independent provision is unsustainable due to the pressures on the high need budget.

10.13. Specialist Support

10.14. There are a range of support services for school aged children including Educational Psychology, Learning Support Advisory Teachers, and the Sensory Inclusion Service. In addition, there is a Behaviour Support Service and health related provision, for example Speech and Language Therapy that works in partnership with LA central specialist teams.

11. Description of Resource Bases

11.1. There is recognition that a number of children can find mainstream classrooms difficult due to their learning needs, sensory overload, social difficulties and high levels of anxiety but who are able to access a mainstream curriculum. In order to achieve positive outcomes and prepare effectively for adulthood, these learners would benefit from smaller group sizes, the right environment and staff who are able to provide identified specialist support. When appropriately supported, these learners can significantly benefit from being integrated on a mainstream school site, which provides access to specialist teaching facilities, a broad curriculum and subject-specialist teaching staff as well as maximising opportunities for children and young people to interact

with mainstream peers for some aspects of their learning and/or social interaction.

- 11.2. Based on practice in other areas, there are established and effective models of resource based provision located on mainstream primary and secondary school sites for between 6-12 learners with dedicated staffing and resources. Telford and Wrekin will seek schools and academies to accommodate such provision. A number of provisions could be established over time to ensure coverage across the borough. It is anticipated that the primary provision will largely feed into secondary-aged provision as required.

12. SEN Support and Education, Health and Care Plans

- 12.1. SEN Support describes the approach adopted by settings to meet the needs of children with SEND. The majority of children with SEND, both nationally and locally, will have their needs met through SEN Support. SEN Support is only delivered in mainstream educational settings.
- 12.2. Where threshold for an Education, Health and Care (EHC) assessment is met, the local authority will follow due process to determine the appropriateness of issuing an EHC plan for a child with SEND. There is a presumption in law, with reference to the Education Act, 1996 and Children and Family Act 2014, for children to be educated in mainstream education. However, where requested by parents and dependent on the complexity of a child's needs, a child may attend a special school. Children must have an EHC plan to access a special school placement.

13. Glossary of terms

ASC	Autistic Spectrum Condition
EHCP	Education, Health and Care Plan
HI	Hearing Impairment
MLD	Moderate Learning Difficulty
MSI	Multi-Sensory Impairment
PD	Physical Difficulties
PMLD	Profound Multiple Learning Difficulty
SEMH	Social, Emotional Mental Health
SEND	Special Educational Needs and Disability
SLCN	Speech Language and Communication Needs
SLD	Severe Learning Difficulty

SPLD Specific Learning Difficulty

VI Visual Impairment

14. **PREVIOUS MINUTES**

None

15. **BACKGROUND PAPERS**

None

**Report prepared by Simon Wellman, SDM SEND 0-25
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TELFORD & WREKIN COUNCIL**CABINET 14th March 2019****PRIDE IN OUR HIGH STREETS – SUPPORTING BUSINESS****REPORT OF ASSISTANT DIRECTOR: BUSINESS, DEVELOPMENT & EMPLOYMENT****LEAD CABINET MEMBER – CLLR LEE CARTER****PART A) – SUMMARY REPORT****1. SUMMARY OF MAIN PROPOSALS**

- 1.1 This report provides an update on the success of the Council's Pride in Our High Streets Programme, which since the original programme launched in 2015 will see more than £1.5m invested into supporting businesses in the Borough's high streets in recognition of their value to local communities and economies.
- 1.2 Phase 2 of PIOHS is investing £700,000 directly in our High Streets, providing grant funding to bring empty properties back into use, improving shop fronts and facades and working with Parish and Town Councils to market and promote their High Streets. The investment reflects the findings of national studies into best practice in high street regeneration and it is complemented by the wider Community Pride programme which is delivering investment across all our high streets and local centres.
- 1.3 PIOHS will operate through to the end of March 2020 but is already celebrating some notable successes. The Empty Unit Incentive Grant has received more than 80 enquiries. The winners of the Young High Street Challenge will shortly take possession of a retail unit to launch their business idea with the help of their £20k award and the property façade improvement programme has reached the detailed design stage with work to the first group of 30 properties starting in early spring and more than 60 property owners signed up to the programme.
- 1.4 Such is the success of the Programme and the strength of interest in delivering more new business opportunities in the High Street, the Council has announced a further £1m for PIOHS. This will continue the work to date, particularly the direct engagement of young people in the High Street – an innovative approach that this Council has been recognised for. It will also ensure that as many of our key High Streets benefit from investment alongside the limited number we are able to put forward for the new Future High Street Fund announced by Government.
- 1.5 The PIOHS programme has influenced the Government's consultation on the £675m Future High Street Fund, following a visit to Wellington in September 2018 by the Head of the Thriving Towns and High Streets Team. This included meeting young people who had participated in YHSC which was recognised by the Team to be key to transforming the future of High Streets.
- 1.6 In December Government announced the Future High Streets Fund. This is open to Local authorities to submit expressions of interest, with each submission covering one high street or Town Centre. Based on the size of population, the Council is permitted by Government guidelines to submit two separate expressions of interest in the first

bidding round and is now developing proposals based on those areas that most closely fit the rigorous eligibility criteria.

- 1.7 Following discussions with Fund advisors Wellington and Oakengates are the closest match to the eligibility criteria and will be submitted as two expressions of interest in the first round, closing date 22nd March. A second funding round is anticipated to open in 2020 (date to be confirmed) when proposals will be considered for Madeley and Dawley. Following the initial submissions, successful first round bidders will be notified in the Summer before progressing to a second round with final decisions due later in 2019/20.
- 1.8 A second High Street fund will be launched by Government later this year which is set to allocate £55m to support the regeneration of Heritage High Streets. The details and bidding process for this fund have yet to be confirmed, but the outline guidance suggests that Ironbridge and Newport will be the High Streets with the closest fit to the objectives of the Heritage High Street fund.

2. RECOMMENDATIONS

- 2.1 That Cabinet notes the success of the Pride in Our High Street Programme
- 2.2 Cabinet approves the submission of bids to the first round Future High Streets fund for Wellington and Oakengates to be led by the Assistant Director for Business, Development and Employment, in consultation with the Cabinet Member for Finance and Service Delivery
- 2.3 Cabinet approves the receipt of any funding that may be secured through the Future High Streets Fund
- 2.4 Cabinet approves the submission of bids to the Heritage High Street Fund to be led by the Assistant Director for Business, Development and Employment, in consultation with the Cabinet Member for Finance and Service Delivery

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	The programme will contribute directly to the following priorities: -Protect and create jobs as a business supporting and business winning Council -Ensure that neighbourhoods are safe, clean and well-maintained -Regenerate those neighbourhoods in need
	Will the proposals impact on specific groups of people?	
	No	By contributing to high street regeneration the programme has the potential to have a positive impact on a wide cross section of the community.

TARGET COMPLETION/DELIVERY DATE	<p>The Phase 2 programme will deliver through to March 2020 with the additional funding anticipated to extend the Programme to 2021.</p> <p>Expressions of interest for the Future High Street Fund need to be submitted by 22nd March with a response identifying those to progress to the second round due in the Summer and a final response on selected projects by late 2019/20. No timetable has yet been released for the Heritage High Street Fund.</p>	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes/No	<p>The Financial Management Report approved by Council on 28th February 2019 transferred £1m to the Pride in Our High Street reserve.</p> <p>Finance will continue to support the Service Delivery Team as funding allocations are determined and have advised on assessments and their terms as appropriate.</p> <p>DR 12/2/19</p>
LEGAL ISSUES	Yes	<p>Any decision made by the Authority can be subject to challenge in respect of its reasonableness or lawfulness. Therefore a robust and transparent assessment procedure was developed so as to avoid challenge of either the process followed or recommendations made by Officers and the Assessment Panel.</p> <p>The assessment and award process also sought to ensure that a breach of the State Aid Rules does not arise either directly or indirectly by the award of grant funding to individual organisations or joint ventures which could distort competition and affect trade by favouring certain undertakings. Be mindful of the level of funding provided and the amount of any additional funding to undertakings. Make sure a clear record of this is kept. The risk however of breach of the rules is still very low but should there be any doubts refer back to legal for more detailed advice.</p> <p>Legal Services have developed a standard form of grant agreement that will be used in each award of funding</p>
OTHER IMPACTS, RISKS & OPPORTUNITIES	No	

IMPACT ON SPECIFIC WARDS	Yes	The project will focus on 6 borough town high streets with the greatest potential to benefit from investment.
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PART B) – ADDITIONAL INFORMATION

4. INFORMATION

Empty Unit Incentive Package

- 4.1 The Empty Unit Incentive Package provides a start-up grant which is available in high streets where levels of empty retail properties are equal to or above national levels (around 11%). These are Wellington, Oakengates and Dawley and as of October 2018 Ironbridge, which saw an increase in vacant premises last year, taking it above the national average.
- 4.2 The Empty Unit Retail Grant has attracted over 80 initial enquiries, an encouraging sign that the entrepreneurial spirit is alive and well in Telford. Grant awards range from £2k to £10k and applications are first assessed against the results of the 2017 retail survey to ensure that there is no duplication or displacement of existing retail or service activity. Applicants have to provide a business plan to demonstrate that they have thoroughly researched the need and demand for their product or service and also provide evidence of need for financial assistance.
- 4.3 Since the launch of the programme, 6 grants to the value of £56,500 have been awarded and there are a further 3 applications currently being processed with others in earlier stage of consideration. Each applicant has received business support through the Council's team at the Growth Hub and will receive on-going support where needed. The high quality of the successful applications is reflected in the success that these businesses have been enjoying since opening:
- 4.4 **Coffee Aroma café** opened at Oakengates Theatre in October 2018 and has gone from strength to strength. Since opening with 3 employees, they are now employing 4 with healthy sales growth achieved by maximising the opportunities created by its location at the front of the Theatre. The business is having a follow on benefit to other local producers who are providing stock to the busy café.

Cllr Stephen Reynolds, Mayor of Oakengates Town Council said: We have welcomed Coffee Aroma to The Place Theatre and this has proved to be a great success in footfall, not just to Limes Walk and The Wakes but importantly to the Theatre and Library. We have also welcomed Gems, who have relocated to Market Street ensuring that the future of this family business is embedded into the high street for future generations.



4.5 **Nathan Rous PR** have relocated to The Court Wellington, with the benefit of a grant, allowing them to take on new clients and two new staff. They are not only bringing the benefits of a growing business to Wellington, they are also keen to support the rest of the high street and will bring their expertise to bear in the promotion of Wellington to new visitors and shoppers. Within two months of opening in Wellington they have developed a new hospitality consultancy offer called Mr Greenside, which will give businesses in the hospitality sector a series of free clinics to help with everything from recruitment to social media and videography.

Quote: "We are indebted to the Council's Pride in Our High Street project team for the support they have given us in recent weeks," he explained.

"Our business has expanded significantly in the last two years to such a degree that we have outgrown our existing premises in Much Wenlock. Wellington offers us the opportunity to breathe new life into a stunning building while continuing the next stage of our development."



4.6 **The Cavern Sports Bar** were awarded their grant in November and January saw the opening of their Sports Bar, a business that has brought something new to the food and drink offerings of Ironbridge and which is already attracting a lot of publicity. The owners of the new Bar have both worked in the hospitality industry in Ironbridge for several years and so know the local market well.

Quote: “After months of hard work renovating it was great to open our Sports Bar early in 2019. The grant from Pride in Your High Street has meant we can realise our dreams. Every customer has been so positive and Ironbridge high street is such a fantastic location for our business. We couldn’t have accomplished this without the grant from Telford & Wrekin Council and it gives budding entrepreneurs such an opportunity.”



- 4.7 **Gems Haberdashers** were awarded a grant that allowed them to relocate to Oakengates and expand. They opened the haberdashers on 5th December 2018. A new business range of workshops will commence in Spring 2019.



- 4.8 **CoCo's Desserts** opens in March, bringing affordable luxury treats to Wellington in the form of desserts catering for all dietary needs. This is a proven franchise operation and fills a demonstrable gap in the local market. Open daily from 3pm-10pm the shop will add value to Wellington's evening food and drink economy and the business will employ a full time and some part time positions.



- 4.9 **Clifton Arts-The Orbit.** The Orbit will bring a completely new offer to Wellington including a cinema, café/bar on the ground floor and creative space for meetings, music and hire on the upper floors. They will be opening in April, with sections of the building opening on a phased basis. This sort of community led development is exactly the type of development that is being recommended by the latest high street studies.



Young High Street Challenge

- 4.10 The winners of the Young High Street Challenge, a PIOHS competition for young people to engage them in high street regeneration, took to the streets of Wellington in November 2019 to showcase their winning projects. The students received an enthusiastic reception from local residents and positive feedback that gave them further confidence in their ideas.



- 4.11 **Wrekin College** whose team won a grant of £20,000 to launch their Retro Shack retail concept in Wellington have now found premises in the centre of town, ideal for their business. They are refining their business plan and operating budgets in preparation for taking over the premises by late Spring, and are already building their

stock of retro-products from clothing to vinyl.



- 4.12 **Burton Borough's** team have taken their entrance feature design to the Tile Works at Craven Dunhill in Jackfield and it is now being developed into a tile mural to decorate the entrance to Wellington Market. Students from **Haberdashers Adams** consulted with Wellington residents on their new branding design for the market and ideas for pop up markets and live music and will now be working with the Wellington Market Company to take their ideas forward.



Property Façade Improvement Scheme

- 4.13 High Street regeneration schemes across the UK show that solutions such as the use of colour in the high street and of green space create an impression of safe and open streets and can have a significant impact on economic performance. The appearance of high streets can be radically improved by simple solutions.
- 4.14 The Property Façade Improvement scheme is open to all 6 key borough town high streets of Newport, Ironbridge, Madeley, Wellington, Dawley and Oakengates. Eligible

properties lie within a defined area which encompasses the primary shopping areas as defined in the Telford & Wrekin Local Plan and agreed with the Town/Parish Councils.

- 4.16 The design, contracting and delivery of facade improvements is being overseen by the Council's biT architecture and design service and a simple form of agreement needs to be signed by the property owner and/or tenant to confirm participation in the scheme.
- 4.17 Property owners and/or tenants have been written to in all of the eligible areas. It has proven difficult to contact many of whom are absent landlords, but letters are now being followed up by visits, supported by Town or Parish Council officers.
- 4.18 To date 56 businesses have agreed to be included in the scheme. A range of façade styles have been designed in keeping with the style of the local high street and taking into account any special status such as a conservation zone. Facade designs are also being tailored to allow for any specific business branding.
- 4.19 Wellington, Oakengates and Ironbridge will be the pilot areas, with work starting on facades in Spring 2019. Images of some of the designs that will be delivered in the pilot areas are shown in Appendix 1, alongside 'before' images. A palette of heritage colours is being used by the design team with owners/tenants given an opportunity to approve the designs.

Future High Streets Fund

- 4.20 The £675m Future High Street Fund was launched in December 2018 and will have two rounds; the first closes on the 22nd March 2019 and the second round is anticipated to open in 2020 (timescales yet to be confirmed).
- 4.21 The Fund has a two phase application process with Expressions of Interest to be submitted by 22nd March 2019. Successful applications will be invited to proceed to Phase 2 in the Summer of 2019.
- 4.22 The Fund has rigorous eligibility criteria. It is open to Local Authorities who can put forward a set number of expressions of interest in the first round, dependant on the population of the authority area. Telford & Wrekin with a 2017 mid-year population of almost 176,000 is able to submit a maximum of 2 expressions of interest. Each submission must cover one high street or town centre in their area.
- 4.23 Eligible town centres must be facing significant challenges, must be important centres serving a wide population, have the potential to support extensive economic and social activity and have strong transport links. Government has made it clear that Local Authorities must be realistic about their bids given the level of competition that there will be for the fund. Any project put forward must make a transformational change to the use of a project area, rather than just a difference to its appearance and projects should be able to demonstrate a link to the delivery of national and emerging Local Industrial Strategies.
- 4.24 Given the above and having had discussions with Government advisors on the Fund, the Council has determined to submit two first round expressions of interest to the fund based on the town centres of Wellington and Oakengates. These town centres are of a scale and have a range of challenges that most closely meet the eligibility criteria. They also have opportunities to deliver the transformative change required

by the Fund and so will provide an excellent learning opportunity for our other High Streets.

- 4.25 Wellington is well placed geographically with strong rail links and direct motorway access. It has a substantial catchment area and it already supports a broad range of economic and social activity, including a strong cultural offer. It has a strategic masterplan in place and there are partnerships and groups active in the Town that will provide strong proof of engagement and support, some of which can supply public and private sector co-funding, another important criteria for Fund eligibility. These groups include the Town Council, Wrekin College, Wellington Market Company and a range of businesses with a strong commitment to the regeneration of the town. The Town Council has also recruited a high street marketing specialist who will play a key role in supporting masterplan delivery and bringing together partners.
- 4.26 The vision for the town, led by the Town Council and other partners, includes a number of key physical interventions that aim to: change the balance of retail and residential property; build on the introduction of new non retail commercial and leisure uses in the Centre; introduce new enterprise to the town through the acquisition and regeneration of key properties; transform existing enterprise to attract new markets and; improve the public realm to link together the business, retail and community elements of the town centre. The opportunity for enterprise in the Town is underpinned by the Town's strong rail and road links.
- 4.27 Oakengates is also well placed geographically with strong rail links and it has a cultural asset in the form of the theatre that presents significant opportunity for transformation but requires investment. This needs to be linked to a level of property clearance and the redevelopment of transport infrastructure and the town centre's public realm in order that the theatre can attract the new markets that we know are there. Like Wellington, Oakengates also presents opportunities to change the balance of retail and residential property and to introduce new enterprise to the town through the acquisition and regeneration of key properties, particularly where there is an opportunity for leisure use.
- 4.28 Round 2 of the Future High Streets Fund will open in 2020. The opening date and bidding process are still to be confirmed but it is proposed that Madeley and Dawley should be the focus of future expressions of interest. Consideration will need to be given to a masterplan for transformative change for both areas, but both have large catchment areas, can demonstrate significant challenges but also have assets and partnerships that can be exploited to drive social and economic improvement.
- 4.29 Government has indicated that they will launch a second round of the Future High Streets Fund in 2020. The Council has identified Madeley and Dawley as potential applicants for the second round.
- 4.30 A further £55m has been allocated to DCMS (Department of Digital, Culture, Media and Sport) to support the regeneration of Heritage High Streets. Details and timescales for the roll out of this fund have yet to be released but based on the information released to date it is anticipated that the focus will be on restoration and/or re-purposing of historic assets which will provide funding opportunities for our key heritage town centres of Ironbridge and Newport.

- 4.31 Given the success of PIOHS and in order to ensure that all of the Borough's key High Streets benefit from investment over the next 2 years, the Council has also set aside £1m for further high street regeneration activity. The application of this funding will take into account any success that the Council achieves in applications for the Future High Street Fund. In the meantime the Council is reviewing the success of the current programme and is considering options for the investment of this additional funding but is committed to continuing the engagement of young people in the Programme.

5. **IMPACT ASSESSMENT – ADDITIONAL INFORMATION**

NONE

6. **PREVIOUS MINUTES**

Cabinet 18th October 2018
Cabinet 18th October 2017
Cabinet 17th November 2016
Cabinet 28th January 2016

7. **BACKGROUND PAPERS**

NONE

Report prepared by Kathy Mulholland, Service Delivery Manager Inward Investment and Business Support and Joy McGeown, Project Manager Pride in Our High Street.

TELFORD & WREKIN COUNCIL**CABINET – 14.03.2019**

Fostering Modernisation Plan (Review of Foster Carer Fees and Allowances)

REPORT OF - Assistant Director, Children's Safeguarding and Family Support**LEAD CABINET MEMBER –** Councillor P Watling, Cabinet Member for Children & Adults Early Help & Support (Lead Member for CYP)**PART A) – SUMMARY REPORT****1. SUMMARY OF MAIN PROPOSALS**

- 1.1 Telford and Wrekin Council has a duty to provide or commission a range of placements sufficient to meet the needs of all children in care locally, including foster care provision. The local authority provides a fostering service, recruiting and supporting a range of foster carers as well as commissioning foster placements from Independent Fostering Agencies. Over the last 3 years there has been a significant increase in the use of Independent Fostering Agencies, which are more expensive than local authority provided foster care, and often result in children being placed further from home which can lead to poorer outcomes for children as well as create problems in delivering social work services.
- 1.2 Although there has been growth in the number of Telford and Wrekin Council foster carers over the last year, a review of our Council foster care service has identified a number of areas for improvement including: recruitment and retention of foster carers; availability of foster carers to provide care for children and young people with complex needs; and ensuring that we offer a competitive offer for current and potential new Telford and Wrekin foster carers.
- 1.3 This report provides a proposal to modernise and simplify fees and allowance schemes for foster carers within the Telford and Wrekin fostering service, with clear progression routes to reflect market rates. The report identifies proposals and rationale for additional investment to accelerate this service improvement and growth.

- 1.4 The benefits of the proposed changes will result in an increase in both the number and capacity of in-house foster care provision; a reduction in the number of children placed with Independent Fostering Agencies and an increase in number of children placed locally. The financial case for change is strong, with significant budget pressure on the provision of placements. This plan will contribute to a reduction in budget pressures attributed to placements for looked after children.
- 1.5 An extended and full engagement with foster carers, coupled with an analysis of practice in other Local Authorities and in Independent Fostering Agencies has informed the proposals.

2. RECOMMENDATIONS

It is recommended that Cabinet:

1. Approves the revised fees and allowances structure for Telford and Wrekin Council's Foster Carers.
2. Agrees that the scheme commences on 1st April 2019 and a 12 month review and evaluation be completed in April 2020.

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Our Proposals; changes to foster carer's payments - for consideration and approval meet the following Council priorities	
	Yes	<ul style="list-style-type: none"> • Put our children and young people first • Protect and support our most Vulnerable children and Adults • Protect and create Jobs as a Business supporting Business Winning Council • Improve local peoples prospects through education and skills training • Improve the health & wellbeing of our communities and address health inequalities
	Will the proposals impact on specific groups of people?	
	Yes	<ul style="list-style-type: none"> • Our proposals will impact on all members of T&W population who wish to become foster carers or existing foster carers aged 21years to those who individually select retirement. • The exception to this are those members of the population who have specific cautions, Criminal convictions relating to children and specific offences.
TARGET COMPLETION/DELIVERY DATE	1 st April 2019 implementation of the new payment structure for new and existing Telford & Wrekin Foster Carers and associated	
FINANCIAL / VALUE FOR MONEY IMPACT	Yes	<p>The average cost of internal foster care provision in T&W is currently less than half that of Independent Foster Agencies (IFAs). The budget strategy for Children's Safeguarding & Family Support (CSFS) has assumed a significantly higher level of internal provision and significantly lower IFA provision than is currently the case. The result has been that the current average cost of foster care provision is higher than had been planned and so is contributing to the financial pressures in CSFS.</p> <p>The proposals contained within this report would result in increased expenditure on internal foster</p>

		<p>care provision, but the cost of internal provision compared to IFAs would remain much lower. As a result, if this increase in expenditure contributes to better recruitment and retention of internal foster carers, then there could be a positive financial impact on the CSFS budget position. In particular, if more children and young people with disabilities or with complex and vulnerable characteristics can be cared for by internal foster carers, this would support the service's plans to 'step-down' children and young people from expensive, often out of area care, to local, internal care.</p> <p>The measures proposed in this paper have been included as part of the budget strategy for 2019/20. (TD 18.2.19)</p>
LEGAL ISSUES	Yes	<p>Section 22C of the Children Act 1989 sets out the ways in which looked after children are to be accommodated and maintained by a local authority:</p> <ul style="list-style-type: none"> • with a parent or person who holds parental responsibility or previously held such under a Child Arrangements Order • with a connected person foster parent • with a local authority foster parent who is not a connected person • in residential care • placement in other regulation compliant arrangements, subject to statutory review. <p>Pending any revision to legislation and statutory guidance following the publication of Foster Care In England on 6th February 2018 and Fostering Better Outcomes by the DfE on 20th July 2018, fostering services are regulated by the following framework [as updated from time to time]:</p> <ul style="list-style-type: none"> • Fostering Services (England) Regulations 2011 • DfE Fostering Services: National Minimum Standards [NMS]

		<ul style="list-style-type: none"> • DfE Children Act 1989: care planning, placement and case review statutory guidance 2010 • DfE Family and Friends Care: Statutory guidance for local authorities 2010 • DfE Children Act 1989 Statutory guidance on fostering services for looked after children 2011 • DfE Fostering Services: Statutory guidance on the assessment and approval of foster carers 2013 <p>There is a minimum requirement that local authorities have objective criteria that do not discriminate against family and friends foster carers [NMS Standard 30.10]</p> <p>The DfE sets and publishes the National Minimum Allowance (NMA) in April each year and expects all fostering services to pay foster parents at the NMA rate. Any fee / reward based payment would be paid in addition to the NMA.</p> <p>Any additional allowances that are payable to unrelated foster carers with a particular skill or qualification must also be payable to family and friends foster carers (R(X) v London Borough of Tower Hamlets [2013])</p> <p>The European Court of Justice determined on 20th November 2018 that foster carers are not workers for the purposes of the Working Time Directive.</p> <p>A hearing date is awaited in the case of Anderson v Hampshire City Council which will consider the employment status of foster carers and their entitlement to holiday pay.</p> <p>(KF 28.12.2018)</p>
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	Financial: If the fostering service is not modernised, then it is likely that the costs associated with the use of external fostering placements will continue to rise and will continue

		<p>to have a significant impact on the financial viability of the provision and the council.</p> <p>Strategic Priorities: Failure to offer sufficient, high quality local placements results in a failure to adequately fulfil Corporate Parenting Responsibilities to looked after children.</p> <p>Reputation: Failure to meet quality standards and fulfil our duties and responsibilities as set out in legislation, regulations and guidance would have a detrimental impact on the reputation of the local authority.</p> <p>Criticality of Service: This is a statutory service, critical to meeting the needs of children and young people in care. Without modernisation, there is a risk that there will not be sufficient local carers to support the needs of the children placed there resulting in poor short and long term outcomes</p>
IMPACT ON SPECIFIC WARDS	No	N/A

PART B) – ADDITIONAL INFORMATION

The remainder of the report will contain any additional information needed to inform decision-making and is likely to include the following headings:

4. INFORMATION

Background:

4.1 Telford and Wrekin Council has a duty to provide or commission a range of placements sufficient to meet the needs of all children in care locally (Children Act, 1989¹; Sufficiency Statutory Guidance, 2010²; Care Planning, Placement and Case Review Regulations, April 2010³). This range of

¹ <http://www.legislation.gov.uk/ukpga/1989/41/contents>

² <https://www.gov.uk/government/publications/securing-sufficient-accommodation-for-looked-after-children>

³ <http://www.legislation.gov.uk/uksi/2010/959/contents/made>

placement provision includes foster care provision where there is a mixed market of internally provided, often known as in-house provision, and externally commissioned provision from a range of Independent Fostering Agencies.

4.2 Foster carers are in increasingly short supply nationally, and with a legal obligation to find suitable accommodation for our vulnerable children and young people, local authorities are turning to Independent Fostering Agencies and other high cost provision due to there being a reduction in the availability of in-house local authority carers.

4.3 The scale of the foster care crisis has been widely publicised, and referenced in the 2018 Foster Care in England: Review⁴, which established that the number of approved fostering households is continuing to decline. In 31 March 2018, there were 43,475 fostering households; a decrease of 3% from March 2014, where there were 44,780 approved fostering households.

4.4 Further evidence of the crisis is visible in the significant reduction in the number of applications to foster, with numbers reported to have fallen 32% between 2014/15 and 2015/16.

4.5 Independent Fostering Agencies (including commercial, not for profit and charity organisations) are clearly a valuable part of our fostering system as they ensure that we can support children with a diverse range of needs, and often offer specialist provision that it would be difficult to effectively or efficiently deliver locally.

4.6 However, there are national concerns over the rising costs of Independent Fostering Agencies provision, with fees paid to Independent Fostering Agencies per foster child being almost 92% higher than those paid directly to carers registered with local authorities, according to a 2016 report by government adviser Sir Martin Narey, with the average fee per week rising to £759 for Independent Fostering Agencies, from £396 for local authority carers⁷.

4.7 The use of Independent Fostering Agencies in Telford and Wrekin has increased over the last three years, in line with the national picture. The use of independent fostering provision between 2015/2016 and 2017/2018 increased from 24,764 nights to 34,752 nights, a rise of 40%. That compares to an increase of just 8% in the use of internal fostering provision over the same period.

⁴ <https://www.gov.uk/government/publications/foster-care-in-england>

4.8 The proportionate increase in the use of Independent Fostering Agencies is due to several factors including: the national increase in the number of looked after children; an increase in the complexity of needs of children; inadequate growth of in-house foster carer provision to meet this demand; and a foster carer offer which is not aligned with that of our competitors.

4.9 The consequence of increased use of Independent Fostering Agencies is not only increased expenditure but also an increase in the number of children placed further away from home, which can be detrimental to outcomes for those children and young people. This also creates challenges for provision of services as social workers and other professionals must travel across the county to provide support and fulfil their duties.

4.10 Costs of placements for children looked after continues to be a significant financial pressure. A breakdown of current placements for the 385 looked after children in Telford and Wrekin identifies that 47 children (12%) are placed in residential settings at a forecast cost in 2019/20 of £7.6m. In terms of the 18/19 forecast position, we're predicting that residential provision will account for 48% of the total £15.8m spend on children in care. In addition, 112 children in care are in Independent Foster Agency Placements and we forecast that total expenditure of £4.4m in this placement type will account for 28% of total spend on children in care.

4.11 The data clearly demonstrates that internal fostering placements represent the best value for money, and lowest costs (average £356 per child, per week as at 31st January 2019). External fostering costs are on average £837 per child per week. Residential placements cost on average £3332 per week.

4.12 It is acknowledged that the placement mix for children currently looked after in Telford and Wrekin is unbalanced with too many being placed in expensive Independent Fostering Agency placements, too few with in house carers, too many in very expensive residential placements and too many young children in residential placements. Linked to this is an inadequate supply of foster placements for the children and young people who are becoming looked after in the borough, including those with highly complex and challenging behaviour. It is desirable, therefore, to increase the supply of in-house provision to help address these pressures and to ensure that children's placements are closer to home.

4.13 This report provides a business case to support a reduction in the number of children placed with Independent Fostering Agencies, increase both the number and the capacity of in-house foster care provision, and

identifies proposals for additional investment to accelerate service improvement and growth.

4.14 As at 31st March 2018, Telford and Wrekin had 90 approved foster carers representing a possible 184 possible placements:

4.15 There is, as would be expected, constant turnover in the carer population. Whilst there is some recruitment, the net gain is insufficient to meet the needs of children entering care, there are also difficulties in recruiting carers for children with more complex needs. It is important to have a diverse pool of foster carers as the individual characteristics and needs of children and young people must be matched with the placement they are placed in.

4.16 A review of the Telford and Wrekin Fostering Service has identified the following set of issues limiting service improvement and growth which have been grouped into themes relating to recruitment activity; retention of foster carers; availability of foster carers to provide care for children and young people with complex needs and the competitive environment for Fostering Services both locally and nationally.

4.17 Telford and Wrekin fostering fees and allowances are standard and offer very little acknowledgement and delineation to recognise the skills, and experiences required to support children and young people in care with more complex needs who may go into residential care, who may be stepped down from residential care and those who had specific short term or enduring significant special needs.

4.18 The National Fostering Stocktake 2018⁵ recommends the endorsement of tiered approaches to paying fees, linked to the skills and experience of the carers.

4.19 We have benchmarked our current fees and allowances with other local authorities and with Independent Fostering Agencies operating within the Telford & Wrekin Area. The outcome of that benchmarking is that our fees and allowances are not all comparable with competitors. Although research and consultation recognises that other factors are also important to both current and prospective new foster carers, it is important that we model our offer to ensure that Telford and Wrekin are recognised as rewarding the complex and valuable work undertaken by our foster carers.

⁵ <https://www.gov.uk/government/publications/foster-care-in-england>

4.20 Within the proposed increases we are also proposing new fees and allowances for the Telford and Wrekin offer in relation to:

- a. An additional level to be introduced into the progression framework to make the Telford and Wrekin foster carer offer attractive and competitive; and to also assist with retention. The introduction of a third tier fee (an increase of £20 per week per child) for experienced foster carers who have remained working in Telford and Wrekin for two years plus.
- b. The recruitment of additional Fostering Plus carers - a distinct role for highly resilient, skilled and experienced carers who look after highly vulnerable children and young people who require a high level of support and care to prevent them from entering residential care. These carers are also pivotal in providing high support step down placements for children and young people who have been in residential care settings for a number of years. This specialist tier will offer an increased fee of £600 per week.
- c. The recruitment of specialist foster carers for children and young people with disabilities. This specialist tier will offer an increased fee of £600 per week.
- d. The recruitment of placements to host parent and child placements during periods of assessment (which would otherwise result in high cost specialist accommodation outside the borough).
- e. A small increase in allowances/birthday allowances/holiday allowances.
- f. There are a number of additional key initiatives referenced in Appendix 1.

4.21 Key points:

- Fee payments will be matched to the complexity of children's needs.
- The skills, expertise and experience of carers will be recognised in payments for the uptake of learning and development and engagement with support groups.
- The proposal simplifies a complex system that has built incrementally over many years and makes the system clear and fair.
- The proposal is designed to attract more carers, who are a hugely valued resource.
- The offer for carers compares well with neighbouring authorities and with the independent sector.
- The proposal will ensure that Telford and Wrekin foster carers feel valued as part of the professional team around the child and have an opportunity to progress and develop.

4.22 Financial proposal:

Proposed foster carer financial offer increases as reflected in Appendix 1 - £174,269.

5. **IMPACT ASSESSMENT – ADDITIONAL INFORMATION**

*(Where you have answered ‘yes’ to any part of the impact assessment in Section 4, you can add additional information here if necessary. You should ensure that there is sufficient information for members to fully understand the impacts and risks of proposals before making decisions. **Information on financial and legal impacts must be completed by an officer from Finance or Legal).***

6. **PREVIOUS MINUTES**

Not Applicable

7. **BACKGROUND PAPERS**

See Appendix 1

Report prepared by: Laura Moore, Group Specialist, Service Improvement & Efficiency, Children’s Safeguarding & Family Support

Telephone: 01952 385658

Proposed Foster Allowance Increases - 2019 Appendix 1

Foster Allowances	Present Weekly Amount	Proposed Weekly amount	Weekly Change	Number of Foster children	Total Weekly Increase	Proposed Annual increase
Fee - Level 1	£80.00	£80.00	£0.00	35	£0.00	£0.00
Fee - Level 2	£120.00	£120.00	£0.00	112	£0.00	£0.00
Fee - Level 3 (Mentoring & Recruitment Responsibilities) - 2 years + experience	£120.00	£140.00	£20.00	53	£1,060.00	£55,268.40
Fee - Fostering Plus (Stepdown & Prevention)	£400.00	£600.00	£200.00	2	£400.00	£20,856.00
Fee - Children with Disabilities	£240.00	£600.00	£360.00	2	£720.00	£37,540.80
Fee - Parent & Child	£240.00	£350.00	£160.00	2	£320.00	£16,684.80
Allowance - 0-4	£134.49	£136.00	£1.51	43	£64.93	£3,385.45
Allowance - 5-10	£153.20	£156.00	£2.80	37	£103.60	£5,401.70
Allowance - 11-15	£190.72	£195.00	£4.28	33	£141.24	£7,364.25
Allowance - 16+	£232.00	£232.00	£0.00	8	£0.00	£0.00
Increase in foster allowances						£146,501.41
Birthday / Holiday Allowances	Present Annual Amount	Proposed Annual amount	Annual Change	Number of Foster children		Proposed Annual increase
Birthday Allowance - 0-4	£134.49	£136.00	£1.51	43		£64.93
Birthday Allowance - 5-10	£153.20	£156.00	£2.80	37		£103.60
Birthday Allowance - 11-15	£190.72	£195.00	£4.28	33		£141.24
Holiday Allowance - 0-4	£268.98	£272.00	£3.02	43		£129.86
Holiday Allowance - 5-10	£306.40	£312.00	£5.60	37		£207.20
Holiday Allowance - 11-15	£381.44	£390.00	£8.56	33		£282.48
Increase in Birthday/Holiday allowances						£929.31
Other Payments	Present Amount	Proposed Amount	Change	Annual Activity		Proposed Annual increase
Travel/Mileage	42p per mile	45p	£0.03	38,166 miles		£1,144.98
Day Care	£4.00 per hour	£5.50	£1.50	2,880 hours		£4,320.00
Disturbance Allowance	£0.00	£50/£100		25 cases		£2,500.00
Shared Care - Day Care	£6.00 per hour	£8.00	£2.00	528.5 hours		£1,057.00
Shared Care - Overnights	£51 per night	£85.00	£34.00	287 nights		£9,758.00
Shared Care - Training/Supervision	£6.00 per hour	£8.00	£2.00	54 hours		£108.00
Training Bonus - Standard	£50.00	£100.00	£50.00	69 payments		£3,450.00
Refer a friend only	£250.00 per referral	£500.00	£250.00	10 referrals		£2,500.00
Training & recruitment support costs for Foster Carers		£200.00	£200.00	10 occasions		£2,000.00
Increase in other payments						£26,837.98
Total increase per annum						£174,268.70

Please note that some Special Guardians will be entitled to these increases. The impact of this is hard to calculate as payments are calculated on an individual basis.

TELFORD & WREKIN COUNCIL

CABINET – 14th March 2019

PROCUREMENT UPDATE



REPORT OF ASSISTANT DIRECTOR OF GOVERNANCE, PROCUREMENT AND COMMISSIONING

LEAD CABINET MEMBER – CLLR LEE CARTER

PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

A regular report for Members to consider the update of the Council's Procurement Intentions Document and update them on the latest information regarding effective procurement and contract management

2. RECOMMENDATION

- 2.1 Cabinet to note the procurement updates in this report
- 2.2 Cabinet to note the Procurement Intentions Document (Appendix 1) and where indicated, approve delegation to the appropriate officers (as per the Contract Procedure Rules) to progress new procurements through the tender process to contract award

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	Best value procurement in line with the Contract Procedure Rules promote engagement of local suppliers and stakeholders
	Will the proposals impact on specific groups of people?	
	No	
TARGET COMPLETION/DELIVERY DATE	The Procurement Intentions Document is a live document regularly updated by SDMs throughout the year with updates to Cabinet every 4 to 6 months dependent upon activity.	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	The award of contracts should be within the approved budgetary framework and in accordance with the financial strategy. The medium term financial strategy includes the need to identify further ongoing savings, on top of the £117m to be delivered by the end of this financial year with around a further £30m of budget savings currently expected to be required over the next 3years. The delivery of future cuts will become increasingly challenging as local government continues to face Government funding reductions. Delivering savings through effective procurement is therefore an important feature of the budget strategy with over

		£12.5m delivered by the end of 2019/20. Active contract management also ensures continued value for money is achieved through the life of contracts. Improving social outcomes through the procurement process could also lead to reduced demand on services and potentially lower costs. TAS 14.02.19
LEGAL ISSUES	Yes	The procurement intentions document, Appendix 1, is both transparent for all businesses to be able to see and prepare for forthcoming procurements that the Council will be undertaking but also is a transparent process to evidence appropriate delegations to officers. The delegations sought in this report are for officers to be able to commence and complete the procurement activity detailed in Appendix 1 and for contracts to be executed, depending upon their value, either under seal or under hand. All contracts must comply with relevant EU requirements as well as provisions contained within the Council's Contract Procedure Rules and advice will be provided by the Strategic Procurement Team and/or Legal Services, if appropriate. AC 14/02/2019
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	The Procurement Intentions Document is published externally. This helps the Council's supply chain prepare for up and coming tender opportunities.
IMPACT ON SPECIFIC WARDS	No	

PART B) – ADDITIONAL INFORMATION

4. INFORMATION

- 4.1 Council wide procurement continues to drive savings through robust competitive tendering and real time negotiation when brokering services. Where there is a cost improvement plan in place, procurement savings will be reported against this. In other areas, savings are reported through the Service and Financial Planning route.
- 4.2 A key factor in borough wide successful procurement is the continuous development of the local supply chain. On 28th February, around 100 suppliers attended an event designed to help 'forge links with the local supply chain¹'. This event had been created by Telford & Wrekin and Shropshire Council's Procurement teams working alongside the respective Business Boards and the Growth Hubs. Telford & Wrekin suppliers, Balfour Beatty and Wrekin Housing trust held workshops accompanied by the council's procurement managers to explain how suppliers can access their supply chains, how they can promote themselves as potential subcontractors and the essential role that social value has in their bids. Attendees also had the opportunity to talk with 15 exhibitors all of whom are wanting to work with local business to keep the local pound circulating.

¹ <https://www.eventbrite.co.uk/e/forging-links-with-your-local-supply-chain-tickets-54925245889>

4.3 Whilst supporting the local agenda we are mindful of the changes that lie ahead should the UK leave the EU without a deal on 29th March. The majority of the procurement regulations and in particular the different procedures available to contracting authorities and entities, will remain exactly the same. The key difference for contracting authorities would be the need to send notices to a new UK e-notification service instead of the EU Publications Office. Our current e-notification provider BiP Solutions is working with the Cabinet office to ensure that after 29th March 2019 there is a UK hosted IT platform for our procurement notices to be posted to.

4.4 Attached at Appendix 1 is the latest procurement intentions document for consideration.

5. **IMPACT ASSESSMENT – ADDITIONAL INFORMATION**

6. **PREVIOUS MINUTES**

Procurement Update CB-016 13th September 2018

7. **BACKGROUND PAPERS**

Report prepared by Sarah Bass, Commissioning Procurement & Brokerage Ext 82470

Service Area	Key Commissioning /Procurement Intentions	Major contract < £500k /Minor >£500k	Indicative Value of final Contract	Date Delegated or Not Required	Cabinet Approval to Proceed > £500k	Officer Approval and date to proceed <£500k	Comments	Contract Award Due Date	Lead Officer
Business Development & Employment	Marches Tourism and Culture Strategy	Minor	£15k			Katherine Kynaston	Commission on behalf of the Marches Local Enterprise Partnership of a Marches Tourism and Culture Strategy	Feb-19	Kathy Mulholland
Children Services	Children's; Therapeutic and Support Services	Major	£6m				Telford is leading on this West Midlands Regional Project. This will be procured as Dynamic Purchasing System (DPS). CTASS includes 16 lots as follows; Contact, Family Group Conferencing, Psychological Assessments, Residential Parenting Assessments, Community Based Parenting Assessments, Therapy, Mediation, Form F, Form C and SGO Assessments, Return Home Interviews, Speech and Language Therapy, Occupational Therapy, SEND Mediation, Life Story Work, Independent Person for Secure Accommodation Reviews. Secure Transport. this replaces our existing contract. At this early scoping stage 4 LAs are yet to confirm their estimated spend	Dec-19	Sarah Bass
Children's Services	Joint Adoption Service	Minor	70K			Jo Britton	Procure services to implement LL and Controcc for Joint Adoption Service	Dec-19	Clare Hall-Salter
Commercial Services	biT	Major	£800k		Included in Capital Programme Cab Paper 15/2/18		Millbrook Primary Extension	2020	Chris Goulson
Commercial Services	biT	Major	£1M		Included in Capital Programme Cab Paper 15/2/18		Newport Junior Adaptation	Sep-19	Chris Goulson
Commercial Services	biT	Major	£1M		Included in Capital Programme Cab Paper 15/2/18		Wrekin View Primary Expansion	2020	Chris Goulson
Commercial Services	biT	Minor	£12K		Included in Capital Programme Cab Paper 15/2/18		Teagues Bridge Primary Drainage	Sep-19	Chris Goulson
Commercial Services	biT	Minor	£45K		Included in Capital Programme Cab Paper 15/2/18		Newport Swimming Pool Refurbishment	Sep-19	Chris Goulson
Commercial Services	biT	Minor	£30K		Included in Capital Programme Cab Paper 15/2/18		Darby House Entrance Improvements	Sep-19	Chris Goulson
Commercial Services	biT	Minor	£45K		Included in Capital Programme Cab Paper 15/2/18		Darby House Toilet Refurb	Sep-19	Chris Goulson
Commercial Services	biT	Minor	£90K		Included in Capital Programme Cab Paper 15/2/18		The Place Electrical Works	Apr-20	Chris Goulson
Commercial Services	BiT	Minor	£50k			Chris Goulson Jan-19	John Randall Primary - Healthy Schools Capital Fund - Renovate Garden Space, Resurface outdoor play	Sep-19	Chris Goulson
Commercial Services	BiT	Minor	£30K			Chris Goulson Jan-19	Telford Ice Rink- Energy Saving LED Lighting	Sep-19	Chris Goulson
Commercial Services	BiT	Minor	£20K			Chris Goulson Jan-19	Oakengates Leisure Centre - Replacement Athletics Seating	Sep-19	Chris Goulson
Commercial Services	BiT	Minor	£60K			Chris Goulson Jan-19	Darby House - Energy Saving LED Lighting	Sep-19	Chris Goulson
Commercial Services	BiT	Minor	£25k			Chris Goulson Jan-19	The Place - Stage Winch Replacement	Sep-19	Chris Goulson
Commercial Services	biT	Minor	£180,000				Apley Wood Primary School Boiler Replacement	Jul-19	Chris Goulson
Commercial Services	biT	Minor	£22,000				Donnington Wood CE Junior Kitchen Gas Safety Works	Apr-19	Chris Goulson
Commercial Services	biT	Minor	£140,000				John Fletcher of Madeley Primary School Kitchen Refurbishment	May-19	Chris Goulson
Commercial Services	biT	Minor	£60,000				Newport CE Junior Submains and Cables	May-19	Chris Goulson
Commercial Services	biT	Minor	£60,000				Teagues Bridge Primary Toilet Refurbishment	Jul-19	Chris Goulson
Commercial Services	biT	Minor	£21,500			Fliss Mercer	Horsehay Village Golf Club Refurbishment of Changing Rooms	Apr-19	Chris Goulson
Commercial Services	biT	Minor	£45,000		Capital Programme Cab Paper 15/2/18		Various Changing Rooms Electrical Works	May-19	Chris Goulson
Commercial Services	biT	Minor	£20,000				Oakengates Leisure Centre LED Track Lighting	Jul-19	Chris Goulson
Commercial Services	biT	Minor	£40,000				Shukers Field Changing Rooms Car Park and Pavilion Improvements	Jul-19	Chris Goulson
Commercial Services	biT	Minor	£65,000				Telford Town Park Replacement Sewage Pumping Station	Jul-19	Chris Goulson

Commercial Services	biT	Major	Approx £17.85M				Secondary School Expansion Programme	2019/20	Chris Goulson
Commercial Services	biT	Minor	£100,000				Wellington Civic and Leisure Centre LED Lighting	Jul-19	Chris Goulson
Commercial Services	biT	Minor	£15,000				Telford Tennis Centre LED Lighting	Jul-19	Chris Goulson
Commercial Services	BiT Team - Dynamic Purchasing System (DPS) for major property construction projects.	Major	£22m*				The DPS is a process is to support the above biT Commercial Services and the Capital Programme reported to cabinet 15/2/18. The DPS will hold a list of suppliers capable of bidding for future major construction works. The DPS will be broken into categories (lots) depending on contract values. The DPS will be open for other authorities to use. The intention is to refresh the market, encourage growth and improve social value requirements. The DPS will run for 1 year initially. *This is the total value that could pass through the biT Commercial Services project individually named above	Feb-19	Kim Anderson
Commercial Services	biT/ apT / Estates & Investment teams. Joint Dynamic Purchasing System (DPS) for professional support services	Major	£500k*				The DPS will hold a list of suppliers capable of bidding for future professional services. The DPS will be open for other private sector bodies and authorities to use (subject to an access fee). apT and biT will be suppliers on the DPS. The DPS will be broken into categories (lots) depending on contract values. The intention is to refresh the market, encourage growth and improve social value requirements. The DPS will run for 1 year initially. *This is the total value that could pass through the biT Commercial Services projects individually named above	Feb-19	Kim Anderson
Commercial Services	Leisure Services	Minor	£220k			Fliss Mercer	Aspirations Fitness	Sep-19	Mark Moore
Commercial Services	Zamboni	Minor	£85K			Stuart Davidson	Replacement of Zamboni ice machine	Apr-19	Matt Newens
Commercial Services	Digital Advertising - Leisure & Roadside	Major	£600k			Fliss Mercer	Purchase of digital screens within leisure sites and roadside. Lot 1 is the purchase of screens (approx £140k) and Lot 2 is appointment of an agency to sell surplus space for advertising (potential income c£450k).	Mar-19	Rebecca Percox
Commercial Services	Commercial Projects	Minor	£200k			Fliss Mercer	Re-procurement of a Power Purchas Agreement (PPA) to sell electricity generated from the solar farm back to the grid	Mar-19	RebeccaPercox
Commercial Services	biT	Minor	£500k			Chris Goulson	Schools Grounds Maintenance	Apr-19	Shelley Bourne
Customer & Neighbourhood Services	Pest Control Service	Minor	£100k			Dave Hanley 23/08/17	Replacement Pest Control Service when the TWS expires end of March 2019.	Mar-19	Carl Phillips
Customer & Neighbourhood Services	Fleet MOT's, Servicing and Safety Inspections	Minor	£100k			Angie Astley	MoT and servicing short term contract to replace the TWS arrangement from the beginning of April for Fleet Transport buses	Mar-19	Debbie Germany
Customer & Neighbourhood Services	Accident Damage Repair Service (Contract 1 and Contract 2)	Minor	£200k			Angie Astley	Replacement reactive maintenance short term contract to be let in two lots equally for Fleet Transport buses (value £150,000 each lot)	Mar-19	Debbie Germany
Customer & Neighbourhood Services	Procurement of vehicle trackers and dash cams for Fleet Buses	Minor	£15k			Agreed DG 23/08/18	Replacement trackers and dashcams for the transport fleet are required. This will ensure the ongoing safety of travel for passengers.	Sep-19	Debbie Germany
Customer & Neighbourhood Services	Registration Services	Minor	£36k			Angie Astley Agreed 28/6/2018	A system to support registration services being delivered via online bookings agenda and a finance system to manage secure General Register Office stock control	Feb-19	Joanne Jackson
Customer & Neighbourhood Services	Registration	Minor	£58K			Angie Astley 23/08/18	Digitisation of Registration (Late 2019) and Burial Records (Oct 18)	Oct-19	Kerry Catlin
Customer & Neighbourhood Services	Parking Back Office Contract	Minor	£100k			Dom Proud	Renewal of Chipside Parking Back office contract linked to car parking enforcement and to facilitate delivery of CPE	Sep-19	Matt Powell
Customer & Neighbourhood Services	Public Protection	Minor	£18K			Angie Astley	Taxi Marshall scheme funded by PCC Grant		Nicky Minshall
Customer & Neighbourhood Services	Public Protection	Minor	60K			Angie Astley	Commission services to carry out Hackney Carriage & Private Hire Vehicle Inspection & testing (MOT & Compliance test for licensed vehicles) 3 year contract	Mar-19	Nicky Minshall
Customer & Neighbourhood Services	Public Protection	Minor	9k			Angie Astley	Commission of services to carry out Driving Standards Assessments and Driving Awareness training and exams for new licensed private hire & hackney carriage drivers	Feb-19	Nicky Minshall
Customer & Neighbourhood Services	CCTV service and maintenance contract	Minor	6.5k			Jas Bedesha	Additional 6 month extension to contract to support pending transfer to Police June 2019.	Jun-19	Paul Fenn

Customer & Neighbourhood Services	Council Tax Support Technical Support	Minor	£4k			Lee Higgins	Technical support on potential changes to Council Tax Support Scheme	May-19	Rebecca Owen-Jones
Customer & Neighbourhood Services	Clinical waste collections	Minor	£100k			Angie Astley	Replacement clinical waste collection service for householders from 1 April 2019. Based on a 3 year contract term.	Feb-19	Sadie Roberts
Customer & Neighbourhood Services	Corporate Communications	Minor	£17k			Angie Astley	Commission of email marketing system	Apr-19	Nigel Newman
Customer & Neighbourhood Services	Corporate Communications	Minor	£10k			Angie Astley	Commission of social media management system	Apr-19	Nigel Newman
Customer & Neighbourhood Services	Public Protection	Minor	£40K			Angie Astley	Procurement of a new database system for Public Protection . System will be purchased of a Framework . Budget sits in ICT	Mar-19	Nicky Minshall
Development, Business & Employment	Regeneration & Investment	Major	£500,000		CB-171 19/04/18		Re-tender of existing contract to provide security services to Southwater.	Jun-19	Marc Jones
Finance & HR	Enforcement Tender	Minor	£350K				Enforcement Agent contract for the recovery of council tax, business rates, sundry debts and housing benefit overpayments.	Nov-19	Jo Morton
Finance & HR	Supply of Agency Workers on a managed basis	Major contract	£4m				Existing contract on MSTAR2 Framework due to expire December 2019.	Oct-19	Sue Wilson
Governance, Procurement & Commissioning	Independent Mental Health Advocacy service	Minor	135k			Jonathan Eatough	Re-procurement of independent mental health advocacy service. Joint procurement with Shropshire Council to be led by Shropshire but separate contracts. Contract duration 3 +2. Value shown is for Telford contribution. Overall value of procurement is approx. £335k	Mar-19	Sam Ives
Governance, Procurement & Commissioning	Transforming Care (Adults with Learning Disabilities and Challenging Behaviours)	Major	Approx. £2.8m		agreed CB-97 28/06/17		Work is on-going to procure care providers to deliver care and support to people with challenging behaviours and forensic needs.	Mar-19	Manny Jhawar-Gill
Governance, Procurement & Commissioning	High Mount Residential Home	Minor	£400k			Jonathan Eatough	Procurement exercise to be determine following Care Act Assessments (residential care or supported accommodation)	Jul-19	Manny Jhawar-Gill
Governance, Procurement & Commissioning	Community Advice & Support (now Information Advice & guidance)	Major	£5.3m		CB-171 19/04/18		Currently recommissioning Information and Advice and carer support as a new procurement. Contract duration is 5 + 2+2 annual indicative value £587k per year Annual indicative value £74k UPDATE the financial envelope is now £3.3	Dec-19	Samantha Ives
Governance, Procurement & Commissioning	Information Advice Support (IASS) for SEND	Minor	£666k				Re-commission statutory Information, Advice and Support Service for children, young people and families in relation to education, health and care. Contract duration is 5 +2+2. M	Oct-19	Samantha Ives
Governance, Procurement & Commissioning	Advocacy	Major	£666k				Commission an advocacy service in relation to the statutory requirements of the Mental Capacity Act & DoLS Act including Relevant Persons Representative and the Care Act and NHS Complaints service. Contract duration is 5 +2+2. Annual indicative value £74k per year	Oct-19	Samantha Ives
Governance, Procurement & Commissioning	Direct Payment Support Service	Major	£576k				Re-commission a direct payment support service across adults and children social care. Contract duration is 5 +2+2. Annual indicative value £64k per year	Oct-19	Samantha Ives
Governance, Procurement & Commissioning	Assistive Technology TEC	Major	£504K				Commission an Assistive Technology service. Contract duration is 5 +2+2. Annual indicative value £84k per year	Oct-19	Samantha Ives
Governance, Procurement & Commissioning	Extra care Schemes	Major	£3m		Agreed CB-8 25/06/2015		To ensure alignment and extension of contracts, as part of remodelling of Extra care figure is variation costs until November 2019 for extending contracts with Chilcott Gardens, Bournville House, Parkwood and Barclay Gardens concierge (Supreme.) Procurement of additional Extracare Intermediate provision to assist hospital discharge.	Nov-19	Sarah Bass
Governance, Procurement & Commissioning	The Pyramid Project	Major	£1.4m		Agreed CB-016 13/09/18		A sub regional project led by Staffordshire County Council in order to step young people down from residential care in to a foster placement with wrap around support and therapeutic package. This will be a payment by results contract supported by a social investor, the indicative value is based on Telford's costs only with 100% outcomes being achieved. The project has applied for funding from the Life Chances Fund, a decision is expected August 2018, if successful this will provide 20% of the outcomes payments representing approximately £350,000	Apr-19	Sarah Bass
Governance, Procurement & Commissioning	Sheltered Housing Support Service	Major	£500k		Agreed CB-016 13/09/18		Existing contract due to expire in 2019, service to be remodelled and tendered. Spend is based on existing contract, this may vary under remodelling	Aug-19	Sarah Bass
Governance, Procurement & Commissioning	Floating Support service	Major	£750k		Agreed CB-016 13/09/18		Existing contract due to expire in 2019, service to be remodelled and tendered. Spend is based on existing contract, this may vary under remodelling	Aug-19	Sarah Bass

Governance, Procurement & Commissioning	Committee Management	Minor	£40,530			Jonathan Eatough	Purchase/Upgrade to Committee Management System plus annual maintenance	Mar-19	Deb Moseley
Governance, Procurement & Commissioning	Elections external print contract	Minor	£100K			Jonathan Eatough	Contract extension for 12 months to external print contract for elections work	Mar-19	Dave Bowen / Alison Coburn
Health and Wellbeing	Pantomime Oakengates Theatre	Minor	£100k			Liz Noakes	re tender for pantomime production provision at Oakengates theatre. Regular review to test best value.	Nov-19	Psyche Hudson
Public Health	0-19 Healthy Child Programme	Major	£3.2m		CB-171 19/04/18		Due to current contracts ending, required to re-procure an integrated 0-19 Healthy Child Programme (HCP). This process currently underway.	Apr-19	Stacey Norwood
Customer & Neighbourhood Services	Corporate Communications	Minor	£17k			Angie Astley	Commission of email customer communication system to help promote events and online channel shift	Apr-19	Nigel Newman
Customer & Neighbourhood Services	Corporate Communications	Minor	£10k			Angie Astley	Commission of social media management system to help drive digital channel shift	Apr-19	Nigel Newman
Governance, Procurement & Commissioning	Personalised care & support - Carer Respite	Minor	£33K			Jonathan Eatough	Current contract due to expire 31/03/19	Mar-19	Jill Tiernan
Governance, Procurement & Commissioning	Personalised care & support - St Mews	Major	£800K			Jonathan Eatough	Current contract extension ends 30/09/19 re-procure personalised care and support in supported housing approx value based on two years	Sep-19	Manny Jhawar-Gill
Governance, Procurement & Commissioning	Well Being & Activity	Minor	£20K			Jonathan Eatough	Emotional well being & activities for adult survivors of CSE and other related groups	Apr-19	Steph Wain
Children's Services	Foster Carer Therapist	Minor	£45K			Jo Britton	to provide Therapeutic input to Foster Carers	Apr-19	Marie Hatton
Health and Wellbeing	Libraries	Minor	£13,038			Louise Mills	A replacement system for the PC Booking & Administration system for Public Access PC's in Telford & Wrekin Pulic libraries	Jul-19	Andrew Woodall
Commercial Services	Oracle and Northgate Application Support	Minor	£100k			Kirsty King	Support contract for application support for the Revenues and Benefits applications	Mar-19	Andrew Lawson
Commercial Services	Revenues and Benefits Off Site Scanning	Minor	£60k			Kirsty King	Offsite scanning/importing contract for Revenues and Benefits correspondence	Mar-19	Andrew Lawson
Community Safey/Cohesion & Enforcement	Replacement Telford CCTV	Minor	£425k			Angie Astley	This is a partnership project with the Office Of the Police and Crime Commissioner to upgrade the current CCTV infrastructure in Telford. Malinsgate Police Station will have a live viewing suite. The police will manage the CCTV system. The Council are contributing £200k and the Police&Crime Commissioner £225k towards the project	Mar-19	Jas Bedesha

TELFORD & WREKIN COUNCIL

CABINET 14th March 2019

DECLARATION OF LILLESHALL HILL LOCAL NATURE RESERVE.

REPORT OF ASSISTANT DIRECTOR: BUSINESS, DEVELOPMENT & EMPLOYMENT

LEAD CABINET MEMBER – CLLR J MINOR

F

PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

1.1 This report sets out proposals for Cabinet to approve the declaration of Lilleshall Hill Local Nature Reserve following its designation in the Lilleshall Neighbourhood Plan and with the support of the Parish Council and local groups.

1.2 Our population is undergoing a rapid process of urbanisation, where and how we live is changing faster than ever before. Telford is the fastest growing town in the West Midlands with a population that is younger than average and is predicted to grow more rapidly than the rest of England. This pace of change brings challenges to ensure the places where we live, work and spend leisure time support our physical and mental wellbeing. Responding to this the Council, working with our Parish and Town Councils, friends groups and local environmental organisations have made a commitment to increase the provision of easily accessible green spaces across our borough.

1.3 **Under its Green Guarantee and LNR declaration program, the Council has identified, retained and protected over 1000ha of locally important green spaces valued by the local community** for the wildlife they support, the opportunities they provide for leisure and recreation and the positive impacts they bring to health and wellbeing.

1.4 **Telford & Wrekin's green network extends to over 2500ha and approximately 75% of the urban area is composed of green space.** The Council is committed to continuing to create a strong and resilient network of green spaces and continues to invest in the appropriate management of these sites. **In 2018 alone £52,000 of investment was committed to the borough's Green Guarantee sites and in 2019 a further £50,000 worth of investment is planned.**

1.5 Telford and Wrekin's designated site network comprises;

- 8 Sites of Special Scientific Interest
- 47 Local Wildlife Sites

- 9 designated Local Nature Reserves
- 6 cabinet approved Local Nature Reserves
- 2 proposed Local Nature Reserves
- 200 Green Guarantee Sites
- 52 Ancient Woodland Sites, and
- 25 Local Geological Sites

- 1.6 **Approving the declaration of Lilleshall Hill Local Nature Reserve will add to the fifteen reserves already approved by Cabinet, increasing the coverage of approved LNR's by 4.6ha to 519.96 hectares.**
- 1.7 Telford's green spaces are cared for by a combination of Council services and some 30 individual 'friends of' groups. This partnership of friends groups aims to provide local green spaces accessible to all, maintain and enhance biodiversity, improve social cohesion and encourage the development of social networks within local communities
- 1.8 The proposed designations will provide a framework to increase engagement with internal partners such as 'My Options' and 'Healthy Telford' and external partners including: The Telford Green Space Partnership and the Shropshire Wildlife Trusts 'Live Well/Work Well with Nature' project and the Small Woods Association 'Telford Woods' project that combines social prescribing and social enterprise and has been funded partially by a £80,000 investment from Telford and Wrekin Council.
- 1.9 The formation of a 'Friends of' group is underway being led by the Parish Council and supported by officers.
- 1.10 A Map showing the proposed LNR is presented in Appendix 1.

2. RECOMMENDATIONS

It is recommended that cabinet:

- 2.1 Approves the declaration of Lilleshall Hill Local Nature Reserve; and
- 2.2 Delegates authority to complete the declaration process to the Assistant Director: Business, Development & Employment (and any officer authorised in writing by that Assistant Director).

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-operative Council priorities?	
	Yes	The designation of the LNR contributes to several priorities, including: <ul style="list-style-type: none"> • ensuring that neighbourhoods are safe, clean and well maintained • improving the health and wellbeing of our communities and • addressing health inequalities
	Will the proposals impact on specific groups of people?	
	Yes	The proposed LNR is a beneficial resource to people who live and visit the area.
TARGET COMPLETION/ DELIVERY DATE	Agreement at Cabinet – March 2019	
FINANCIAL/ VALUE FOR MONEY IMPACT	Yes	<p>There is no requirement for a Geotechnical risk assessment for this area as the site is not a Colliery spoil mound, therefore surveys and associated costs will not be required or incurred for this proposal.</p> <p>The Council will continue to manage and maintain the site at its current budget levels as no additional proportionate steps have been identified with this declaration.</p> <p>The Council, in partnership the Parish Council will support a 'Friends group' to become established.</p> <p>A draft Management Plan will be developed with input and consultation from Natural England. Resources from within the Councils current budgets will be provided to support the development of this plan.</p> <p>(AEM 12/02/19)</p>
LEGAL ISSUES	Yes	The Council has power under the National Parks and Access to the Countryside Act 1949 to establish nature reserves by way of a declaration. The declaration will stand as evidence that the land is a LNR and will be managed as such. LNR status is a statutory designation which reflects an owner's commitment to managing the site for conservation purposes or for a combination of

		<p>conservation and recreational purposes. There is a making and publication procedure that needs to be followed regarding the declaration which includes prior consultation with Natural England. Legal Services will assist the Assistant Director: Business, Development & Employment as required regarding the process. Declaring a site as a LNR provides opportunity for the Council to make byelaws for the protection of the reserve.</p> <p>(Other legal points are set out elsewhere in this report) (IR 11/02/19)</p>
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	<p>The provision of accessible greenspaces contributes to supporting the delivery of the Borough's public health priorities encouraging people of all ages to remain active. LNR provide opportunities for volunteering which increases physical and social interaction and encourages life long learning of new skills as well as supporting mental wellbeing.</p>
IMPACT ON SPECIFIC WARDS	Yes	<p>Lilleshall Hill is within Lilleshall Parish. However, the designation of the area as an LNR will deliver borough wide benefits.</p>

PART B) – ADDITIONAL INFORMATION

4. INFORMATION

- 4.1 This report sets out a proposal for the Council to agree to declare the statutory Local Nature Reserve known as 'Lilleshall Hill'. This is in accordance with the provisions of Sections 19 and 21 National Parks and Access to the Countryside Act 1949.
- 4.2 Local Nature Reserves provide opportunities for volunteering in the natural environment which increases physical activity, social interaction, encourages life-long learning of new skills and allows individuals to give back to their local community which lead to increases in physical and mental wellbeing.
- 4.3 The site meets the necessary criteria for declaration and has a draft management plan. Informal engagement with Natural England has been undertaken. As part of the declaration process, and following Cabinet approval, a consultation document will be issued to Natural

England to seek their formal 'Welcome' prior to completion of the declaration and the associated legal seal.

Lilleshall Hill

- 4.4 Lilleshall Hill proposed Local Nature Reserve is situated to the north of Telford in the village of Lilleshall. The site is isolated from other LNR's in the borough and unique in its position and physical prominence in the landscape. This LNR is important because it is so physically significant within the landscape and because the site provides access to natural green space for residents within the rural area.
- 4.5 Lilleshall Hill comprises a steep limestone outcrop fringed in oak dominated woodland with areas of bramble and gorse on the lower slopes with open views over the surrounding landscape in all directions. The higher part of the hill is largely open acid grassland with some gorse present and crossed by a mosaic of footpaths and desire lines. The hill is topped by an impressive stone moment which can be seen over significant distances.
- 4.6 The site has nature conservation value by virtue of its acid grassland open areas and oak dominated woodland. The site has potential to support a range of species including breeding birds and notable invertebrates and is valuable as a significant 'island' for biodiversity within the open rural landscape.

5 STRATEGIC PLANNING

- 5.1 Following declaration the land shown in Appendix 1 will be managed as a Local Nature Reserve and will be protected from inappropriate uses or development.
- 5.2 The selection and declaration of Local Nature Reserves play an important role in maintaining a healthy balance in spatial planning between the built environment and green infrastructure. The Telford & Wrekin Local Plan Policies Map shows the site as a 'Proposed Local Nature Reserve' (pLNR). A full list of Local Nature Reserves is provided in Table 1. The Local Plan commits to completing the declaration of the proposed Local Nature Reserves during the life time of the Local Plan - 2031.

Table 1: Local Nature Reserves in Telford

Dothill
Limekiln Wood
Lodge Field
Madebrook and Stirchley Dingle
Madeley Pit Mounds

Telford Town Park
The Beeches
The Ercall and St Lawrence's Hill
The Granville
Apley Woods
Ketley Paddock Mound
Randlay Valley
Rough Park
Lightmoor
Dawley Pools and Pit Mounds

Proposed Local Nature Reserves

Lillishall Hill
The Cockshutt

- 5.3 The Telford Local Plan committed to delivering the LNR program during the plan period, by 2031. Reflecting the Council's commitment to providing accessible greenspaces the full LNR programme is set to be delivered far in advance of that target. Only one site remains, The Cockshutt. Preparatory work on site surveys and management plan is underway and the site will be brought forward for consideration by Cabinet once this is completed.

6 **ACCESSIBLE GREEN SPACE STANDARDS**

- 6.1 In 2010 Natural England published 'Nature Nearby' setting out the recommended standards for Accessible Natural Greenspace:

"Everyone, wherever they live, should have accessible natural greenspace:

- *Of at least 2 ha in size, no more than 300 metres from home;*
- *At least one accessible 20 ha site within 2 km of home; and*
- *One accessible 500 ha site within 10km of home; plus*
- *A minimum of one hectare of Local Nature Reserve per 1000 population"*

- 6.2 At the time of Telford's inception it was intended that every 1000 of the population would have access to four hectares of green space. This standard was achieved by the 1980s.

- 6.3 In 2016 the Marches Ecosystem Assessment revealed that 89% of households within Telford and Wrekin are within 300m of accessible natural greenspace of at least 2ha in size.

- 6.4 The borough of Telford and Wrekin has an estimated population of 176,000 people (Office of National Statistics, 2017). The Cabinet approval of Lillishall Hill Local Nature Reserve will increase the spatial coverage of Cabinet approved and formally declared LNR's in the borough by 4.6 hectares to 519.96 hectares. The declaration of all the cabinet approved Local Nature Reserves will result in approximately

2.9ha of LNR per 1000 of the population, nearly tripple the minimum recommended standard.

7 HEALTH AND MENTAL WELLBEING

- 7.1 During the 2011 Census, 80.2% of the population of Telford and Wrekin reported that they had 'good' or 'very good' health. However, the census also highlighted that 15,938 adults aged 16-64 within the borough were living with a long-term health problem or disability that limited their daily activities. Furthermore, it is estimated that 17,400 adults aged between 16-64 within the borough have a common mental health disorder.
- 7.2 Health inequalities are often linked to individuals' access to nature. It has been shown that living close to accessible green spaces can promote public health and reduce levels of obesity, heart disease, reduce stress and levels of depression.
- 7.3 Access to high quality green space is important to health and wellbeing at all stages in life. Learning through natural play is a key part of developing imagination, physical fine motor skills and improves a child's ability to deal with stress and adversity in life. Activities in nature can have a significant impact on reducing social isolation and symptoms anxiety and depression in adults.
- 7.4 The designation of additional LNRs further reflects the Council's commitment to promoting health and wellbeing. The Council is not simply providing the spaces but working actively to ensure they are participatory. Telford's green spaces are cared for by a combination of Council services and just under 30 individual 'friends of' groups, many of which are affiliated with The Telford Green Space Partnership.

8 IMPACT ASSESSMENT – ADDITIONAL INFORMATION

- 8.1 Internal and external consultation with relevant stakeholders has taken place.
- Internal consultations with Engineering Officers have confirmed that there is no need for geotechnical risk assessments on this site which is not a spoil heap and does not have mining history.
 - Internal consultations with officers including arboriculture, regeneration and investment and healthy spaces have not identified any potential issues with the declaration of this site.

9 NEXT STEPS

- 9.1 In the case that Cabinet approves the principle of declaration of the proposed Local Nature Reserve and the recommended delegation, then the required next steps include the following:

- A) A formal consultation process with Natural England will be undertaken in spring 2019 which includes the submission of a formal consultation document and a site visit following which Natural England will write to formally 'Welcome' the site
- B) All necessary property/title enquiries and searches being undertaken regarding land in the Council's ownership.
- C) The Assistant Director: Business, Development & Employment making or authorising the making of the formal declaration

10. PREVIOUS MINUTES

- 10.1 Cabinet 15th November 2018: Declaration of Lightmoor Local Nature Reserve
- 10.2 Cabinet 15th February 2018: Declaration of two new Local Nature Reserves: Rough Park and Randlay Valley
- 10.3 Cabinet 3rd January 2019: Declaration of Dawley Pools and Pitmounds Local Nature Reserve.

11. BACKGROUND PAPERS

- 11.1 None

Report prepared by Fran Lancaster and Mark Latham Ecology & Green Infrastructure Specialists.

Appendix 1: Lilleshall Hill Proposed Local Nature Reserve Boundary



Lilleshall Hill
pLNR

Drawn by: Fran Lancaster
27th November 2018

RE: BETTER HOMES FOR ALL; TACKLING ROGUE LANDLORDS & IMPROVING PRIVATE RENTED HOUSING – A PROGRESS UPDATE

REPORT OF: Councillor R Overton- Deputy Leader & Cabinet Member for Communities, Housing & Enforcement

1. SUMMARY OF MAIN PROPOSALS

- 1.1 On 15th February last year Cabinet endorsed the recommendations contained in the ***Better Homes for All Report***, namely:-
- Implementation of enhanced standards and licensing conditions for Houses of Multiple Occupation (HMO's).
 - Major Pride in Our Community investment tackling hot spots across our borough where environmental standards needed improvement, until the new Ground and Cleansing contract could be retendered for by April 2019.
 - An increase in use of our powers and therefore the level of enforcement activity to tackle the minority of residents who take part in anti-social behaviour such as fly tipping, littering etc.
 - Supporting the bid to secure external funding to provide financial support to increase capacity within the councils' Public Protection Team to tackle poor housing disrepair and rogue landlords.
 - To approve the development and implementation of a revised landlord accreditation scheme.
- 1.2 This report provides an update for Cabinet on the progress that has been regarding the recommendations outlined above along with further actions in support of our ***Better Homes for All*** objective.
- 1.3 The first part of the report covers the work we are doing to tackle the small minority of private sector 'rogue landlords' who operate in our borough. The second part of the report outlines the work we are doing to recognise and celebrate the majority of private sector landlords who provide a valuable service to many residents through the provision of good quality and affordable housing. Those who have gone the extra mile have been recently recognised at our Better Homes for All Awards held in February 2019.

2 RECOMMENDATIONS

- 2.2 For Cabinet to note the progress outlined in this report in pursuit of ***Better Homes for All***.

3.0 SUMMARY IMPACT ASSESSMENT

Community Impact	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	Protect and support our vulnerable children and adults. Ensure that neighbourhoods are safe, clean and well maintained. Improve the health and wellbeing of our communities and address health inequalities. 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?	
	Yes	Borough wide impact however more focussed towards Private sector landlords including HMO landlords and residents taking part in Anti-Social Behaviour.
Target Completion/ Delivery Date	We have already started to make an impact and as such the work to achieve Better Homes for All is now embedded within the council and our day to day operations.	
Financial/ Value for Money Impact	Yes	In March 2018 Telford & Wrekin Council were notified that they had been successful in their bid to the Ministry of Housing, Communities and Local Government (MHCLG) for the Rogue Landlord Project. This secured £388,925 over 2 years to fund the cost of the Rogue Landlord Taskforce Team. £202,097 of this has been received in 2018/19 with the balance being paid in 2019/20. The additional costs incurred in respect of HMO licensing are being covered by additional license fee income generated as a result of the change in legislation. The remainder of the work outlined in this report can be met from within existing budgets. MLB 19.02.19 Capacity funding was secured for a Landlord Liaison Officer fixed term for 12 months to develop and deliver the new Landlord Accreditation Scheme and other elements of the Better Homes for All initiative. Due to the importance of this post, it has been extended for a further 12 months to 31/03/2020 funded from one off reserves. AEM 19.02.2019.
Legal Issues	No	There are no legal issues arising out of this report. Cabinet approved the use of the relevant enforcement powers being used by officers and set levels for financial penalties prior to the commencement of the work outlined within this report. Legal Services will review all new powers mentioned in the report with officers to ensure that the necessary authorisations and delegations are put in place in a timely manner and provide advice as and when required.
Other Impacts, Risks & Opportunities	No	The opportunities have been outlined separately within the report. There are no known risks.
Impact on Specific Wards	Yes	Borough Wide

PART B – ADDITIONAL INFORMATION

4.0 An Overview of our work in tackling Rogue landlords

4.1 Bid for external funding

- 4.2 We were successful in our bid to the Ministry of Housing, Communities and Local Government (MHCLG) securing £388,000 over 2 years enabling us to develop our new Rogue Landlord Taskforce Team (RLT). This has resulted in 3 additional officers undertaking proactive intelligence led interventions, working closely with partners including West Mercia Police, Shropshire Fire and Rescue, Health and Safety Executive, Gang Masters Licensing and Labour Abuse Authority, the Home Office and Her Majesty's Revenue and Customs.
- 4.3 During 2018, while responding to specific concerns raised by a number of key stakeholders we served 226 notices in respect of 60 properties under the Housing Act and related legislation. We also formally progressed 6 separate prosecutions for Housing Act Offences. During the early part of 2019 we have served 112 notices in respect of 31 properties of concern. Our actions are always considered and we continue to adopt an education first approach where appropriate however, we will take a much harder stance where the situation requires us to do so and therefore applying our powers accordingly.
- 4.4 The prosecutions referred to in 4.3 led to fines and costs in excess of £43,000 and £11,000 reclaimed in Housing Benefit paid as a result of fraudulent activity. Where it is appropriate to do so the landlords involved have also been added to the new national rogue landlord database. Telford & Wrekin were the first authority to add a landlord to this new national database.
- 4.5 We have been developing new policies and tools in order to implement the new powers now available to us under the new Housing and Planning Act. This includes the ability to serve Civil Penalties on landlords for breaches of certain housing provisions, with the maximum penalty being £30,000. These will now be considered as a speedier alternative to prosecution where appropriate however, we will still pursue prosecutions for the more severe of crimes. An additional Regulatory Solicitor has also been engaged ensuring we have the right legal support and advice to act quickly when using all of our enforcement powers and tools.
- 4.6 Officers have held several successful drop in sessions at Sutton Hill and Brookside Community Centres enabling a number of local residents to raise questions regarding any concerns they have about their accommodation. More of these are planned in other locations due to their success.
- 4.7 When putting in the bid for external funding the council adopted an innovative approach to tackling rogue landlords by including a Trading Standards Compliance Officer. This officer has been working on the intelligence available and developing tools to assist other council enforcement officers during their premise visits to ensure that Fees and Charges are displayed in private rented accommodation, ensuring tenants know exactly what they will be paying for and checking that there are no 'hidden extras'. We have also been checking to ensure landlords are signed up to a Redress Scheme, which is an alternative form of dispute resolution and checking to ensure properties with a lower Energy Performance Certificate (EPC) rating than E (F&G) are improved to a satisfactory standard where legislation permits.

4.8 Houses of Multiple Occupation

- 4.9 A national change in the legislation for HMO licensing took effect on 1st October, 2018. It introduced a requirement to licence any property which has five or more people sharing kitchen and bathroom facilities. We anticipate that this change will have affected between 300 and 400 properties across the borough. To date 148 landlords have applied for a licence and we have been inspecting premises and issuing licences to landlords who meet the enhanced licensing conditions approved by Cabinet on 15th February 2018. Landlords who do not come forward to licence may be prosecuted or have civil penalties imposed on them for failing to licence a HMO. We have recently prosecuted two landlords for failing to secure HMO licence's despite it being made very clear of their need to do so. A further communications campaign is to commence shortly reminding landlords of the new licensing conditions and the consequences of not licensing. We have also briefed council employees and our partners, particularly the police and Shropshire Fire and Rescue, in order to help spot properties which may meet the new criteria to be licenced as a HMO and they in turn are sharing their knowledge and intelligence with the HMO licensing team.
- 4.10 This coming year we expect and welcome new legislation which will assist us in our pursuit of Better Homes for All including:

The Tenant Fees Bill. This Act will lower the deposit cap to no more than five weeks' rent for properties with an annual rent of less than £50,000 and will restrict the circumstances in which agents or landlords can charge default fees when a tenant is late with their rent or has lost their key or security device and needs a replacement.

The Homes (Fitness for Human Habitation) Act 2018 received Royal Assent on 20th December. This Act will amend the current law to provide for where serious hazards exists within a property making it unfit. We expect guidance for local authorities as well as landlords and tenants ahead of the Act coming into force by the end of March 2019. It will effectively provide a higher set of standard for tenants to pursue their landlords privately through the civil courts for remedy and redress.

5.0 Enhancing Pride in Our Community

5.1 Enforcement of Anti-Social Behaviour & Environmental Crimes

- 5.2 Over the last 18 months the council has trained a number of officers and devolved enforcement powers to them in order to tackle Anti-Social Behaviour in known key hot spots.
- 5.3 As a result in 2018 we issued 283 fixed penalty notices for aspects of anti-social behaviour in particular fly tipping, fly posting, littering and graffiti all featuring high on the list. This is 4 times the amount of notices issued in 2017. We also issued 641 warning letters during 2018 as part of our education first approach and this compares to only 195 warning letters in 2015.
- 5.4 From our peak of fly tipping incidents in 2015 there has been a 40% overall reduction. Some of the streets that were originally in our top 10 streets of concern are no longer and this is as a result of our direct work with communities living in those streets where fly tipping and littering has been a challenge. Our work is helping to change attitudes and behaviours.
- 5.5 Our social media campaigns on both twitter and Facebook have gained a lot of resident engagement and support for our enforcement actions and successes, and we will continue our campaigns to continue to get the message across that we will not tolerate ASB in our borough.
- 5.6 We now have a 12 month programme in place where we task those in the community pay back service to work across a number of our housing estates to help clear litter and graffiti. We continue to work closely with our street champions and volunteers who help to identify

new areas of ASB concern that require our attention whilst also helping at the same time to tackle those hot spots through volunteer litter picking etc..

5.7 Our enforcement dashboard helps us to continue to identify current hot spots of ASB and our officers are tasked accordingly to work in those areas in order to continue to reduce the trends of ASB across our borough.

5.8 The new Grounds and Cleansing contract secured by Idverde which goes live in April will also help to address litter and ASB hot spots. The new contract delivers a major improvement in grounds maintenance and cleansing standards across the borough, with a greater focus on the cleansing and maintenance regimes for those areas of the borough known for higher degrees of ASB such as littering and dog fouling. The standards have previously been enhanced and funded through Pride in Our Community however these standards will now be sustained through the new core contract. Intelligence gathered by our enforcement teams, as well as data gathered regarding high footfall areas, was used to create the new cleansing standards for the borough.

6.0 Promoting the good work of Private Sector Landlords

6.1 Landlord Accreditation

In parallel with the targeted enforcement activity set out in Section 4, the Better Homes for All programme includes a range of initiatives to proactively encourage and promote good practice in the private rented sector, such as the Telford & Wrekin Landlord Accreditation Scheme, the Better Homes for All Awards and better support for tenants.

6.2 Telford & Wrekin Landlord Accreditation Scheme relaunched in August 2018 with the aim of improving standards in the private rented sector through education, support and advice to landlords and letting agents. The scheme also aims to provide reassurance to tenants on which landlord to choose for their future or current home. The scheme is voluntary and was developed in consultation with the private rented sector and includes a number of new elements that were requested by landlords and letting agents.

6.3 A newly appointed Landlord Liaison Officer (LLO) was appointed to develop the scheme and to actively engage with landlords and letting agents. The accreditation scheme provides an online portal for accredited members to join, sign up to a code of conduct and gain access to:

- A document portal – with useful documents and information to assist members in providing a professional service to their tenants
- Online advice system – for landlords and letting agents to ask questions relating to tenancy relations
- News blog – to update accredited members on relevant information, updated legislation and national and local housing-related news
- Online training – 3 modules have been designed on tenancy regulations and law, housing benefits and housing enforcement regulations relevant to landlords and lettings agents which they access via an online learning platform.

6.4 The accreditation scheme also offers a number of benefits to members such as; corporate gym membership, waste passes and access to the council's bulk collection scheme. Since the launch of the accreditation we now have 93 members. A marketing plan as part of the Better Homes for All programme has been developed to further increase awareness and take-up of the new scheme. The next phase is to develop an associate membership level for those landlords who use an accredited letting agent to manage their property.

6.5 We will continue to monitor the scheme and consult with current members on future improvements in order to develop the accreditation scheme further. We will also seek out additional opportunities to work with landlords, letting agents and partners to help improve

the private rented sector and to promote good landlords and letting agents who play a key role in meeting our housing needs in the Borough. In particular, we will continue to engage regularly with the Wrekin Landlords Association about Better Homes for All and other housing initiatives.

7.0 Supporting Tenants

7.1 In addition to working closely with landlords and letting agents, we have also improved the support available for tenants. This includes improved advice on our website <https://thf.telford.gov.uk/Home/Tenants>, an online reporting tool for repairs and information about how to create a free 'tenant passport' which provides tenants with a property CV including credit scoring linked to tenants' rental payments that they can share with prospective landlords.

8.0 Better Homes for All Awards

8.1 Another significant achievement has been the first Better Homes for All Awards which were based on nominations from the community for several categories including:

- Best Tenant
- Best Landlord
- Best Letting Agent

8.2 The awards were held on the 7th February 2019 at the Holiday Inn, Telford and were sponsored by the Wrekin Housing Trust. We received over 90 nominations from the community and winners were chosen based on the nominations sent in. In addition to these three categories, two other special commendation awards were provided; one by the Wrekin Housing Trust for one of their tenants who was nominated for their work supporting private sector tenants in the community and one by Telford & Wrekin Council acknowledging the commitment and support provided by a local letting agent in improving the relationships between the council and landlords. Positive feedback from this event has been received and the constructive working relationships we now have with landlords and letting agents is being recognised.

8.3 The aim of the awards was to celebrate some of the excellent tenants, landlords and letting agents we have in the borough and to help dispel the negative image of the private rented sector that is often portrayed in the media.

(Photo below: Better Homes for All Award Winners 2019)



Previous Minutes and Background Papers

15th February 2018 Cabinet Report : BETTER HOMES FOR ALL;
TACKLING ROGUE LANDLORDS & IMPROVING PRIVATE RENTED HOUSING

Legislation

Housing Act 2004

http://www.legislation.gov.uk/ukpga/2004/34/pdfs/ukpga_20040034_en.pdf

Anti- Social Behaviour, Crime and Policing Act 2014

<http://www.legislation.gov.uk/ukpga/2014/12/contents/enacted>

Report Authors:-

Assistant Director, Customer & Neighbourhood Service &
Assistant Director for Commercial Services

TELFORD & WREKIN COUNCIL

CABINET – 14.03.2019

Local Offer to Care Leavers

REPORT OF – Assistant Director, Children’s Safeguarding and Family Support

LEAD CABINET MEMBER – Councillor P Watling, Cabinet Member for Children & Adults Early Help & Support (Lead Member for CYP)



PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

EXECUTIVE SUMMARY:

Following the ‘Children’s Social Care Reform – A Vision for Change’ document published in January 2016, the government produced the Children and Social Work Bill which subsequently received Royal Assent on 27 April 2017. Implicit in the Children and Social Work Act 2017 is the requirement to improve support for looked after children in England and Wales especially for those leaving care.

The Act introduces seven corporate parenting principles to which local authorities must have regard. These are:

- To act in the best interests and promote the physical and mental health and wellbeing of relevant children and young people;
- To encourage those children and young people to express their views, wishes and feelings;
- To take into account the views, wishes and feelings of those children and young people;
- To help those children and young people gain access to and make best use of services provided by the local authority and its relevant partners;
- To promote high aspirations and seek to secure the best outcomes for those children and young people;
- To have regard to the need for those children and young people to be safe and have stability in their home lives, relationships and education or work;

- To prepare those children and young people for adulthood and independent living.

By September 2018 local authorities in England were required to publish their Local Offer for care leavers, providing information about services which the local authority offers that may assist care leavers in, or in preparing for, adulthood and independent living. This includes services relating to health and well-being, relationships, education and training, employment, accommodation and participation in society.

Telford and Wrekin Children's Services have worked closely with internal and external partners, and with care leavers via the care leavers' forum to co-produce the Local Offer for care leavers. The Local Offer not only details the statutory requirements of support to care leavers, but also includes details of additional support and services available within the borough for care leavers who have been previously looked after by the Telford and Wrekin Council.

The purpose of the report is to provide details of Telford and Wrekin Council's Local Offer for care leavers and for Cabinet to endorse the Local Offer.

Further updates to the Local Offer following initial publication:

- The Leaving Care team are working with the Senior Engagement Advisor for the Care Leaver Covenant¹. This will provide the opportunity to be part of the development of a national initiative for care leavers which will enhance opportunities for care leavers on a national scale. It is also an opportunity to showcase the work that is currently being undertaken in Telford and Wrekin to ensure that the social value aspect of contracts awarded by the Council both address and benefit the needs of care leavers.
- Council tax exemption has been introduced for care leavers to the age of 21.
- Priority housing has been introduced for care leavers.
- As well as free Aspirations memberships for care leavers, concessionary Aspirations membership rates are now offered companions of care leavers.
- Free public swimming has been extended to care leavers.
- Marches Growth Hub are offering a 1:1 with care leavers to focus on individual career routes and learning, development and employment opportunities within the borough.

¹ <https://mycovenant.org.uk/about/>

- A tailor made ‘becoming an entrepreneur’ session is being offered at the Growth Hub along with the offer of a tailored ‘becoming an entrepreneur’ pack.
- We are piloting a Telford and Wrekin Corporate Parenting week later this year.
- A bi-annual wellbeing survey is being completed with care leavers (Bright Spots, Your Life beyond Care).
- We are building webpages on the Council’s corporate website to ensure that advice, guidance and contacts specific to and appropriate for care leavers is available.
- We are introducing a care leaver’s mentoring service.
- We are working with the Outdoor Education Support service. Initially, we have arranged a free care leaver forum (for up to 30) at Sky Reach in the town park where we will be holding a consultation session to look at what is available for care leavers to access through the service and what they would find most useful for inclusion in the offer.

We are continuing to work with care leavers and partner organisations on further enhancements to the Telford and Wrekin Local Offer for care leavers. As the Local Offer progresses, new actions will be identified and scrutiny of these will be passed to the Corporate Parenting Board and Senior Management Team.

In order for the Local Offer to be varied to enhance the support to care leavers within the annual review period, it is proposed that the Director of Children’s Services is delegated the necessary authority to agree any variation required.

2. RECOMMENDATIONS

That Cabinet notes the progress made against the requirements of the Children and Social Care Act 2017 in relation to children in care and care leavers.

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	<ul style="list-style-type: none"> • Protect and support our most vulnerable children and adults • Put our children and young people first • Improve local people's prospects through education and skills training • Support neighbourhoods most in need and work to ensure that local people have access to suitable housing • Improve the health and wellbeing of our communities and address health inequalities.
	Will the proposals impact on specific groups of people?	
	Yes	Children in Care and Care Leavers
TARGET COMPLETION/DELIVERY DATE	Ongoing	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	<p>The costs of increasing the support workers post to a full-time position will be covered by the increase in the 'new burdens' funding provided to the Council by the Government.</p> <p>(T.D 07.02.2019)</p>
LEGAL ISSUES	Yes	<p>The Children & Social Work Act 2017 received Royal Assent on 27th April 2017.</p> <p>Sections 1 to 3 of the Act came into force on 1st April 2018.</p> <p>Section 1 of the Act applies to the whole local authority and establishes a set of corporate parenting principles applicable to children looked after</p>

	<p>under Section 22(1) Children Act [CA] 1989 , relevant children under Section 23A CA 1989 and young people under 25 who are relevant children under Section 23C(1) CA 1989.</p> <p>Section 2 of the Act provides that a local authority must publish information about the services that it offers to care leavers and any other services that it offers which may assist care leavers in preparing for adulthood and independent living. This includes services relating to health and well-being, relationships, education and training, employment, accommodation and participation in society.</p> <p>Section 3 of the 2017 Act inserts a new Section 23CZB into the CA 1989 ,which extends services to former relevant children up to the age of 25 years, even if they are not in education or training. If such a young person wishes to receive advice and support the local authority must provide a personal adviser and conduct an assessment of their needs and prepare a pathway plan, unless the young person does not wish to have a pathway plan.</p> <p>The Department for Education published statutory guidance for local authorities on 26th February 2018 relating to the duties under Sections 1- 3 of the 2017 Act. This guidance must be followed unless there are exceptional circumstances that justify departing from it.</p> <p>(KF 06.02.2019)</p>
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OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	<p>In order to be able to create outstanding care leavers services, consideration needs to be given as to how the local authority can meet the projected demands in caseload increase and ensure that young person receive the appropriate interventions and support.</p> <p>Children's Services are currently reviewing the team structure within the Leaving Care team and assessing the anticipated capacity required to meet future demand. This will need to be balanced with statutory demands in relation to safeguarding in the rest of the service.</p>
IMPACT ON SPECIFIC WARDS	No	

PART B) – ADDITIONAL INFORMATION

The remainder of the report will contain any additional information needed to inform decision-making and is likely to include the following headings:

4. INFORMATION

(See Telford and Wrekin Local Offer to Care Leavers - Appendix 1)

The Children and Social Work Act 2017 set out new requirements for local authorities in relation to corporate parenting and care leavers. This report provides an update in relation to the progress made by Telford and Wrekin's Children's Services in meeting the new requirements.

The Children and Social Work Bill was introduced to the House of Lords in May 2016; all parliamentary stages were concluded early April 2017 and the Bill received Royal Assent becoming law in April 2017.

The Children and Social Work Act 2017 is intended to improve support for children in care and care leavers, to promote the welfare and safeguarding of children and make provisions about the regulation of social workers.

Whilst the Act became law in April 2017, local authorities were given until 1st April 2018 to develop their local offer. Consultation, with local authorities and partner agencies, took place through January and February 2018 with guidance on this requirement provided to local authorities in December.

The Act sets corporate parenting principles for local authorities in terms of being the best corporate parents they can be to children in care and care leavers. These are largely a collation of existing duties local authorities have towards children in care and those leaving care. Local authorities are required to publish their support offer to care leavers and to promote the educational attainment of children, who have been adopted or placed in other long-term arrangements.

In October 2017 the Minister for Children and Families, Robert Goodwin, wrote to local authorities to advise of the appointment of a national implementation adviser for care leavers who has been tasked with supporting local authorities to introduce and embed the changes introduced through the Children and Social Work Act 2017.

Three key matters were identified within this letter:

- Local authorities will 'have regard' to seven corporate parenting principles, which frame how they deliver services to children in care and care leavers
- There will be a duty on local authorities to consult on and then publish their 'local offer' to care leavers, and
- Local authorities will be required to offer support from a personal adviser to all care leavers up to the age of 25. New burdens funding will be provided to support implementation of this change.

A response was provided to the children's minister, which identified progress and key actions required to ensure compliance across the three key areas identified.

Considerable work has been undertaken within the Telford and Wrekin Leaving Care Service to meet the new requirements and this report provides details on compliance with the new requirements.

Update against the key issues and actions

a) Local authorities will have to 'have regard' to seven corporate parenting principles, which frame how they deliver services to children in care and care leavers.

The Children and Social Care Act 2017 outlines seven corporate parenting principles, these are:-

- To act in the best interests, and promote the physical and mental health and wellbeing, of those children and young people
- To encourage those children and young people to express their views, wishes and feelings
- To take into account the views, wishes and feelings of those children and young people
- To help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners
- To promote high aspirations, and seek to secure best outcomes, for those children and young people
- For those children and young people to be safe, and for stability in their home lives, relationships and education or work, and;
- To prepare those children and young people for adulthood and independent living.

Telford and Wrekin Council is compliant with regard to the seven corporate parenting principles. The principles are embedded in the council's approach to

working with children in care and care leavers and can be evidenced through the service's performance management and quality assurance processes undertaken internally, including case file auditing, practice observation and looked after child reviews and the council's Corporate Parenting Board.

b) There will be a duty on local authorities to consult on and then publish their 'local offer' to care leavers.

Telford and Wrekin Council is compliant with regard to consulting on and publishing their 'Local Offer'.

The Local Offer was informed by consultation with the care leaver's forum and Corporate Parenting Board and was developed through a multi-agency and multi-disciplinary task and finish group. The Local Offer will continue to evolve, through regular consultation with the care leavers' forum and monitoring through the Corporate Parenting Board.

The publication of the online Local Offer took place in September 2018. The Local Offer task and focus group will continue to meet a minimum of bi-annually to ensure that the offer evolves in response to the needs of care leavers and that all links are current and resources relevant.

Personal Advisers are sharing and promoting the Local Offer with the care leavers they work with in order to ensure they are aware of it and the services they are entitled to. Further consideration is being given as to how the local offer can be made available to, and easily understood by, care leavers with additional needs and those where English is not their first language.

The Local Offer can be accessed via the [Telford and Wrekin Children's Service online manual](#).

c) Local authorities will be required to offer support from a Personal Adviser to all care leavers to age 25. New burdens funding will be provided to support implementation of this change.

Telford and Wrekin Council is compliant with regard to offering support to all care leavers, who qualify under the changes in legislation.

All eligible young people were communicated to regarding the extended support offer and a number have responded requesting additional support.

The Children and Social Work Act 2017 extends the role of support provided to our Care Leavers to include those aged 21 to 25 years; this has been effective from 1 April 2018. The Care Leavers Service is reviewing the

potential impact of this change to ensure staff capacity will be sufficient to meet the demand. The offer will detail what this support will include, for example the allocation of a Personal Advisor, regular “drop in” events, participation work, signposting to partner agencies and community resources.

The government stated that 'new burdens funding' would be available to local authorities to support meeting the new requirements. New burdens funding relates to any new policy or initiative by government which increases the cost of providing local authority services and could lead to an increase in council tax if it was not additionally funded by central Government.

£12,000 was awarded to Telford and Wrekin Council in 2018/19. This funding was been utilised to employ a NEET support worker to support and manage employment and training opportunities for care leavers. £24,000 has been awarded to Telford and Wrekin Council for 2019/20. The funding of the NEET support worker is being continued and will now extend to the post being full time. A volunteer mentoring scheme is also in the early stages of being developed.

The number of cases currently open to the care leavers team is 111 with a complement of 8.6 personal assistants. This case load is currently manageable, however it is anticipated that this will increase further over the next 18 months due to the number of children in care between 16-18 years and care leaver's being able to access further support post 21 years of age.

Conclusion

The Telford and Wrekin Local Offer for care leavers aims to be aspirational for our young people, to enable them the best possible opportunities to develop into their independent adult life. As Corporate Parents we want to aim high for our children in care and care leavers, to support them to function independently and make positive contributions within the borough.

Whilst continuing to consider the role that the Council can provide, it is important for us to also consider the role that statutory and non-statutory partners are able to provide as part of a broader corporate family. Care leavers and children in care are not the sole responsibility of councils' children's services departments. While children's services might deliver most of the direct services and support, all council departments hold corporate parenting responsibilities. As such, we will continue to consider further support and services that can be provided to care leavers through broader council departments and their own delivery of corporate parenting responsibilities.

Responsibility of the Local Offer sits with the council's Managing Director and Leader, both to ensure the document fully reflects the breadth of the services the council offers, but also to demonstrate Corporate Parenting leadership.

5. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

The Local Offer supports the ambition to improve opportunities and reduce disadvantages that care leavers face within society.

6. PREVIOUS MINUTES

N/A

7. BACKGROUND PAPERS

Report prepared by Laura Moore, Group Specialist, Service Improvement and Efficiency

Telephone: 01952 385658

Children's Safeguarding
& Early Help

Local Offer to Care Leavers



Telford & Wrekin
COUNCIL

LOCAL OFFER FOR CARE LEAVERS

Title	Key Safe
Purpose/scope	Section 2 of the Children and Social Work Act 2017 requires each local authority to consult on and publish a local offer for its care leavers.
Subject key words	Children; young-people; care leavers; children in care; looked after children
Council Priority	<ul style="list-style-type: none">• Put our children and young people first• Protect and support our vulnerable children and adults
Lead author & contact details	Laura Moore, Project Specialist, Projects, Policies and Quality Team, Service Improvement & Efficiency Telephone: 01952 385658 Email: laura.moore@telford.gov.uk
Date Established	June 2018
Date of Next Review	September 2018
CS&EH Validation	Jo Britton, Assistant Director, Childrens Safeguarding & Specialist Services
Legal Sign Off	N/A
Finance Sign Off	N/A
Approver	Corporate Parenting Board

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1

INTRODUCTION AND BACKGROUND

INTRODUCTION AND BACKGROUND

Changes in national policy and legislation require the Council to reassess the existing services it provides for young people who are leaving the care of the Council. It also extends the criteria for entitlement to care leaver services to 25 years old, regardless of education status as was under the previous criteria. It is known that nationally the outcomes for care leavers have been proven to be significantly poorer than those of young people of the same age within the general population.

The overall aim of requiring Local Authorities to publish an Offer to care leavers is to increase the support to our young people as they face the challenges of living independently as well as to further embed a culture of Corporate Parenting responsibility across Local Authorities.

Published in July 2016 the 'Keep on Caring – Supporting Young People from Care to Independence' details the requirements of Local Authorities to support young people leaving care. This comes under the Children and Social Work Act 2017 calling for more innovative and effective services to be developed and delivered for care leavers.

The above legislation follows on from the 2013 care leaver Strategy built upon the foundations of the Children (Leaving Care) Act 2000, Children and Young Person Act 2008 and the Children and Families Act 2014. The responsibility for the evaluation and monitoring of services offered to care leavers remains with Ofsted via their 'Inspecting Local Authority Children's Services: Single Inspection Framework'.

The intention is to provide more practical and emotional support, a stronger offer and also to empower care leavers by designing services with them. To achieve the latter, a strong level of engagement with care leavers will be required to ensure they are integral to the design and innovation of new or existing services.

The new legislation calls for more innovative and effective services to be developed with and delivered for care leavers. The objective is to provide more practical and emotional support, a strong Offer and to empower care leavers to be involved in the design of services for themselves.

This document tells you about all the help that is available to you as a care leaver. We know that it's a big step to move to living on your own. We want to make sure that you know where and who to go to for advice and help.

Care leavers helped us design this local offer and we will continue to listen to your views to make sure the services we offer are what you need. We have written this document with care leavers in Telford & Wrekin. If there is anything in the document you are not sure about or need further information about, please ask your worker.

To be able to get the help detailed in this document, you must have been in care for at least 13 weeks between the ages of 14 and 16 (including your 16th birthday) or for 13 weeks after your 16th birthday. If you're not sure whether you have, then ask your Social Worker or Personal Adviser.

This document is also available at www.telford.gov.uk

Corporate Parents for children in care and care leavers in Telford and Wrekin have promised to:

- Act in the best interests, and promote the health and well-being, of children in care and care leavers.
- Encourage children in care and care leavers to express your views, wishes and feelings.
- Take into account the views, wishes and feelings of children in care and care leavers.
- Help children in care and care leavers gain access to, and make the best use of, services provided by the local authority and its relevant partners.
- Promote high aspirations, and seek to secure the best outcomes, for children in care and care leavers.
- For children in care and care leavers to be safe, and for stability in your home lives, relationships and education or work.
- Prepare children in care and care leavers for adulthood and independent living.

To do this we will:

- Ask your views, listen to what you say and act on it.
- Support you and give you the information you need to lead a healthy lifestyle.
- Support you to feel safe.
- Support you to have contact with your family and friends.
- Make sure services and support are available to help you to be the best you can be.
- Have ambitions for you and support you to achieve your goals.
- Have high expectations of you and expect you to act sensibly.
- Support you to access the education and training you need and help you develop your skills and achieve your aspirations.
- Work with you to support other children and young people who may have had similar experiences.
- Provide opportunities for training and work experience and support you to find employment.
- Support you and your children while you gain life experience and become independent from us.
- Provide an open door for support and advice, whatever your age.
- Celebrate your successes and achievements.
- Help you be involved in the community.



2

**SUPPORT
THAT TELFORD
& WREKIN
COUNCIL AND
OUR PARTNERS
PROVIDE**

SUPPORT THAT TELFORD & WREKIN COUNCIL AND OUR PARTNERS PROVIDE

Accommodation

The Council believes that children in care and Care Leavers should be able to live in their home for as long as they need to and wish.

How we do this:

Age 16 / 17

The Council will ensure that you have a suitable placement to live in, such as with a Foster Carer, Supported Lodgings, Supported Housing or in a Children's home.

Over 18

Telford & Wrekin Council will provide advice and support so that you can live in suitable accommodation with the help that you need.

As part of this we will work with partners to ensure appropriate access to a range of suitable accommodation including:

- Remaining with your foster carers.
- Shared accommodation.
- Self-contained accommodation.
- Support to access social housing.
- Out of term accommodation for care leavers in higher education.

Housing

- If you lose your tenancy we will provide advice to help you source new accommodation.
- If you lose your accommodation and have nowhere else to reside, we would provide you with temporary accommodation and help source new accommodation.
- We will provide you with a personalised housing plan outlining your options and available support.

- We will allocate you a dedicated housing solutions officer to provide advice.
- There will be a protocol between housing and the care leaver's service that will be subject to constant review.
- We will not find any care leaver intentionally homeless at the first presentation to Housing Solutions.
- We will explore all financial support that is available to the young person to help prevent or support them to find a sustainable home.

Working with partners we will:

- Make sure you have access to the benefits you are entitled to.
- Offer further accommodation opportunities if things go wrong.
- The Staying Put/Staying Close offer.
- Provide a Setting up Home Grant of £2000 that can be used to furnish your first property.
- Offer practical moving-in help.
- Provide continuing advice about maintaining a tenancy*, including paying rent, Council Tax and bills regularly.
- Help you look after your home including decorating, minor repairs and cleaning advice.

**a tenancy is a contract between you and your landlord that lets you live in a property as long as you pay rent and follow the rules.*

Education, Training and Employment

We provide opportunities to children in care and care leavers to raise and support your aspirations, help develop awareness of opportunities and skills and help you to be work ready.

We also work with our partners to offer work place opportunities, including work taster sessions, work experience apprenticeships and job opportunities. These are flexible and tailored to young people's needs and are supported by Corporate Parents from across the Council and partners.

We want to be aspirational for our care leavers and help you to access the education, training and employment you are interested in. To do this:

- We will help you to get careers information and advice – this can be either through your Personal Advisor and 'Skills' Service (Job Box, Future Focus) you will have an allocated advisor who will work with you on your options.
 - We will work with you to help you transition from school to post 16 education presenting you the full range of opportunities including the National Citizenship service to help meet your future goals.
 - We will work with our colleges and training providers to ensure your learning needs are met and barriers are identified and support put in place.
 - We will help with transport costs when travelling to training, school/college, apprenticeships or job interviews, including a free Arriva bus pass for all our care leavers aged between 16 and 24 on Apprenticeships.
 - You will receive additional help if you attend college, including a plan to detail how you are supported to do well in college and individual guidance or help when you need it.
- If you have special educational needs we will make sure that you receive any additional help you require and our specialist Employment Support Team will help work with you to access work experience and employment when you are ready.
 - Young people who attend education or training can apply for a Further Education Bursary from the education or training provider.
 - We provide help in obtaining equipment, essential clothing, and books to support your education training and employment.
 - We encourage and help you choose to go to university e.g. accessing tuition fees and maintenance loans, travel costs at the start and end of term and making sure you have somewhere to live during the holidays – this may be with your foster carer, in your own accommodation or in supported accommodation.
 - If you attend university, you can apply for a Higher Education Bursary of £2000. This will be paid in instalments over the duration of your course and is in addition to any other bursary gained.



- A £1,000 bursary payment will be available to support care leavers aged 16-24 starting an apprenticeship. This bursary will be made to help to meet the costs incurred whilst transitioning into work and support the first year of the apprenticeship, when wages can be lower. This will be paid once to each care leaver in the eligible age range starting an apprenticeship, via their training provider.
- Suitable accommodation during vacations if you are in higher education or in residential further education.
- Telford & Wrekin Council will fund a small number of ring-fenced Apprenticeship opportunities, ensuring where possible a robust matching process is in place. As Corporate Parents, the Council and partner agencies continue to provide opportunities for work experience, apprenticeships and employment for care leavers.
- We hold regular events to celebrate the achievements of children in care and care leavers. These are supported by Corporate Parents from all agencies.
- When you achieve educational success we celebrate your achievements - for example take you out for a meal when you finish your A-levels.
- At any point where you are not in education training or employment we will utilise all our resources to enable you to overcome barriers and participate.
- Telford & Wrekin Council operate a guaranteed interview scheme for all care leavers applying for any apprenticeship posts within the Council, and in addition to this our work experience scheme will also be available to care leavers.

Health and Wellbeing

We will support and encourage you to be healthy and provide the help you need to achieve this. This includes:

- Offering easy access to specialist services such as sexual health service.
- Providing a health passport prior to your 18th birthday – this is a summary of your health information and history.
- Help to register with health services, including a GP practice, dentists and opticians when you move home.
- Help you to manage your emotional well-being – this may include a referral or signposting to other support agencies.
- Help you to attend hospital or doctors' appointments.
- Support from a Healthy Lifestyle Advisor for health improvement advice (healthy eating, being more active, drinking less and quitting smoking).
- Opportunities to train as a 'Health Champion' and to undertake volunteering opportunities in health and community settings.
- Offering a drop-in service for care leavers.
- Offering a mentoring scheme for young people, focusing on specific areas to support positive engagement and outcomes as well as supporting well-being.



Leisure

We will support and encourage access to the town's leisure facilities and activities and provide assistance in utilising these facilities for the benefit of care leavers.

- Provide access to leisure services and activities via the Council's concessionary Telford Loyalty Card scheme.
- Provide free Aspirations health & fitness memberships to the age of 25.
- Help with additional 1:1 support for care leavers undertaking Aspirations membership.
- Assist in sign posting care leavers into sporting clubs or groups.

Finances

We provide financial support to help you prepare for living independently and manage your money. To do this we will:

- Make sure that you have the advice you need to learn how to manage your money and that this is detailed in your Pathway Plan.
- Help you to open a bank account if there is not one already in place.
- Help you to gain appropriate identification documents, such as a passport and/or provisional driving licence.
- Help you to get your NI number – this might be writing a letter or helping you complete an application.
- Offer a Setting up Home grant of up to £2000 for essential items or independent living in line with your Pathway Plan.
- We will pay for your TV licence for the first 12 months.

Single people who claim Housing Benefit and live in private rented accommodation have their Housing Benefit based on the shared room Local Housing Allowance rate. For care leavers up to and including the age of 21, legislation allows Housing Benefit to be paid at the slightly higher one bedroom Local Housing Allowance rate. For care leavers who are unable to afford the shortfall between the Housing Benefit (or Universal Credit Housing Costs) payable and the rent they are charged, can apply for a Discretionary Housing Payment.

The Council's Discretionary Housing Payment Team consider the applicants income, household circumstances and essential expenditure when considering awards. Any awards are usually short term assistance while the applicant takes steps to ease their financial circumstances. The Council's Discretionary Awards Team can provide help and assistance to care leavers with applications. They can also assist with Council Tax Support Hardship applications which can provide short term help with a shortfall between Council Tax charged and Council Tax Support entitlement for those who are unable to afford the shortfall.



Participation

We will help you to share your views and be involved in improving how we support you – such as being a part of the care leavers Forum – “Leavers Come First”. These forums are held on a bi-monthly basis and you can be supported to attend by your Personal Advisor (PA) and help you to be part of wider contributions to decision making such as the National Young People’s Bench Marking Forum (Catch 22), recruitment of staff and carers and commissioning of services.

Other Help and Support

- If you have special educational needs there is a ‘Local Offer’ that describes the help you can expect – we will make sure that this is explained and you are helped to access this support. Further information is available on the Local Offer website.

- We will make sure that young people who are unaccompanied asylum seekers have the support they need and this is recorded in their Pathway Plan.
- We will provide a gift at Christmas and at each birthday up to the age of 21 (birthdays and Christmas £10. 18th and 21st birthdays £50).
- We will provide additional support to help you gain additional skills such as obtaining a provisional driving licence - this may also be used as an incentive.
- Advocacy support up to the age of 25.
- We will help you to take part in events and activities such as the Summer Arts College (up to age 18), Leisure Services Schemes and ‘Hot Shots Awards’.



3

STATUTORY ENTITLEMENTS – WHAT THE LAW SAYS YOU MUST BE GIVEN

STATUTORY ENTITLEMENTS – WHAT THE LAW SAYS YOU MUST BE GIVEN

Personal advisor

- Telford & Wrekin Council provide a personal adviser for care leavers until you are 21. Care leavers also have the right to a personal adviser up to 25 should you wish
- When you reach 21 if you do not wish to have a continued leaving care service we will send you a reminder of your local offer every 12 months, if your circumstances change you can contact us at any time up to the age of 25.
- The role of a personal adviser is to help care leavers prepare for independent living and to support you after you leave care and to also offer support, advice and guidance.
- Your personal advisor will go through the Local Offer with you and ensure that you understand.
- Your personal advisor will keep in touch but will also see you face to face at least every eight weeks.
- We will ensure that you keep the same Personal Advisor where possible.

Pathway Plan

- We will prepare a Pathway Plan with you that sets out how we will help you to achieve the things you want to.
- We start the Pathway Plan together while you are still in care – around your 16th birthday.
- We then review the Pathway Plan with you at least every six months to make sure that it is up-to-date and it also includes things that are important to you.
- We will always involve you in preparing and reviewing the Pathway Plan.

Care leavers' rights

- Your wishes and feelings will be an important part of all decisions about when you leave care and your plans for leaving care. This will be done through your Pathway Plan.
- We will make sure that you can let us know what you think of and how you feel about the services you receive initially through your personal advisor or through key contacts listed below.
- You have a right to see the information your local authority has about you, including the files kept about you when you were in care.
- We will support you to 'stay put' in your home until at least 18. However, if you choose to leave care before this, we will ensure that you have suitable accommodation and support.



4

WHO CAN HELP?

WHO CAN HELP?

Key contacts for care leavers

Leaving Care Service / Personal Advisers –

Group Manager, Children in Care & Leaving Care

Telephone: 01952 385817

Email: twcareleavers@telford.gov.uk

Housing Needs Team

Telford & Wrekin Council, Darby House,
Lawn Central, Telford TF3 4JA

Telephone: 01952 381925

Email: housing.services@telford.gov.uk

Customer Complaints, Compliments and Feedback

Telford & Wrekin Council, Addenbrooke House,
Ironmasters Way, Telford TF3 4NT

Telephone: 01952 382006

Email: customer.quality@telford.gov.uk

Local Authority Leadership

Mr Clive Jones

Director of Children & Adult Services

Telford & Wrekin Council, Addenbrooke House,
Ironmasters Way, Telford TF3 4NT

Telephone: 01952 385100

Email: clive.jones@telford.gov.uk

Telford & Wrekin Careers Advice & Guidance

Future Focus, Southwater 1, Telford TF3 4JG

Telephone: 01952 388988

Email: future.focus@telford.gov.uk

Children's Participation

Community Support team

Telford & Wrekin Council, Addenbrooke House
Ironmasters Way, Telford TF3 4NT

Telephone: 01952 382245

Email: communityparticipationteam@telford.gov.uk

Rights and Representations

Independent Safeguarding, Quality
and Advocacy Service

Telford & Wrekin Council, Darby House,
Lawn Central, Telford TF3 4JA

Michael Bould

Rights and Representations Co-ordinator

Telephone: 01952 385112

Mobile: 07976 100588

Email: michael.bould@telford.gov.uk

Amanda Farrington

Rights & Representations Officer

Telephone: 01952 385102

Mobile: 07807 966126

Email: amanda.farrington@telford.gov.uk

Cabinet Member for Children & Adults Early Help & Support (Lead Member for CYP)

Cllr Paul Watling

Telford & Wrekin Council, Addenbrooke House,
Ironmasters Way, Telford TF3 4NT

Telephone: 01952 383220

Email: paul.watling@telford.gov.uk

Other places you can go to for help or advice include:

Adult Social Care

Telford & Wrekin Council, Darby House, 4th Floor B Wing, Telford TF3 4JA

Telephone: 01952 385385

The Job Box

A one stop shop for information and support on job vacancies, training and employment in the Telford and Wrekin area.

Telephone: 01952 382888

Website: www.telfordjobbox.co.uk

Kooth.com

Free, safe and anonymous online counselling and support for young people. Kooth.com is available 24 hour per day. There will be professional counsellors available for live online chats at the following times:

- 12noon - 11pm (Monday to Friday)
- 6pm - 11pm (Saturday, Sunday and Bank Holidays)

Website: www.kooth.com

Ladder for Shropshire

Provides a one-stop-shop for information on Apprenticeships and Training providers in Shropshire, Telford and Wrekin.

Telephone: 0330 999 8441

Email: ladder@apprentice-providers.co.uk

Website: www.ladderforshropshire.co.uk

Telford Wellbeing Service

Telephone: 01952 457415

Email: wellbeing.telford@sssft.nhs.uk

Website: telfordwellbeingservice.sssft.nhs.uk

Recharge Telford

Supports under 21's to overcome their individual barriers, support with emotional wellbeing, drug and alcohol use, self-harm and bullying.

Telephone: 01952 660 000

Email: info@rechargegetelford.org.uk

Website: www.rechargegetelford.org.uk

TELFORD & WREKIN COUNCIL

CABINET 14th MARCH 2019

DEVELOPMENT OF A REGIONAL PERMANENCY ARRANGEMENT

**REPORT OF THE ASSISTANT DIRECTOR, CHILDREN'S SAFEGURDING
& EARLY HELP**

LEAD CABINET MEMBER – CLLR P WATLING

PART A – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

- 1.1. The North Midlands Regional Adoption & Permanency Partnership is proposing a collaborative Regional Permanency Arrangement which combines the expertise of the four Local Authorities. Working together to find local, caring, stable and loving homes for Looked After Children who require permanence, giving a child a sense of stability, continuity, commitment and identity.
- 1.2. The Partnership will be a unique arrangement, creating a sustainable system which operates on a regional footprint, maximising resources, capacity and flexibility, which leads to improvements in service delivery, effective practice and long-term outcomes for children, whilst maintaining the independence of each individual Local Authority.

2. RECOMMENDATIONS

- 2.1. Cabinet acknowledge the statutory requirement to be part of a Regional Adoption Agency (RAA) by the 1st April 2020, as set out in the Education and Adoption Act 2016.
- 2.2. Cabinet approve the formation of a Regional Adoption Agency (RAA) between Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council.
- 2.3. Cabinet approves the Outline Business Case (OBC) which sets out the ambition of Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council to go beyond adoption and develop a regional model of wider permanence which includes Fostering, Connected Persons and Special Guardianship Orders (SGO).

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	In line with the council's priority of putting children and young people first.
	Will the proposals impact on specific groups of people?	
	Yes	Children & young people in terms of improved placement choice and outcomes.
TARGET COMPLETION/DELIVERY DATE	Regional Adoption Agency – March 2020. Permanency Hub is a four year programme.	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes/No	<p>Government legislation requires Councils to be part of a Regional Adoption Agency by 1 April 2020. In order to support this requirement, additional Government grant has been allocated. The North Midlands Regional Adoption & Permanency Partnership has been allocated up to £610,000 for the period until 2020. This has enabled the preparations for the partnership to commence, with Staffordshire County Council employing the project leads.</p> <p>Financial details of the partnership have yet to be developed, but a financial formula to underpin the Regional Permanency Arrangement will be included in the full business case, which will require Cabinet approval by 31 December 2019. The intention is that the partnership will deliver a range of financial benefits, including better value for money through economies of scale and a decrease in the number of children requiring specialist, intensive and costly placements/services. The four participating Local Authorities are clear that the partnership arrangements cannot lead to increased financial pressures. TLD 25.2.19</p>

<p>LEGAL ISSUES</p>	<p>Yes/No</p>	<p>In approving the Outline Business Case Cabinet are confirming a commitment for officers to continue work on the development of a Regional Adoption Agency. Legal Services will provide advice regarding any statutory requirements together with governance advice on an ongoing basis as the project develops further. Advice will also be given as to the powers to enter into such an arrangement and any limitations on such powers</p> <p>Section 15 of the Education and Adoption Act 2016 came into force on 7th March 2018 inserting a new Section 3ZA into the Adoption and Children Act 2002 to enable the Secretary of State to give directions to local authorities to make arrangements for one regional adoption agency to carry out a wide range of 2002 Act adoption functions on behalf of a number of local authorities. This supported the Governments reform and regionalisation plans for adoption which have been in development since March 2012.</p> <p>Local Authorities fostering [including connected persons fostering] functions are undertaken further to the Children Act 1989 and Care Standards Act 2000 [as amended], regulations made thereunder including The Fostering Services (England) Regulations 2011, statutory guidance including the Fostering Services National Minimum Standards and practice guidance.</p> <p>Special Guardianship functions are undertaken under the 1989 Act [as amended], the Special Guardianship Regulations 2005 and statutory guidance.</p> <p>EH & KF 28.02.2019</p>
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OTHER IMPACTS, RISKS & OPPORTUNITIES	No	N/A.
IMPACT ON SPECIFIC WARDS	No	N/A.

PART B) – ADDITIONAL INFORMATION

1. Overview:

- 1.1. In April 2017, responding to the requirement to form a Regional Adoption Agency (RAA), Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council joined together to facilitate a collaborative working arrangement, through the establishment of the North Midlands Regional Adoption & Permanency Partnership.
- 1.2. The Partnership came together because of the four Local Authorities shared vision to create an arrangement which goes beyond Adoption (as required in the Education and Adoption Act 2016) and includes Fostering, Special Guardianship and Connected Persons. The Partnership has a shared mission to lead the local, regional and national agenda in respect of achieving permanence for all Looked After Children who require it.
- 1.3. The Partnership is proposing a collaborative Regional Permanency Arrangement which combines the expertise of the four Local Authorities. Working together to find local, caring, stable and loving homes for Looked After Children who require permanence, giving a child a sense of stability, continuity, commitment and identity.
- 1.4. The Partnership will be a unique arrangement, creating a sustainable system which operates on a regional footprint, maximising resources, capacity and flexibility, which leads to improvements in service delivery, effective practice and long-term outcomes for children, whilst maintaining the independence of each individual Local Authority.
- 1.5. This Partnership received a significant transformation grant from the Department of Education (DfE) to pursue this new innovative way of working.

2. Context:

- 2.1. Most children will have their need for stability and nurturing met by their birth parent(s) and will not require support from, or come to the attention of, Local Authority Children's Services. A small number of children will come into the care of the Local Authority and will require long term provision away from their birth parent(s).

- 2.2. Where children require long term care, Local Authority Children's Services will prioritise the achievement of permanency. Permanence, in the context of Children's Social Care, is defined as a framework of emotional (attachment), physical (stability) and legal permanence (in respect of who discharges parental responsibility).
- 2.3. Failing to achieve permanency for Looked After Children can lead to a detrimental impact on their short, medium and long-term outcomes, including a direct impact on their sense of security, continuity, commitment and identity. This can often result in placement breakdowns and disruptions leading to children requiring specialist, intensive and costly placements/services, causing direct financial pressure on Local Authorities.
- 2.4. In June 2015, the Coalition Government prioritised the achievement of permanence through Adoption. "Regionalising Adoption", published by the Department of Education (DfE), set out the Government's direction for the formation of Regional Adoption Agencies (RAA's) by 2020. The DfE's expectation is that larger delivery models should be able to pool resources and share best practice to better target the recruitment of prospective adopters and speed up the matching and placement of children for adoption.
- 2.5. Staffordshire County Council and Stoke-on-Trent City Council initially came together in 2015 to consider opportunities for the development of a Regional Adoption Agency (with consideration to a wider Regional Permanency System). Following engagement with the DfE, the two Local Authorities were not invited to join the Regionalisation of Adoption Programme on the basis that the proposed partnership arrangement was too small in terms of scale.
- 2.6. Shropshire Council and Telford & Wrekin Council initially came together in 1997 to develop a Joint Adoption Service (JAS) across the two Local Authorities which has continued to develop and evolve.
- 2.7. In 2015, Shropshire Council and Telford & Wrekin Council joined the City of Wolverhampton Council, Dudley Metropolitan Borough Council, Sandwell Metropolitan Borough Council and Walsall Metropolitan Borough Council to develop the Adoption@Heart Regional Adoption Agency (RAA). Shropshire Council and Telford & Wrekin Council were actively engaged in the project until February 2017, when they concluded that being part of the arrangement was not in their best interests. Shropshire Council and Telford & Wrekin Council were

supported by the DfE to leave the arrangement to pursue a wider model of permanence.

- 2.8. Responding to the Education and Adoption Act 2016, Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council joined together in April 2017 to facilitate an innovative, dynamic, forward thinking collaborative working arrangement which focuses on all permanence options, through the establishment of the North Midlands Regional Adoption & Permanency Partnership.
- 2.9. The Partnership recognises that only a small number of children enter the Adoption System and a much larger group require long-term permanence through mainstream fostering, Connected Person's Fostering and Special Guardianship.
- 2.10. The Partnership is seeking to achieve improved outcomes for Looked After Children requiring permanency by operating on a regional footprint, that maximises resources, capacity and delivers flexibility, leading to improvements in sustainable service delivery whilst maintaining the independence of each Local Authority.
- 2.11. This Partnership is the first of its kind in the country and has received a significant transformation grant from the Department of Education (DfE) to pursue this new innovative way of working, which is focused on improving the long-term outcomes of all Looked After Children requiring permanency.

3. Proposed Regional Permanency Arrangement:

- 3.1. It is proposed to create a regional arrangement across Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council with the creation of a joint service delivery model. The arrangement will focus on finding local, caring, stable and loving homes where Looked After Children achieve permanence.
- 3.2. Through a phased Regional Permanency Transformation Programme, we will align permanency functions relating to Adoption, Fostering, Connected Persons and Special Guardians between 2019 and 2024. This will ensure that governance arrangements, delivery structures, systems, processes and practice enable the workforce from the four Local Authorities to work together, ensuring all children entering care will receive a consistently high level of organisational commitment, leading to better outcomes for children.

- 3.3. The Regional Permanency Arrangement will operate through a hub and spoke model which enables Local Authorities to benefit from a network of regional delivery whilst maintaining their own individual independence. This will ensure the Partnership reflects the local landscape, adapted as necessary to the needs of individual Local Authorities, whilst demonstrating clear links to the local Children & Families System.
- 3.4. The proposed model demonstrates learning from delivery adopted by Integrated Children & Families Services across England in relation to the principles of multi-agency teams, integrated working and governance. Such ways of working have been successfully embedded within Multi Agency Safeguarding Hubs (MASH), Multi Agency Early Help Partnerships, West Mercia YOS, Stoke-on-Trent YOS and the Staffordshire YOS.
- 3.5. Staff will continue to be employed and based within each Local Authority and will not be transferred to another alternative delivery vehicle. We will however, where appropriate, seek to explore opportunities for secondments where it is in the best interests of the Partnership.
- 3.6. Statutory responsibilities relating to Looked After Children will continue to sit with Local Authorities (i.e. Corporate Parenting, Agency Decision Maker and Care Planning, Placement and Case Review).

4. Financial Implications:

- 4.1. In proposing the development of a Regional Permanency Arrangement, the four Local Authorities are clear that it provides an opportunity to achieve a range of financial benefits in the medium term, as outlined in the Outline Business Case (OBC).
- 4.2. The four Local Authorities are clear that any future partnership arrangement cannot lead to increased financial costs or pressures because of the development of this Partnership. The four Local Authorities are also clear that no Local Authorities will be disadvantaged financially because of the development of this arrangement.
- 4.3. During the design phase of the Regional Permanency Transformation Programme, we will develop a financial formula to underpin the Regional Permanency Arrangement. This formula will be outlined in detail and will be included in the full business case which will require Cabinet approval by the 31st December 2019. This financial formula will be equitable and

will ensure Local Authorities are not funding services/provision for Looked After Children for whom they are not responsible for.

5. Delivering Our Regional Permanency Arrangement:

- 5.1. The development of this OBC has provided a valuable opportunity for the four participating Local Authorities to achieve greater consensus on the collective vision, outcomes, priorities and success measures along with our proposed new operating model.
- 5.2. To maximise the potential benefits of the new operating model, and to manage the risks, it is recommended that permanence functions will form part of the arrangement at different stages, through a well organised and sequenced plan to achieve go live of phase one (2018 – 2020), phase two (2020 – 2022) and phase three (2022 – 2024). Each stage will be subject to Cabinet approval.
- 5.3. Our proposed model has received endorsement from the DfE and the partnership has been awarded a transformation grant to deliver the change and ensure focus on creating a RAA. This grant will be available until 2020 and has secured additional specialist capacity to underpin the development of our proposed new way of working.

6. Next Steps:

- 6.1. If approved, the programme will move into the design phase of the new operating model which prepares the detail for phase one to go live in April 2020.
- 6.2. We will continue to engage stakeholders, including the workforce, Looked After Children, Adopters, Foster Carers, Special Guardians, Designated Family Judges, Family Justice Boards and CAFCASS, partners, residents and other stakeholders to co-produce the development of this operating model which focuses on permanence.
- 6.3. Lead Cabinet Members for Children & Young People, along with Directors of Children's Services (DCS), will be invited to quarterly strategic partnership meetings to continue to provide political, member led leadership to the development of our Partnership and the Regional Permanency Arrangement.
- 6.4. We will return to the Cabinets of Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council

with a full business case in respect of a Regional Permanency Arrangement by the 31st December 2019.

4. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

None.

5. PREVIOUS MINUTES

None.

6. BACKGROUND PAPERS

See appendix – Outline Business Case.

Report prepared by:

Jo Britton, Assistant Director, Children's Safeguarding & Early Help

Telephone: 01952 385652

The Development of a Regional Permanency Arrangement

Outline Business Case

The North Midlands Regional Adoption & Permanency Partnership



This Outline Business Case (OBC) sets out the case for creating a Regional Permanency Arrangement across Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council. The North Midlands Regional Adoption & Permanency Partnership is proposing a collaborative partnership arrangement which brings together the specialist expertise of the four participating Local Authorities, working together to find local, caring, stable and loving homes for Looked After Children (LAC) who require permanence to give them a sense of stability, continuity, commitment and identity.

******Public Document******

Regional Permanency Arrangement

Detailed Outline Business Case

1. Outline Business Case Purpose:

- To document the case for creating an innovative, dynamic and forward thinking Regional Permanency Arrangement across Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council.
- To enable the four Local Authorities to reach consensus regarding the strategic direction and next steps to take in the creation of a Regional Permanency Arrangement. This will include Adoption, Fostering, Connected Persons and Special Guardianship.
- To set out the actions, plans and timescales to enable the Local Authorities to progress to the design phase of the Regional Permanency Transformation, as set out in this Outline Business Case (OBC).

2. Programme Description:

Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council, through the North Midlands Regional Adoption & Permanency Partnership, are developing an innovative, dynamic and forward thinking Regional Permanency Arrangement. This will be achieved via a joint service delivery model across the Local Authorities. The arrangement will be the first of its kind in the country and will focus on finding local, caring, stable and loving homes where Looked After Children achieve emotional (attachment), physical (stability) and legal permanence (in respect of who discharges parental responsibility).

The Local Authorities are committed to delivering a Regionalisation of Adoption Programme (which is required by law) which goes well beyond Adoption and includes Fostering, Connected Persons, Special Guardianship and other forms of permanence. This Regional Permanency Arrangement is focused on improving outcomes for Looked After Children.

The Regional Permanency Arrangement will operate through a hub and spoke model which enables Local Authorities to benefit from a network of regional delivery whilst maintaining their own individual independence. This will ensure the Partnership reflects the local landscape, adapted as necessary to the needs of individual Local Authorities, whilst demonstrating clear links to the local Children & Families System.

The proposed model demonstrates learning from delivery adopted by Integrated Children & Families Services across England in relation to the principles of multi-agency teams, integrated working and governance. Such ways of working have been successfully embedded within Multi Agency Safeguarding Hubs (MASH), Multi Agency Early Help Partnerships, West Mercia YOS, Stoke-on-Trent YOS and the Staffordshire YOS.

Statutory responsibilities relating to Looked After Children will continue to sit with Local Authorities.

3. The National Context:

Department of Education (DfE), Regionalisation of Adoption Programme:

In June 2015, the Department for Education (DfE) published a paper, 'Regionalising Adoption,' this publication set out the proposals of the Coalition Government for the establishment of Regional Adoption Agencies (RAAs). The paper gave a very clear directive to Local Authorities to form part of a Regional Adoption Agency by the 1st April 2020.

The move towards the creation of Regional Adoption Agencies is led by the DfE to reduce the large number of agencies providing adoption services by creating 25-30 Regional Adoption Agencies (RAA's). The expectation is that larger delivery models should be able to pool resources and share best practice to better target the recruitment of prospective adopters and speed up the matching and placement of children for adoption.

Regional Permanency Arrangement

Detailed Outline Business Case

Further Government Policies, Guidance and Regulations have continued to support and implement the Adoption Reforms. Section 15 of the Education and Adoption Act 2016 grants the Secretary of State for Education the power to direct one or more named Local Authorities to decide for any or all their adoption functions to be carried out on their behalf by one of the Local Authorities named, or by another agency. This power was recently enacted by the Secretary of State for Education and is available for use at any time.

The DfE has developed a national infrastructure for supporting the creation of Regional Adoption Agencies and has made available transformation grants to regional partnership arrangements. This infrastructure includes a delivery partner who continue to support the sector with the move to Regional Adoption Agencies, by both supporting existing projects and bringing new Local Authorities into the programme. The delivery partner focuses particularly on sharing learning, developing system leadership, encouraging the sector to work together and focusing on best practice development.

Department of Education (DfE) Fostering Review:

In February 2018, Sir Martin Narey and Mark Owers published an independent review of the fostering system in England, which included thirty-six recommendations to the DfE about how the outcomes of children in foster care can be improved. This was an independent report and followed a closed consultation seeking views on the current state of foster care in England and how to improve the prospects of Looked After Children. The review also included a survey of the views and experiences of children in foster care, conducted by the Children's Commissioner, Anne Longfield.

The Fostering Review reported that, for many children and young people, foster care provides the protective - and loving - environment that they need to develop and thrive. Sir Martin Narey and Mark Owers write: "*The care system in England, in which fostering plays a predominant role, has an undeservedly poor reputation. The reality is that fostering is a success story*". The Fostering Review shows, however, that not every child in foster care experiences or benefits from that environment and that there is more to be done to ensure every child in foster care benefits from stable, high quality care.

The DfE's response sets out its vision for all children in foster care to have stable lives, establish trusted relationships, to feel cared for and to benefit from high quality foster care for as long as they need it. The DfE want a care system in which children can experience a 'normal life' and have access to the same opportunities that are available to their peers. Children's needs – and views – should be the driving force for all decisions made about their care.

The recommendations of the Fostering Review were not all directed at Central Government. To make tangible improvements in fostering, all professionals and leaders, whether in Local Government or in private providers, need to work together in pursuit of children's interests. The DfE are currently scoping opportunities for regional partnership arrangements to develop, test and evaluate innovative changes to the Fostering System.

It is anticipated by the North Midlands Regional Adoption & Permanency Partnership that future legislation may be developed to implement national reform of the Fostering System, similar to reforms introduced for Adoption, with active exploration of regional partnership working.

The Children & Social Work Act 2017:

The Children and Social Work Bill received Royal Assent, becoming law on the 27th April 2017. The Children and Social Work Act 2017 (the Act) is intended to improve support for Looked After Children, promoting the welfare and safeguarding of children. The Act also makes provisions about the regulation of social workers. The Act sets out Corporate Parenting principles for Local Authorities to be the best parent it can be to Looked After Children in its care.

The legislation extends the current considerations of the court when making decisions about the long-term placement of children to include an assessment of current and future needs and of any relationship with the prospective adopter. Under this Act, when courts are considering whether to make a care order they must consider the 'permanence provisions' of the care plan prepared by a Local Authority including: additional

Regional Permanency Arrangement

Detailed Outline Business Case

information about the impact of any harm a child has suffered; their current and future needs (including any needs arising from exposure to that harm); and the way in which the proposed permanence plan for the child will meet those needs. This Act has led to increased scrutiny of all “permanence” options, including Adoption, Connected Persons, Special Guardianship (SGO) and Long Term Fostering by the courts.

4. The Regional Journey So Far....

In April 2017, Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council joined together to facilitate a collaborative working arrangement, through the establishment of the North Midlands Regional Adoption & Permanency Partnership. The partnership was formed to promote improved outcomes for Looked After Children requiring permanency.

The North Midlands Regional Adoption & Permanency Partnership was informally developed following discussions between the four respective Chief Executives, Executive Directors of Children’s Services and Assistant Directors accountable for Looked After Children’s Services.

These high-level discussions were underpinned by the shared vision to deliver an enhancement of a standard Regional Adoption Agency, as required in the Education and Adoption Act 2016, through the development of a Regional Permanency Arrangement which includes Adoption, Fostering, Connected Persons and Special Guardianship (SGO).

Each Local Authority believes that to achieve long term improved outcomes for children, we need to a permanency system which operates on a regional footprint, maximising resources, capacity and flexibility. This will lead to improvements in sustainable service delivery, effective practice and long-term outcomes for children, (whilst maintaining the independence of each individual Local Authority.)

The Partnership was formed to scope a potential Regional Permanency Arrangement which is focused on (active exploration of potential methods for) joint working for improving outcomes for Looked After Children requiring permanency. This activity was predicated on a sub-regional partnership model (as opposed to a separate legal entity or delivery vehicle). This active exploration has focused on “function” before “form” and has led to the development of this outline business case.

The Partnership has evolved on the basis that any future partnership working achieves a range of financial and non-financial benefits. The Partnership is also clear that any future partnership arrangement cannot lead to increased financial costs or pressures because of the development of this Partnership.

Executive Directors of Children’s Services, Assistant Directors (accountable for Looked After Children’s Services), Operational Managers, Commissioners and Representatives of Stakeholders have worked collaboratively to develop delivery models which have the potential to be appropriate for the delivery of the North Midlands Regional Adoption & Permanency Partnership vision, outcomes, values and success measures.

Each specific delivery model was modelled against operational delivery, demand, efficiency, quality, performance, service scale, organisational structure, governance, integrated working, finance and sustainability. Following this modelling, the delivery options were evaluated by each Local Authority, through a methodology recommended by the DfE.

Following a critical evaluation of the potential models (through a partnership development session), a preferred option has been identified which maintains a focus on improving outcomes for our children and a focus on “function” before “form”. Outlined below is a high-level summary of the three options considered by the partnership:

- **Option One:** The development and establishment of one regional Permanency Agency operated within one delivery vehicle.

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- **Option Two:** The development of a joint service delivery model which operates across the four Local Authorities of the partnership.
- **Option Three:** Each Local Authority within the North Midlands Regional Adoption & Permanency Partnership is delegated specific functions which they then deliver on behalf of the whole partnership e.g. Fostering, Adoption, Special Guardianship and Connected Persons.

Option two was adopted to enable Local Authorities to benefit from a network of regional delivery whilst maintaining their own individual independence. This will ensure the Partnership reflects the local landscape, adapted as necessary to the needs of individual Local Authorities, whilst demonstrating clear links to the local Children & Families System.

In December 2017, the North Midlands Regional Adoption & Permanency Partnership submitted proposals for the development of a Regional Permanency Arrangement to the DfE, as opposed to a standard Regional Adoption Agency. This proposal was focused on maintaining the independence of each Local Authority whilst achieving long term improved outcomes for our children, through a sustainable Regional Permanency System which operates on a regional footprint.

In January 2018, we entered a period of dialogue with the DfE to explore our proposals further which were scrutinised by Ministers and Senior Civil Servants within the department. In May 2018, we were formally invited to join the Regionalisation of Adoption Programme and have access to a national network of support and a transformation grant of up to the value of £610,000 between 2018 – 2020.

The proposals set out by the North Midlands Regional Adoption & Permanency Partnership have been highlighted as transformational, innovative, forward thinking and unique by national leaders in permanence.

5. The Local Journey So Far....

Staffordshire County Council:

Staffordshire is home to historic and vibrant market towns, picturesque villages and stunning countryside. Staffordshire's economy is strong and growing, from start-ups to world-renowned businesses, and is home to many of England's leading tourist attractions. Staffordshire's Children's Services are currently rated as "Good" in all aspects of OFSTED's "Inspection of services for children in need of help and protection, children looked after and care leavers" framework.

There is a total of 1138 Looked After Children in Staffordshire at the time of writing (January 2019). At the end of the 2017 reporting period, Staffordshire had 995 Looked After Children and the number of Looked After Children adopted in the same year was 40.

Staffordshire County Council have a long history of integrated working across all Local Authority Services with Stoke-on-Trent City Council, including the joint alignment of Children's Safeguarding Boards, joint commissioning of the Advocacy & Independent Visiting Service, the joint commissioning of the Child Sexual Exploitation & Missing Service and most recently the development of the Pan Staffordshire Approach to Children and Young People's Emotional Wellbeing and Mental Health Strategy. Staffordshire County Council and Stoke-on-Trent City Council are also served by a range of public bodies which cover the two Local Authorities, including Clinical Commissioning Groups (CCGs) and the Staffordshire & Stoke-on-Trent Commissioners Office.

Staffordshire County Council & Stoke-on-Trent City Council initially came together in 2015 to consider opportunities for the development of a Regional Adoption Agency (with consideration to a wider Regional Permanency System). Following engagement with the DfE, the two Local Authorities were not invited to join the Regionalisation of Adoption Programme on the basis that the proposed partnership arrangement was too small in terms of scale. Staffordshire County Council has continued to explore future opportunities for the delivery of a Regional Permanency System whilst undertaking some low-level partnership working with neighbouring Local Authorities.

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Stoke-on-Trent City Council:

Stoke-on-Trent is a city built on a history of industrial greatness and creative artistic flair. Growing the economy and investing in the area to attract jobs, businesses, residents and visitors is making the city a huge success. More money is being generated through more new people paying council tax and business rates and additional income is being invested to support of the provision of essential services valued by residents. Stoke-on-Trent's Children's Services are currently rated as "Good" for Adoption Performance under the OFSTED "Inspection of services for children in need of help and protection, children looked after and care leavers" framework.

There is a total of 843 Looked After Children in Stoke-on-Trent at the time of writing (January 2019). At the end of the 2017 reporting period, there was 655 Looked After Children and the number of Looked After Children adopted in the same year was 45.

As outlined above, Stoke-on-Trent City Council have a long history of integrated working across all Local Authority Services with Staffordshire County Council. As noted above, Staffordshire County Council and Stoke-on-Trent City Council initially came together in 2015 to consider opportunities for the development of a Regional Adoption Agency (with consideration to a wider Regional Permanency System). Following engagement with the DfE, the two Local Authorities were not invited to join the Regionalisation of Adoption Programme on the basis that the proposed partnership arrangement was too small in terms of scale.

Stoke-on-Trent City Council continued to explore future opportunities for the delivery of a Regional Permanency System whilst undertaking some low-level partnership working with neighbouring Local Authorities. During this time Stoke on Trent City Council has also been on a journey of improvement and development in respect of all aspects of Children's Services.

Shropshire Council:

Shropshire is a large, rural and sparsely populated county. Shropshire is the second largest inland local authority area and one of the most rural places in the UK, yet close enough and connected to the major cities of Birmingham, Liverpool and Manchester and to shopping and leisure destinations in Cheshire and Staffordshire, as well as a direct rail link to London. Shropshire's large geography, means that the economy operates and reaches in different directions. Shropshire's Children's Services are currently rated as "Good" overall in respect of the OFSTED "Inspection of services for children in need of help and protection, children looked after and care leavers" framework.

There is a total of 377 Looked After Children in Shropshire at the time of writing (January 2019). At the end of the 2017 reporting period, Shropshire had 290 Looked After Children and the number of Looked After Children adopted in the same year was 15.

Shropshire Council and Telford & Wrekin Council have a long-standing history of integrated working with a Joint Adoption Service (JAS) across the two Local Authorities, hosted by Shropshire Council. Like Staffordshire and Stoke-on-Trent, Shropshire and Telford & Wrekin Council have a range of public bodies which cover the two Local Authorities.

In 2015, the two Local Authorities joined the City of Wolverhampton Council, Dudley Metropolitan Borough Council, Sandwell Metropolitan Borough Council and Walsall Metropolitan Borough Council to develop the Adoption@Heart Regional Adoption Agency (RAA). Shropshire Council and Telford & Wrekin Council were actively engaged in the project until February 2017, when they concluded that being part of the arrangement was not in their best interests due to funding concerns and uncertainty about the benefits for their rather different child population profile compared with that of the four Black Country Local Authorities. Shropshire Council and Telford & Wrekin Council were supported by the DfE to leave the arrangement to pursue a wider model of permanence.

Telford & Wrekin Council:

Telford & Wrekin is described as a place of contrasts - the rural and historic sitting alongside 'new town' housing and modern industrial estates. Two thirds of the Borough surrounding Telford is classified as rural. Telford & Wrekin Council's Children's Services are currently rated as "Good" for Adoption Performance under

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the OFSTED “Inspection of services for children in need of help and protection, children looked after and care leavers” framework.

There is a total of 383 Looked After Children in Telford & Wrekin at the time of writing (January 2019). At the end of the 2017 reporting period, Telford & Wrekin had 380 Looked After Children and the number of Looked After Children adopted in the same year was 20.

As outlined above, Shropshire Council and Telford & Wrekin Council have a long-standing history of integrated working with a Joint Adoption Service (JAS) across the two Local Authorities, hosted by Shropshire Council. Like Staffordshire and Stoke-on-Trent, Shropshire and Telford & Wrekin Council have a range of public bodies which cover the two Local Authorities.

6. The Permanency Context:

Most children will have their need for stability and nurturing met by their birth parent(s) and will not require support from, or come to the attention of, Local Authority Children’s Services. Where families require additional support, Children’s Social Care will endeavour to provide the right assistance to help them to maintain the care of their child/children wherever this is in their child/children’s best interests. Where this is not possible child/children will come into the care of the Local Authority.

Permanence, in the context of children’s social work, is defined as a framework of emotional (attachment), physical (stability) and legal permanence (in respect of who discharges parental responsibility) which gives a child a sense of security, continuity, commitment and identity.

The Children Act (1989) Guidance and Regulations sets out the clear expectation that Local Authorities should, wherever necessary; secure permanent care arrangements for children in their care. This has been strengthened in the revised regulations where achieving permanence for every child must be a key consideration from the day a child becomes looked after (Care Planning Placement and Case Review (England) Regulations 2010, revised 2015). This philosophy was also reinforced in the Education and Adoption Act 2016 and the Children & Social Work Act 2017.

When children do become looked after by the Local Authority, the following options for permanence must be fully considered:

- To remain with, or return to their birth parent(s).
- To live with a connected person (close to the child) by virtue of a Special Guardianship Order, or Child Arrangement Order.
- To be adopted into an alternative family.
- To be long-term fostered by a family.

Special Guardianship Order: Special Guardianship provides an alternative legal status for children, and provides greater security than long term fostering, but without the absolute legal severance from the birth family that stems from an Adoption Order. It is a legal route to permanence for children for whom adoption is not appropriate.

Long-Term Fostering: A long-term fostering placement is defined as one where the child has a clear sense of stability and belonging, and the carers expect the child to be part of their family into adulthood. The child’s primary attachments will be within the foster family, despite the potential for ongoing contact with birth family members. Often, wherever possible, the plan for children in long-term fostering placements should be made with a view to securing their legal permanency, by a Special Guardianship Order (SGO) at the appropriate time.

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Adoption: Adoption is the legal process by which a child or a family group of children who cannot be brought up within their birth family become full, permanent and legal members of a new family. Adopters become the child's legal parents with the same rights and responsibilities as if the child was born to them. Adoption is a lifelong commitment, which requires very serious thought and preparation. Where the plan for the child is adoption, there will be robust evidence addressing all realistic options for securing permanence and security for the child, via other options. The evidence will contain an analysis of the arguments for and against all these options, along with a fully reasoned recommendation. Before deciding to grant an Adoption Order the court must be satisfied that adoption is the only option available to secure the long-term welfare of the child.

For a variety of reasons, it may not be possible for some Looked After Children to secure any of the above outcomes. The specific reasons for this may be complex and varied, and should only be agreed following careful assessment, management endorsement and a rigorous review; all of which must place the child's best interests at the centre of decision-making. In such circumstances, care planning will be driven by the pursuit of achieving enduring stability for the child/young person.

For a small number of Looked After Children, placement within a residential or specialist educational setting will be the appropriate environment to ensure that their needs are best met. For some older children these settings provide the right environment to meet their needs into adulthood. In other circumstances, this will be a time-limited arrangement to address specific needs and issues at a point in a child's life. The arrangements for every child living in these settings will be kept under careful review through the care planning and review process.

7. Vision, Objectives & Outcomes:

Vision:

"To achieve improved outcomes for Looked After Children requiring permanency by working together to find local, safe, resilient, caring, stable and loving homes."

Mission:

"Through an arrangement which operates on a regional footprint, maximising resources, capacity and delivers flexibility, leading to improvements in sustainable service delivery."

Strategic Outcomes:

- Children entering care, who require long-term/permanent care away from their birth parents, will achieve emotional (attachment), physical (stability) and legal permanence (in respect of who discharges parental responsibility) which gives a child a sense of security, continuity, commitment and identity.
- Adopters, Foster Carers, Connected Persons and Special Guardian's will feel better supported throughout their journey to provide local, safe, resilient, caring, stable and loving homes which will achieve emotional (attachment), permanence (stability) and legal permanence (in respect of who discharges parental responsibility) for Looked After Children.

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Priorities:



Success Measures:

- **The Child, Adopter & Carer Journey:**
 - Children entering care who require long-term/permanent care away from their birth parents, receive a consistently high level of organisational commitment and experience a journey which is focused on achieving permanency. Looked After Children from day one will have access to a consistent, high quality, effective and person-centred permanency offer. We are focused on ensuring that all our children who require permanency have stable lives, establish trusted relationships, feel cared for and benefit from high quality permanency for as long as they need it. Children will experience added value because of the Partnership, including increased likelihood of appropriate adoption matches, reduced likelihood of placement breakdowns/disruptions, access to specialist support provision/services and increased opportunity of achieving long term emotional, physical and legal permanency.
 - Adopters, Foster Carers, Connected Persons and Special Guardians will experience a one of a kind arrangement, which works collaboratively across four Local Authorities to support local families from every walk of life to Adopt, Foster and provide permanency to local children. Adopters, Foster Carers, Connected Persons and Special Guardians will have access to a seamless system which provides them with the information, advice, guidance and support they need to care for local vulnerable children. Adopters, Foster Carers, Connected Persons and Special Guardians will experience added value because of the Partnership, including increased specialist training and development opportunities, access to specialist support provision and access to a wider support network.

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- **Governance & Strategic Direction:**

- The governance systems will be aligned and developed to ensure robust arrangements where Senior Leaders have a strategic focus on achieving permanence for children entering care who require long-term/permanent care away from their birth parents. Our regional governance systems will be underpinned by clear strategic plans in place to manage future demand, develop quality services which achieve excellence, deliver value for money and achieve appropriate efficiencies and cost savings. Our regional governance systems will develop a clear approach to using evidence and analysis to understand demand, regional sufficiency planning and inform future planning and commissioning of services, relating to permanency.
- Local Authorities will be equal partners in the Partnership and decision making will be made through a robust regional governance system which includes equal representation from each Local Authority.
- The development of a Regional Permanency Strategy which has a clear commitment to developing and delivering integrated children focussed, outcome-based services. Regional Permanency Strategic Plans will reflect the local landscape, adapted as necessary to the needs of individual Local Authorities, whilst demonstrating clear links to wider local Children & Families Transformation Programmes.
- Children, Adopters, Foster Carers, Special Guardians, Connected Carers and Birth Parents will actively be engaged in coproduction to develop our Regional Permanency Arrangement.

- **Financial Sustainability:**

- The Regional Permanency Arrangement will achieve financial sustainability to meet the changing needs of Looked After Children and the challenges facing the four Local Authorities. During the design phase of the Regional Permanency Transformation Programme, we will develop a financial formula to underpin the Regional Permanency Arrangement. This formula will be outlined in detail and will be included in the full business case which will require Cabinet approval by the 31st December 2019.

- **Intelligence, Data & Performance:**

- Information governance is integrated in all aspects of the Regional Permanency Arrangement and up to date and comprehensive intelligence and performance data is used regularly with partners to plan and assess impacts of the Partnerships decisions. Academic research / analyses will be used to optimise performance and outcomes with automated analytical insight where possible. The Partnership will continuously adapt and improve using research as evidence in line with strategic objectives.

- **Regional Culture:**

- Our vision and ambitions will be evidenced through all tiers of our partnership, including the workforce, elected members, partners, Foster Carers, Adopters, Special Guardians and will be communicated effectively to birth parents, and Looked After Children. The workforce will take personal responsibility and ownership to work across the regional boundaries to focus on improving outcomes for children, requiring permanency through effective practice development.
- There will be opportunity for learning and development, recognising and respecting cultural diversity across Local Authorities. Workforce Development will be informed by evidence-based practice and impact will be evaluated and future development plans informed.

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- Regional workforce will have a clear understanding of the impact of their work on improving outcomes for children requiring permanency. Workforce will have access to the learning and development opportunities at the right time, including a range of evidence-based programmes and training from a range of partners. Workforce will be supported by a common purpose by delivery models, structures, governance and clear direction from Senior Leaders/Managers. Staff from the four Local Authorities will have shared priorities, focused on improving outcomes for children.
- **Delivery Structures, Processes & Practice:**
 - In order to deliver phase one by April 2020 we will, through an incremental Regional Permanency Transformation Programme, align our permanency (relating to Adoption, Fostering, Connected Persons and Special Guardians) governance, delivery structures, systems, processes and practice to enable our workforce from the four Local Authorities to work together to ensure that all children entering care across the regional footprint, who require long-term/permanent care away from their birth parents, receive a consistently high level of organisational commitment which is forced on improving children's outcomes.

Our Strategic Success Measures will be translated into a Regional Permanency Quality & Performance Framework to robustly measure the impact on delivering our Strategic Priorities. Workstreams have been formed which seek to achieve the vision, mission, priorities and success measures of the Partnership.

8. High Level Benefits Analysis:

Financial Benefits:

There are a range of financial benefits to a Regional Permanency Arrangement, but it is important to note that these financial benefits are only achievable long-term and are not anticipated to be achieved until the completion of Phase Three. The financial benefits are summarised below:

- The development of a Regional Permanency Arrangement is anticipated to generate some long-term efficiencies which can be redirected to alleviate future financial pressures.
- The investment of individual Local Authorities will have increased "value for money" and "impact on improved outcomes" through the collective development of innovative services which are developed at scale, without additional investment or expenditure.
- Decrease in the number of Looked After Children with "harder to place" characteristics who are placed with specialist, intensive and costly placements, alleviating future financial pressures.
- The development of a model of delivery which is focused on achieving permanence at the earliest stage, is likely to reduce the number of children requiring specialist, intensive and costly placements and services, again alleviating future financial pressures. Evidence demonstrates that achieving permanence and stability for children who enter care avoids longer-term costs associated with instability and the need for more and more expensive specialist provision (I.e. Demos, In Loco Parentis, 2010).
- Through a Regional Permanency Arrangement, we anticipate an increase in the number of children Adopted or cared for by Special Guardians, avoiding future care costs if the child was to continue to be a Looked After Child.

Non-Financial Benefits:

There is a range of human and reputational non-financial benefits, but it is important to note that these benefits are only achievable long-term and are not anticipated to be achieved until the completion of Phase Three. The non-financial benefits are summarised below:

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- Increased numbers of children adopted because of a greater range of Adopters leading to long term improved outcomes for Looked After Children
- Increased number of Looked After Children who achieve emotional (attachment), physical (stability) and legal permanence (in respect of who discharges parental responsibility) which gives our children a sense of security, continuity, commitment and identity.
- Increased number of Looked After Children with “harder to place” characteristics achieve emotional (attachment), physical (stability) and legal permanence (in respect of who discharges parental responsibility) because of the opportunities to explore potential new ways of working through a regional arrangement.
- Increased numbers of children who achieve early permanence, supported through a regional approach.
- Improve the long-term outcomes of children by achieving emotional (attachment), physical (stability) and legal permanence (in respect of who discharges parental responsibility).
- Reduced numbers of placement breakdowns because of the development of a regional approach to Effective Practice and the development of specialist, innovative and outcome focused models of practice and support only available through a regional operating model.
- Increased numbers of children achieving permanence, will better prepare Looked After Children for the transition to adulthood, leading to wider benefits to society, the economy and the public purse.

Looked After Children, Adopters, Carers and Special Guardians will be able to access sustainable, specialist, intensive and quality services to support the achievement of permanency, which are available due to the regional scale.

9. Regional Delivery Model:

The Partnership is seeking to create a Regional Permanency Arrangement across Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council with the creation of a joint service delivery model. The proposed model demonstrates learning from delivery adopted by Integrated Children & Families Services across England in relation to the principles of multi-agency teams, integrated working and governance. Such ways of working have been successfully embedded within Multi Agency Safeguarding Hubs (MASH), Multi Agency Early Help Partnerships, West Mercia YOS, Stoke-on-Trent YOS and the Staffordshire YOS.

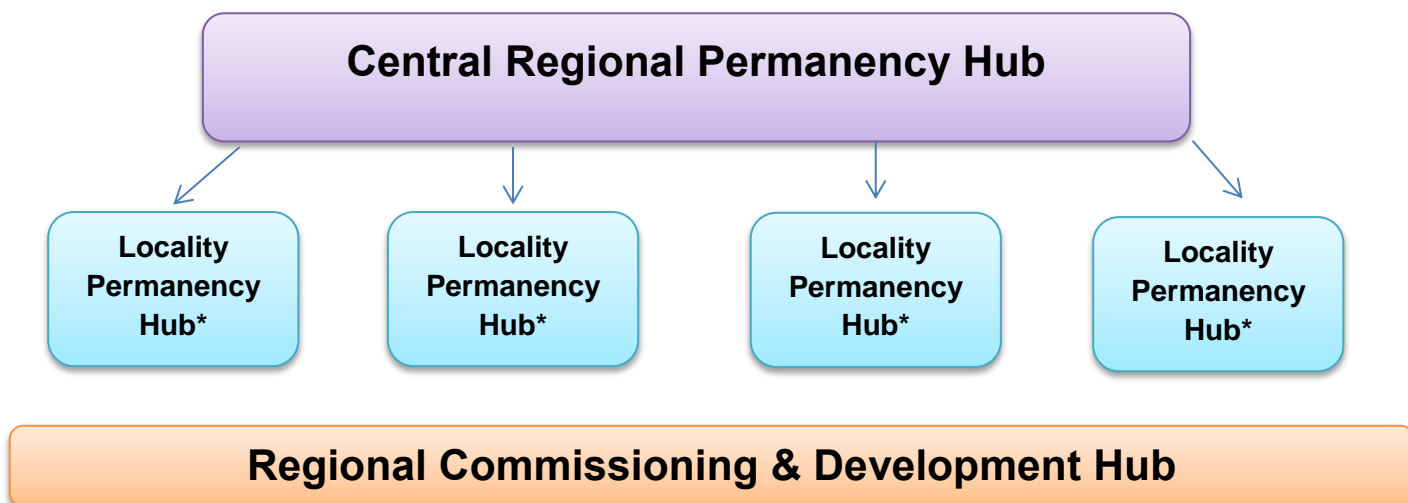
The Regional Permanency Arrangement will operate through a hub and spoke model which enables Local Authorities to benefit from a network of regional delivery whilst maintaining their own individual independence. This will ensure the Partnership reflects the local landscape, adapted as necessary to the needs of individual Local Authorities, whilst demonstrating clear links to the local Children & Families System. The Partnership will adopt the following principles in developing a Regional Permanency Arrangement:

- The services relating to Adoption, Fostering, Connected Persons and Special Guardianship will be delivered through a Regional Permanency Arrangement.
- Looked After Children will, wherever possible and appropriate, remain in the local area to which they were born.
- The workforce will not be transferred to an alternative Local Authority or delivery vehicle.
- The development of a regional permanency model cannot increase the financial pressures on individual Local Authorities.

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The proposed regional delivery model is as follows:



Central Regional Permanency Hub:

The Central Regional Permanency Hub will co-ordinate functions from across the partnership to ensure that we are able to operate on a regional footprint, maximising resources, capacity and flexibility, leading to improvements in effective practice and long-term outcomes for children. The Central Regional Permanency Hub will include functions which will benefit from operating on a regional footprint. Functions include the development of marketing and recruitment strategies, specialist training, learning and development programmes and specialist placement support services for Looked After Children, Adopters, Foster Carers, Special Guardians and Connected Persons, The Central Regional Permanency Hub will be delivered through the four Local Authorities and our voluntary sector partners. The “form” of the Central Permanency Hub will be developed in each phase of the transformation.

Locality Permanency Hubs:

Locality Permanency Hubs will bring together permanency functions within each Local Authority. The Locality Permanency Hubs will operate within individual Local Authorities and will form part of the wider Children & Families System. Consistent practice across Locality Permanency Hubs will be coordinated and directed by a Central Permanency Hub and Regional Commissioning & Development Hub under the leadership of the Regional Head of Operations and Regional Senior Leadership Team (SLT).

Regional Commissioning & Development Hub:

The Regional Commissioning & Development Hub will be accountable to the Regional Head of Operations for the leadership, management and coordination of specialist functions which enable the development and delivery of a Regional Permanency Arrangement which operates on a regional footprint, maximising resources, capacity and flexibility, leading to improvements in effective practice and long-term outcomes for children. The Regional Commissioning & Development Hub will have unique functions in relation to commissioning, development, change, and transformation whilst coordinating the infrastructure of individual Local Authority functions to contribute to the delivery of a joint service delivery model.

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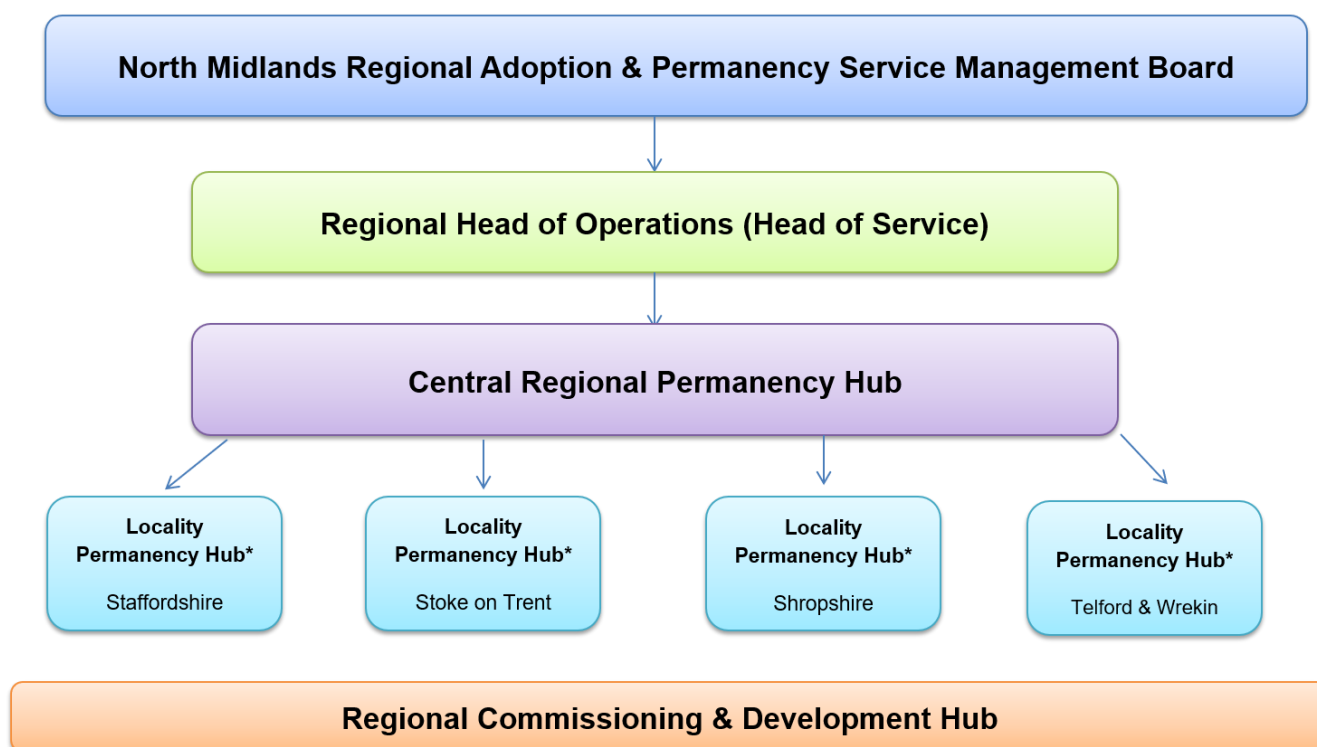
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Voluntary Alliance:

In forming our partnership, we have facilitated informal conversations with the voluntary sector across our region to develop a deeper understanding of how we can most effectively engage voluntary sector partners in the development of our partnership. We recognise that the voluntary sector would like to be a fundamental part of developing our delivery model at the earliest opportunity and we are therefore proposing to invite the voluntary sector across our region to form an “Alliance”. It is the intention of our partnership to invite the alliance to be a strategic partner with our partnership and to work in coproduction with our partnership to develop our delivery model. This “Alliance” will become an essential part of our delivery model and will be developed in co-production with voluntary sector.

10. Regional Governance System:

The governance systems will be aligned and developed to ensure robust arrangements where Senior Leaders have a strategic focus on achieving permanence for children entering care who require long-term/permanent care away from their birth parents. Our regional governance systems will be underpinned by clear strategic plans in place to manage future demand, develop quality services which achieve excellence, deliver value for money and achieve appropriate efficiencies and cost savings. Our regional governance systems will develop a clear approach to using evidence and analysis to understand demand, regional sufficiency planning and inform future planning and commissioning of services, relating to permanency.



Regional Management Board:

The Board will be accountable for the Regional Permanency Arrangement and will provide strategic leadership to achieve the long-term vision and objectives of the arrangement. The Board will be chaired by a Director of Children’s Services (on behalf of the four respective Local Authorities) and will include Assistant Directors/Strategic Leads responsible for permanency and representatives of Local Authority Commissioners (where appropriate). Because Staffordshire County Council will be the legal entity and accountable body for the Regional Permanency Arrangement, the Board will not be chaired by a Staffordshire representative. The Board will have specific delegated authority for the Regional Permanency Arrangement, acting as a single line

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of accountability and on behalf of the four respective Local Authorities. The key responsibilities and functions of the Board are as follows:

- To provide strategic leadership to the Regional Head of Operations and hold them to account for the performance of the partnership.
- To hold Staffordshire County Council to account for the Line Management arrangements of the Regional Head of Operations.
- To be assured through Data, Performance and Quality Assurance intelligence that the arrangement is operating a full range of Permanency Services based on the principles of already established “Good” practice, in accordance with the requirements set out in the partnerships vision, policy, guidance, regulation and statutory requirements.
- Accountable for the Regional Permanency Arrangement, including the discharge of delegated functions on behalf of the four Local Authorities. Functions will be delegated to the Board via Cabinet/Governance approval of each of the four Local Authorities (similar to the process undertaken by current Regional Adoption Agencies).
- To set the vision, ethos and strategic direction of the Regional Permanency Arrangement under the advice of the Regional Head of Operations and Senior Leadership Team (SLT).
- To approve the budget of the Regional Permanency Arrangement, under the delegated functions to the Board.
- Scrutinise, review and make recommendations on internal control and risk management arrangements.
- To oversee the budget and financial performance of the Regional Permanency Arrangement in line with the delegated functions.

The Board members will be accountable to Elected Members and Senior Leaders of their respective organisations. When decisions are required outside of the delegated functions these members will ensure that any appropriate mechanisms are used. If there is a time when decisions cannot be made this will be escalated by the Chair of the Board to the collective group of Directors of Children’s Services and Chief Executive Officers, of each Local Authority, for agreement and decision.

Regional Head of Operations:

The Regional Head of Operations will be responsible for the Regional Permanency Arrangement. Whilst employed by Staffordshire County Council will report directly to the Management Board. The post holder will have line management responsibility for staff within the arrangement, through matrix management, and will have operational responsibility for the Regional Permanency Arrangement on a day to day basis. The Regional Head of Operations will have a single line of an accountability to the Management Board and will have a range of functions.

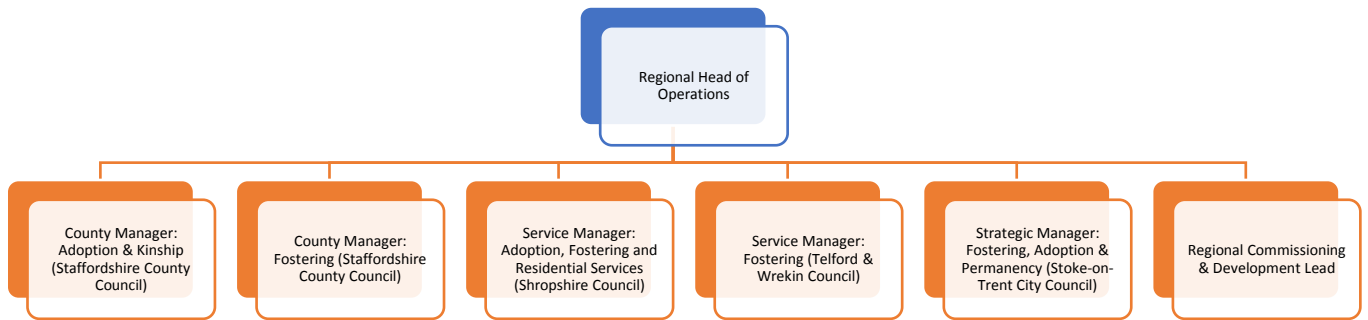
The Regional Head of Operations will represent the region at the West Midlands Regional Adoption & Special Guardianship Leadership Board. The Regional Head of Operations will seek to engage the Regional Permanency Arrangement in broader opportunities for transformation and development across the West Midlands and England.

Regional Senior Leadership Team (SLT):

It is proposed to bring together Service Leads responsible for Adoption, Fostering, Connected Persons and Special Guardianship from each participating Local Authority to form a Regional Senior Leadership Team. Responsible (through matrix management) to the Regional Head of Operations (who is accountable to the Regional Management Board), members of the Senior Leadership Team (SLT) will provide strategic and operational management across the North Midlands Regional Adoption & Permanency Partnership. Service Leads will continue to be employed by their individual Local Authority and will continue to have a line of accountability within this management structure. The structure of the Senior Leadership Team (SLT) will initially take the following form:

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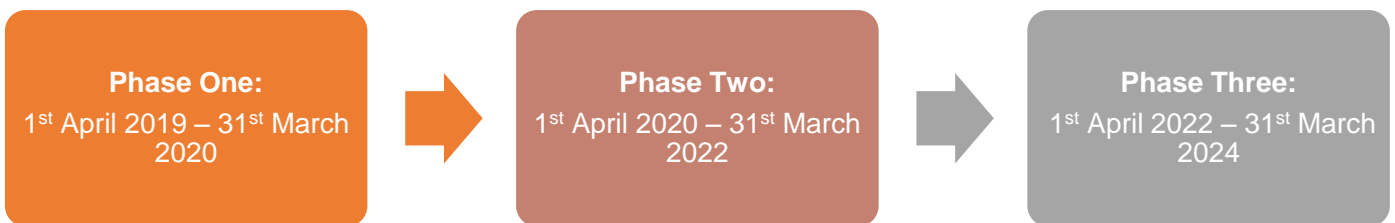
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This Senior Leadership Team (SLT) will act as a Regional Resource Panel ensuring consistency in decision making and that resources are maximised to achieve best outcomes for children whilst achieving “best value”. The SLT will also act as the Statutory Agency Decision Maker for the Regional Permanency Model with responsibility to the Regional Head of Operations.

11. Function:

Functions will be transferred into the Regional Permanency Arrangement at different stages in the Regional Permanency Transformation, as outlined in the following diagrams.



Phase One:

Adoption functions will be prioritised in the first phase of the Regional Permanency Transformation in order to develop a live Regional Adoption Agency (RAA) by the 1st April 2020 (to comply with the Education and Adoption Act 2016). Adoption functions include those that relate to Adopter Recruitment, Adopter Assessment, Adoption Matching and Post Adoption Support. Priority functions within Fostering, Connected Persons and Special Guardianship will also be included in Phase One to allow adequate time to deliver the ambitions of the Partnership by the 1st April 2024. *Appendix B highlights the functions which will form part of Phase One.*

Phase Two:

Fostering, Connected Persons and Special Guardianship will be prioritised in the second phase of the Regional Permanency Transformation with the vast majority of functions in respect of Fostering, Connected Persons and Special Guardianship going live before the 1st April 2022. Functions in this phase include Assessment, Permanency Support, Training & Development and Supervision of Foster Carers, Connected Persons and Special Guardians. *Appendix B highlights the functions which will form part of Phase Two.*

Phase Three:

Phase three will focus on the final functions of Fostering, Connected Persons and Special Guardianship. Work to integrate the functions of Phase Three into the Regional Permanency Arrangement is likely to begin in phase one and phase two but due to the complexity will not go live until phase three. Functions in this phase include a Regional Fostering Marketing Strategy, Fostering Recruitment, Assessment & Eligibility of Fostering Allowances and Other Payments, Administration/Support of Fostering Panels in respect of SGO/Connected Persons and Assessment & Eligibility of Financial Allowances in respect of SGO/Connected Persons. *Appendix B highlights the functions which will form part of Phase Three.*

Regional Permanency Arrangement

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12. Financial Principles:

In proposing the development of a Regional Permanency Arrangement, the four Local Authorities are clear that it provides an opportunity to achieve a range of financial and non-financial benefits as outlined in this OBC. The four Local Authorities are clear that any future partnership arrangement cannot lead to increased financial costs or pressures because of the development of this Partnership. The four Local Authorities are also clear that no Local Authorities will be disadvantaged financially because of the development of this arrangement.

During the design phase of the Regional Permanency Transformation Programme, we will develop a financial formula to underpin the Regional Permanency Arrangement. This formula will be outlined in detail and will be included in the full business case which will require Cabinet approval by the 31st December 2019. The partnership has committed to developing a financial formula which is aligned to the following principles:

- Each Local Authority will adopt a “status quo” in respect of current financial commitments for Adoption, Fostering, Connected Persons and Special Guardianship, until the Partnership have agreed a financial formula.
- The agreed budgeted resource across the four Local Authorities will be delegated to the Regional Permanency Arrangement. The budget will be set on an annual basis by the Management Board (under delegated authority) and implemented by the Regional Head of Operations (supported by the SLT). The total budgeted resource will not lead to additional financial pressures on a Local Authority.
- Future partnership financial arrangements will ensure Local Authorities are not funding services/provision for Looked After Children who they are not responsible for. The individual Local Authority financial contribution to the Regional Permanency Arrangement will be calculated on the number of Looked After Children and demand.
- Analysis of spending patterns in relation to Inter-Agency Fees will inform regional commissioning planning and options for expanding/deepening regional resources. In year one of the Regional Permanency Arrangement, all four Local Authorities will remain committed to the current level of expenditure for Inter-Agency Fees and to allow detailed analysis of spending patterns.
- The Regional Permanency Arrangement may lead to the scoping, design and recruitment of a small number of jointly funded regional posts which provide financial benefits to each Local Authority.
- The Regional Permanency Arrangement may lead to the scoping, design and implementation of shared resources which provide both financial and non-financial benefits.

13. Delivering Our Transformation Programme:

The development of this Outline Business Case has provided a valuable opportunity for the four Local Authorities to achieve greater consensus on our collective strategic vision, outcomes, priorities and success measures along with our proposed Regional Permanency Delivery Model. To maximise the potential benefits of the new delivery model, and to manage the risks, it is recommended that the North Midlands Regional Adoption & Permanency Partnership pursue a well organised and sequenced plan to achieve go live of Phase One (2018 – 2020), Phase Two (2020 – 2022) and Phase Three (2022 – 2024). It is proposed that that a change cycle be adopted to guide each phase of the programme.

Adopting a Change Cycle provides us with a framework for enabling change across our partnership. The Change Cycle provides a framework to strategic activity of identifying need, allocating resources and identifying a delivery model (provided or commissioned), to best meet that need, within available resources. Put simply, it enables Local Authorities and their partners to develop services that will deliver the priority outcomes set out in their strategic plans. Following the Change Cycle will allow our partnership to be innovative – to generate new perspectives on, and solutions to, old problems. This will deliver a shift in the type and efficiency of the services on offer and transform the child’s experience of these services. Regardless of the context, audience or setting, the focus remains on developing services FOR outcomes.

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To deliver the Regional Permanency Transformation through a Change Cycle, a transitional governance structure will be adopted by the North Midlands Regional Adoption & Permanency Partnership which is outlined below:

1	Regional Programme/Management Board	The Programme/Management Board will be accountable for the governance and decision making in respect of the Regional Permanency Transformation. Each Local Authority is represented.
2	Regional Steering Group	The Regional Steering Group will be the driving force responsible for the leadership and delivery of the regional transformation plan. Each Local Authority is represented.
3	Regional Permanency Operational Delivery Group	The Group will lead the delivery of Practice Workstreams and regional practice improvement. Each Local Authority is represented.
4	Regional Advisory Groups	It is also proposed to establish a number of Advisory Groups of stakeholders to ensure the views, opinions and experiences of stakeholders influence the development of the partnership moving forward.
5	Workstreams	Workstreams will take the specific lead for driving forward specific areas of development within the Regional Permanency Transformation. Each Local Authority is represented.

14. Next Steps:

- If approved, the programme will move into the design phase of the new operating model which prepares the detail for phase one to go live in April 2020.
- We will continue to engage stakeholders, including the workforce, Looked After Children, Adopters, Foster Carers, Special Guardians, Designated Family Judges, Family Justice Boards and CAFCASS, partners, residents and other stakeholders to co-produce the development of this operating model which focuses on permanence.
- Lead Cabinet Members for Children & Young People, along with Directors of Children's Services (DCS), will be invited to quarterly strategic partnership meetings to continue to provide political, member led leadership to the development of our Partnership and Regional Permanency Arrangement.
- We will return to the Cabinets of Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council with a full business case in respect of a Regional Permanency Arrangement by the 31st December 2019.

Regional Permanency Arrangement

Detailed Outline Business Case

Appendix A: Document Information

Programme Title:	Regional Permanency Arrangement Development
Document Background:	This Outline Business Case (OBC) sets out the case for creating a Regional Permanency Arrangement across Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council. The purpose of this document is to enable the four Local Authorities to consider and agree the strategic direction and the next steps in the creation of a Regional Permanency Arrangement which includes Adoption, Fostering, Connected Persons and Special Guardianship. During the next phase in the Transformation Programme, this document will be developed into a detailed full business case.
Programme Summary:	<p>The North Midlands Regional Adoption & Permanency Partnership is proposing a collaborative partnership arrangement which combines the specialist expertise of the four Local Authorities, working together to find local, caring, stable and loving homes for Looked After Children (LAC) who require permanence, giving them a sense of stability, continuity, commitment and identity.</p> <p>The North Midlands Regional Adoption & Permanency Partnership, will be a one-of-a-kind partnership, which will create a sustainable Regional Permanency System. Operating on a regional footprint, maximising resources, capacity and flexibility, leading to improvements in sustainable service delivery, effective practice and long-term outcomes for children, whilst maintaining the independence of each individual Local Authority.</p>
Document Author:	Joseph Sullivan, Regional Commissioning & Development Lead, The North Midlands Regional Adoption & Permanency Partnership.
Lead Sponsor:	Karen Bradshaw, Programme Board/Management Board Chairperson, The North Midlands Regional Adoption & Permanency Partnership.
LA Sponsor (s):	<ol style="list-style-type: none"> 1) Helen Riley, Deputy Chief Executive & Director for Families & Communities, Staffordshire County Council. 2) Mark Barratt, Interim Director of Children & Family Services, Stoke-on-Trent City Council. 3) Karen Bradshaw, Director of Children's Services, Shropshire Council. 4) Clive Jones, Director of Children & Adult Services, Telford & Wrekin Council.
Document Restriction:	Public
Version:	Version Six
Appendix B: Functions:	

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Phase One: 2018 - 2020	
<p>Adoption (Phase One):</p> <ul style="list-style-type: none"> • Adoption Internal Policies, Procedures & Guidance (to include disruption) • Assessment of Adopters-Domestic/FFA • Regional Adoption Brand Development • Adoption Marketing Strategy • Adopter Recruitment Activity / Recruitment Information • Adoption Preparation & Training • Additional Training and Preparation for Potential Adopters to meet the needs of specific children • Agency Decision Maker role, function and processes • Court Process and Costs for Adoption Applications • Oversight of Medicals for Adopters • DBS Checks for Prospective Adopters • Early Identification & Tracking of Children Requiring Adoption • Challenge to Care Plans and Matching re adoption • Identification at earliest opportunity of Harder to Place Children for adoption • Preparing Profiles of the Child, Including Early Profile re Adoption • Adoption Family Finding (Linking & Matching) • Identifying Suitable Adopters at Earliest Stage • Early Permanency-Concurrency Service • FFA placements-Supervision & Support of carers • Inter-agency placements and fees • Administration of Adoption Panels • Adoption Panel roles, functions and processes • Shared Regional Adoption Panels (to include any financial implication) • Adoption Introductions • Post Approval Support (i.e. Reviews & Training) • Post Adoption Support (to Include Assessments/ASF) • Adoption Support Allowances & Approval of Allowances • Review of Adoption Support Plans • Workforce Development & Therapeutic Interventions re Adoption • Adoption Support Fund Assessment & applications • Commissioning of Post Adoption Support • An Intermediary Service for Adoption • A Non-Agency Adoption Service 	<p>Fostering (Phase One):</p> <ul style="list-style-type: none"> • Regional Marketing Strategy for Targeted Regional Fostering Campaigns • Fostering Recruitment Information Content • To agree a consistent determination of foster carers approval and the terms of their approval across the partnership. • Mapping Pre-approval training across the partnership • Mapping all Post-Approval Fostering Training, Learning & Development. • Delivering some Post Approval training jointly across the partnership. • Agree Long Term Approach & Benchmark for Fostering Payments (Phased Implementation) • Fostering Tracker & Best Interest Panel • Fostering Panel Central Lists and Fostering Panel Administrative Functions will be mapped • Regional Coordination of Family Finding Targeted Programmes & Events-Fostering • Fostering Placement Disruption - Standardised Process/Support/Functions • Regional 'Harder to Match Children' Support Offer / Regional Register of Specialist Support Available for 'Harder to Match Children'-Fostering • Map 'Stability Packages' Support-Fostering • Consultation, Engagement & Participation of Foster Carers • Consultation, Engagement & Participation of Children in Foster Care • Consultation, Engagement & Participation of Birth Families (Fostering) • Process for Tracking Permanence • Identification at earliest opportunity of harder to place children for fostering • Mapping and understanding the health landscape across the region, strategic discussions re potential alignment of commissioned health provisions and specialist CAMHs services • Mapping of carers/placements-Fostering <p>Special Guardianship & Connected Persons (Phase One):</p>

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<ul style="list-style-type: none"> • An Inter-Country Adoption Service • Access to files for Adopted Adults & counselling (policy and procedure and how we secure this information on systems) • Consultation, Engagement & Participation of Adopted Children • Consultation, Engagement & Participation of Birth Families (Adoption) • Consultation, Engagement & Participation of Adopters • Combined License E.g. Link maker/Coram BAAF membership • Administration of Adoption Support Fund-application forms • Sustainability of Adoption Support Fund-Explore • Alignment with LA Children’s Services Statutory Complaints Processes re Adoption • Framework & regional register of specialist support available for harder to match specialist providers-adoption • Pre-adoption support for birth parents and families • Implementation of tracking for adoption • Benchmarking of child’s care plans and matching-Adoption 	<ul style="list-style-type: none"> • SGO & Connected Persons Internal Policies, Procedures & Guidance • Agree: Standardised Approach to Who Undertakes Assessments i.e. CSW/FSW • SGO & Connected Persons Regional “AS IS” Development (Including Mapping of LA’s FGC Function/Process in Permanence Journey) • SGO & Connected Persons Tracker • Regional Agreement: SGO Ongoing Support /Events/Universal Services (Phased Implementation) • Regional Agreement: SGO Financial Support (Phased Implementation) • Regional Agreement: Permanence Panel Arrangements re SGO matches • Supervision via Reciprocal Arrangements Geographically-SGO • Standardised approach of what goes with the child – Life Story Book/Letter-SGO <p>Other:</p> <ul style="list-style-type: none"> • Regional Brand Development • Alignment with Local Authority Access to Files – open cases/closed cases (policy & procedure & practicalities) • Alignment with Local Authority Children’s Services Statutory Complaints Processes (in respect of Regional Permanency Arrangement)
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*Adoption functions will be prioritised in order to comply with the requirement to form a fully operational Regional Adoption Agency by the 1st April 2020. The functions of Fostering and Special Guardianship will not necessarily be live until Phase Two and Three.

<p>Phase Two: 2020 - 2022</p>	
<p>Adoption (Phase Two)</p> <ul style="list-style-type: none"> • Post Adoption Contact for Birth Family Members • Birth parent support to prevent reoccurring care proceedings • System Process for Post Order Support-Strategic Alignment-Adoption • Responsibility for the preparation of child’s Life Story Book (needs to interlink and influence CSW teams re direct work as well as later in life letters) <p>Fostering (Phase Two)</p> <ul style="list-style-type: none"> • Looked After Children’s Family Finding Services-Fostering 	<p>Special Guardianship & Connected Persons (Phase Two):</p> <ul style="list-style-type: none"> • Support to Extend to SGO Family Network • Standardised Special Guardianship & Connected Persons Support Offer • Standardised Approach to SGO & Connected Persons • Standardised Approach SGO Support Plan • Consultation, Engagement & Participation of Special Guardians • Consultation, Engagement & Participation of Children (Under SGO or Connected Persons Arrangement)

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<ul style="list-style-type: none"> • Fostering Enquiries/Front Door Functions • Coordination & Management of Fostering Panels • Administration of Fostering Panels • Assessment of Foster Carers • Fostering Pre-Approval Training • Function of Fostering Support E.g. Support Groups • Foster Carers Supervision/ Q&A process to review & Explore New Models E.g. Group Supervision • Post-Approval Fostering Training, Learning & Development (include TSD Standards) • Assessment of Supported Lodging Carers • Supervision and support of supported lodgings carers • Shared Learning Reviews-Fostering • Specialist Commissioning of IFA's-Fostering • Agree Long Term Approach & Benchmark for Fostering Payments (Phased Implementation) • Supported board and lodgings and 'staying put' Internal Policies, Procedures & Guidance. 	<ul style="list-style-type: none"> • Consultation, Engagement & Participation of Birth Families (SGO/Connected Persons) • Regulation 24 (Threshold/Decision Making/Quality)
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<p>Phase Three: 2022 - 2024</p>	
<p>Fostering (Phase Three):</p> <ul style="list-style-type: none"> • Fostering Internal Policies, Procedures & Guidance (Fully Integrated/Aligned) • Fostering Marketing Strategy (Fully Integrated/Aligned) • Fostering Branding Functions (Fully Integrated/Aligned) • Fostering Recruitment Activity (Fully Integrated/Aligned) • Fostering Reviews (Fully Integrated/Aligned) • Assessment & Eligibility of Fostering Allowances and Other Payments (Fully Integrated/Aligned) 	<p>Special Guardianship & Connected Persons (Phase Three):</p> <ul style="list-style-type: none"> • Administration/Support of Fostering Panels in respect of SGO/Connected Persons • Delivery and Function of Fostering Panels in respect of SGO/Connected Person • Fostering Reviews of carers to include progress towards achieving an SGO order • Assessment & Eligibility of Financial Allowances in respect of SGO/Connected Persons

TELFORD & WREKIN COUNCIL**LEADER DECISION 20th DECEMBER 2018****NEW COLLEGE, WELLINGTON****REPORT OF THE ASSISTANT DIRECTOR, BUSINESS, DEVELOPMENT & EMPLOYMENT****LEAD CABINET MEMBER - CLLR SHAUN DAVIES****PART A - SUMMARY REPORT****1. SUMMARY OF MAIN PROPOSALS**

In January 2018 Cabinet approved a Report proposing that the Council acquire the site of the former New College in College Ward, Wellington. This was with a view to using the site to expand special school provision in the light of key findings of an efficiency assessment which indicated a need to expand existing provision to meet demand in the borough.

Specific reference was made to the site providing a more flexible solution to the expansion of Haughton School as well as providing opportunities for more efficient special school provision across the Borough.

While when the Heads of Terms for the acquisition were agreed a Sport England restriction on the site which had been breached by the College was known, it has taken some time to fully understand the requirements of Sport England and to cost these. It was also not until July 2018 that the College ceased to be operational allowing the necessary invasive survey work necessary to fully cost the scheme to be undertaken.

The result of the Sport England restriction and detailed survey work of the existing buildings proposed to be used to accommodate Haughton, has shown that, with this new information, the sole use of the site for the relocation of Haughton School is neither the best solution nor does it represent best value. However the opportunity remains to consider a campus style development including special school provision alongside other uses.

New College sits within College Ward, an area ranked within the 10% most deprived nationally. The Ward has particularly high deprivation indices in relation to employment deprivation, education, skills and training. College also includes one of the Borough's largest BME populations.

This is a large and as such key site where there is the potential to make a significant contribution to regeneration of the Ward e.g. through the provision of housing including supported accommodation, office or small business use alongside continued consideration for education use. Were the site to be sold by Telford College to another party a development that does not consider the context of the local area could come forward ultimately risking a detrimental impact on the local community.

It is therefore proposed that the Council continue with the acquisition of the site on the basis of bringing forward a masterplan and subsequent mixed use development that will support the regeneration of the local area. This accords with previous interventions made in other priority Wards including South Telford and a number of local centres to support regeneration. The process would include consultation with the local community to ensure that the use of the site makes a positive contribution to the local area.

As negotiations with the College have been ongoing for some time, the College are pressing for a commitment by the Authority before the end of December 2018. At this point they have confirmed that the site will otherwise be placed onto the open market. An urgent Strong Leader decision is therefore sought to enable the final negotiation of the site acquisition within this timescale to enable consideration to be given to delivering a wider regeneration scheme.

The site would be incorporated into the Council's Property Investment Portfolio with revenue costs to manage and maintain the site pending completion of the masterplan and scheme delivery, met from existing PIP budgets.

Undertaking a detailed masterplan, achieving planning approval, further survey work etc will incur additional revenue costs, estimated at up to £200k over 18/19 and 19/20. These will be met from an allocation of part of the unused revenue contingency available in the current financial year.

A further Report will be brought back to Cabinet setting out proposals and any requirement for further investment following completion of the site masterplan.

RECOMMENDATIONS

1. That the Leader delegates authority to the Assistant Director Business, Development & Employment and Assistant Director for Finance & HR in consultation with the Leader to negotiate and complete the acquisition of the New College and its masterplanning for a mix of uses on the basis of supporting the regeneration of College Ward
2. That the Leader approves an allocation of £200k from the Council's 2018/19 revenue contingency to cover the additional costs relating to undertaking a detailed masterplan, achieving planning approval, further survey work etc. as outlined above.
3. That the Leader delegates authority to the Assistant Director Business, Development & Employment in consultation with the Leader to negotiate and complete the disposal of appropriate interests in the assets_which are deemed surplus to requirements
4. That the Leader delegates authority to the Assistant Director Business, Development & Employment and Assistant Director for Finance & HR to complete any required processes and enter into any required agreements, transfers or other documentation to give effect to the recommendations in this report
5. That the Leader delegates authority to the Assistant Director Governance, Procurement & Commissioning so seal or sign any documents required to give effect to the recommendations contained in this report

2.SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	<p>Regenerate those neighbourhoods in need and work to ensure that local people have access to suitable housing.</p> <p>Put our children and young people first</p> <p>Improve local prospects through education and skills training</p> <p>Protect and support our vulnerable children and adults</p>
	Will the proposals impact on specific groups of people?	
	Yes	<p>Residents of College Ward</p> <p>Pupils aged 3- 11 with SEND</p>
TARGET COMPLETION/DELIVERY DATE	Acquisition of New College Site by Feb/March 2019 Masterplan — Autumn 2019	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	<p>The cost of undertaking a detailed masterplan, achieving planning approval, further survey work and other actions necessary to bring the masterplan forward is estimated to be up to £200k. This can be covered by allocating part of the unused revenue budget contingency available in the current year.</p> <p>As the site will be held within the PIP any revenue costs arising relating to security, business rates etc. will be covered from the existing over-achievement against PIP targets.</p>

		<p>It is anticipated that now that further information about the condition of the buildings and the Sport England requirements is available that the purchase price will be re-negotiated if a quick sale can be agreed provided that the restrictions to education use only imposed in the original Heads of Terms is removed.</p> <p>It is now apparent that the whole site is not required for use as a special school. This presents the opportunity to undertake a wider regeneration project. It will therefore only be possible to assess the potential capital and revenue implications of potential options once the master planning exercise referred to in the report has been completed at which point a further report identifying costs and funding options will need to be considered by Cabinet. KC 12/12/18</p>
LEGAL ISSUES	Yes	<p>Property</p> <p>The acquisition of the site would be subject to the Council's Legal Services Property Team carrying out a report on title and searches and progress will be dependent upon any required planning approvals and other necessary consents being obtained JE 12/12/18</p>
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	<p>Opportunity to develop proposals for a key site in College Ward that incorporate a range of uses that will support the regeneration of an area with high levels of deprivation.</p> <p>The development of the masterplan would include meaningful local engagement and an Equality Impact Assessment.</p> <p>Opportunity for additional pupil places both now and in the future for vulnerable children</p> <p>While consideration has been given to the mix of uses that could be accommodated on the site alongside education provision, full master planning</p>

		<p>and market testing has not been completed at this stage, so full costs of delivery are not known.</p> <p>The masterplanning may identify viability constraints on the mix of uses that can be delivered on the site and may require additional investment for the scheme to be delivered. This would be subject to further Reports to Cabinet.</p> <p>The Council (PIP) will incur costs for managing and maintaining the site while the masterplan is being prepared and delivered.</p>
IMPACT ON SPECIFIC WARDS	Yes	College Ward plus Borough wide impact specifically for children with SEND

Appendix A (not for publication by virtue of paragraph 3 Part 1 Schedule 12 A Local Government Act 1972) identifies the Council's offer for the site while still subject to negotiation.

Report prepared by Katherine Kynaston, Assistant Director, Business, Development & Employment