

CABINET

Decision Notices and Minutes of a meeting of the Cabinet held on Monday, 24th November, 2008 at 5.00 p.m. at the Civic Offices, Telford

PUBLISHED ON FRIDAY, 28th NOVEMBER, 2008

(DEADLINE FOR CALL-IN WEDNESDAY, 3rd DECEMBER, 2008)

PRESENT: Councillors A.J. Eade (Chairman), J.M. Seymour, S. Bentley, S.P. Burrell, E.J. Carter, M.B. Hosken and A. Lawrence

ALSO PRESENT: Councillor S.M.Kelly (Cabinet Assistant: Policy & Performance)
Councillors R.K. Austin, G.M. Green, W.L. Tomlinson and V. Tonks (Opposition Group Leaders)

CB-91 MINUTES

RESOLVED – that the minutes of the meeting of the Cabinet held on 10th November, 2008 be confirmed and signed by the Chairman.

CB-92 APOLOGIES FOR ABSENCE

None – as all Members present.

CB-93 DECLARATIONS OF INTEREST

None.

CB-94 PLANNING OF SCHOOL PLACES: CAMPUS TELFORD & WREKIN:

Key Decision identified as **Campus Telford & Wrekin (incorporating BSF)** – **Outline Business Case** in the Forward Plan published on 16 October 2008.

Councillor S.P. Burrell, Cabinet Member for Children & Young People, presented the report of the Corporate Director: Children & Young People, which sought approval to a range of proposals included in the Outline Business Case (OBC) which planned to transform learning 11-18 through the Building Schools for the Future Programme, known locally as Campus Telford and Wrekin. The programme supported the Council in delivering one of its main priorities set out in Vision 2026 i.e. the development of a Borough wide Learning Community. Full details were appended to the report, together with the Executive Summary to the OBC.

Building Schools for the Future (BSF) was a strategic capital investment programme that aimed to transform education in England. It would see every single state secondary school rebuilt or renewed over the next 15-20 years alongside a substantial investment in ICT.

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The Building Schools for the Future programme would act as a major catalyst for regeneration across Telford and Wrekin and provided significant capacity for raising achievement and transforming learning. It was bringing together strategies for children and learners, extended schools, childcare and family support and leisure facilities. The plans for collaborative working and the development of Learning Communities would embrace fully the government strategies for children and learners, extended schools; childcare and family support and reflect the increasing cultural diversity of the community.

Campus Telford & Wrekin proposals as outlined would be procured as part of the Building Schools for the Future Programme maximising opportunities for integration and reducing procurement costs.

The report particularly outlined that the Madeley Academy had been procured outside the BSF programme. It is anticipated that these facilities will be open in September 2009. The medium and long term future of leisure provision within the Madeley area is outlined within the Sports Facility Framework. It identifies the need for a new pool and associated leisure provision to replace the existing facilities. The new Academy, although providing facilities such as a new sports hall, fitness suite and artificial sports pitch and providing continuation of community football provision does not fully replicate current provision at the Madeley Court Sports Centre. The continued operation of existing buildings is not financially sustainable as a consequence of the capital costs of continuing to maintain a 35 year old leisure building. In order to comply with planning conditions and to ensure there is no net loss of leisure provision the facilities of a Swimming Pool, Health and Fitness Centre and a Multi Purpose Community Hall needed to be provided in addition to those at the Madeley Academy:

The preferred option is to relocate the facilities to the Abraham Darby site. Academy sponsors are supportive of the proposal to develop a learning community comprising secondary school, primary school and range of leisure and community facilities.

It was also proposed that a number of Learning Communities include a range of health facilities. It was anticipated that those will be provided in partnership with the Telford & Wrekin Primary Care Trust working alongside multi agency teams.

The Strategy for Change Part 1 document (copy in the Members Library) had been approved by the Department for Children Schools and Families (DCSF). It placed the Council's educational priorities at the forefront of the BSF planning processes, ensuring that more forward looking learning environments were developed. The DCSF had also approved the proposal for delivery of ICT to schools through our own managed service. The Council's Sports Facilities Strategy had been endorsed as national good practice.

Furthermore, the Our Strategy for Change Part 2 (copy in the Members Library) had also been approved DCSF. It set out how the challenges and key objectives identified in part 1 would be met and set out key estate proposals. It also included proposals for incorporating Thomas Telford City Technology College (CTC) into Campus Telford & Wrekin, which would present opportunities for greater collaboration between the CTC and schools across the Borough.

The aim of the Outline Business Case (OBC) (Executive Summary attached to the report– a full copy in the Members Library) was to set out in detail the scope, cost, affordability, risks procurement route and timetable for the project. The OBC draws from the Strategy for Change. The OBC once endorsed by Cabinet will be submitted to the DCSF for approval. Once approved we can begin procuring a partner to deliver the programme of projects set out below; incorporating primary, leisure and community elements.

Integral to the proposals Cabinet will receive future reports on separate proposals for: Providing additional post 16 provision serving The Lord Silkin School, The Phoenix School, Wrockwardine Wood Arts College, The Burton Borough School and Madeley Academy. These proposals are currently the subject of a period of consultation in accordance with statutory requirements. The Council was currently working with a range of partners to establish Trust (Foundation) Schools at Wrockwardine Wood Arts College, Sutherland Business and Enterprise College, The Lord Silkin School and Phoenix Schools

During discussion of one of the most important reports to be considered by Cabinet, Members welcomed the significant proposals for the development of educational and community facilities in the Borough. It was a rich opportunity involving up to £200m of Government funding to improve many of the Borough's schools and provide exciting new facilities for the benefit of the whole community.

Opposition Group Leaders made particular reference to facilities in Dawley and Madeley, and the Cabinet Member for Community Services stated that their views will be considered in the ongoing process of the provision of the new facilities.

The Cabinet Member for Environment, who had been a longstanding Councillor since 1973, commented that the report on the proposals was the most exciting prospect for improvement of educational facilities that he had ever known in his municipal career.

The Leader commented that the proposals would be a major positive impact upon the future for children in the Borough.

RESOLVED –

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(a) That the Outline Business Case be approved for submission to the Department for Children, Families and Schools (DCSF), including, at paragraph 1.4.3, approval to use the proceeds of the sale of surplus assets to procure new sites and grant a capital approval for Abraham Darby Learning Community based upon the estimate set out at paragraph 1.4.4.

(b) That delegated authority be given to the BSF Project Board or the Corporate Director: Children and Young People in consultation with the Cabinet Member for Children & Young People to amend/revise the Outline Business Case to take account of suggested changes by DCSF

(c) That delegated authority be given to the BSF Project Board to authorise submission of subsequent mini business cases to the DCSF for their approval where the business case remains in line with the overall Campus Telford & Wrekin vision set out below.

(d) That a further report be presented for Cabinet consideration prior to submission of the Final Business Case to the DCSF and which sets out the results of the procurement evaluation and seeks the required capital approvals to commence the construction phase

(e) That the Monitoring Officer be authorised to sign the Outline Business Case (OBC) Declaration regarding Site Surveys, Site Ownership and TUPE as required by Partnership for Schools (PfS)

(f) That a request be made for the consideration of proposals for additional build schools (paragraph 9.2), a contribution toward facilities management (secondary school element only) and project costs (paragraph 15.10 and 15.11) when preparing future year budget strategy.

CB-95 REGIONAL SPATIAL STRATEGY REVIEW

Key Decision identified as **Regional Spatial Strategy – Preferred Options: Telford & Wrekin Response** in the Forward Plan published on 16 October 2008.

Councillor M.B. Hosken, Cabinet Member for Environment, presented the report of the Corporate Director: Environment & Regeneration that outlined the Council's proposed response to Phase 2 of the Regional Spatial Strategy Review.

The Regional Spatial Strategy (RSS) Phase 2 Preferred Option Report was submitted to the Secretary of State at the end of 2007. Formal responses to the report would be submitted by the beginning of December, 2008 and an Examination in Public (and Inquiry) into the submitted Preferred Options report was scheduled to take place at the end of April 2009.

The RSS set out a housing allocation for the Borough of 26,500 (2006 -2026). Evidence would be submitted to the independent Examination Panel by the Government seeking to demonstrate that the Region could accommodate more housing growth than that advocated by RSS. That may mean the Borough having to accommodate up to 10,000 additional dwellings on top of the figure proposed by the RSS (i.e. a total of 36,500 by 2026). Whilst the Council supports the RSS allocation and the broad policies that underwrite that level of growth, there were concerns about the capacity, delivery and sustainability implications arising from growth above the RSS proposals.

The report before the Cabinet sought to establish the Council's position on several of the main issues in RSS that would guide the Council's formal written and verbal responses on the Preferred Option and its assessment at the Examination in Public. It also set out the Council's position in response to growth levels that could arise from the options set out in any Government proposals for additional growth.

Members referred to the level of expected growth in numbers of new dwellings in the Borough and hoped that the necessary infrastructure would also be provided to support the residents.

RESOLVED –

- (a) **That the position statements set out in the report as the basis for developing the Borough's case at the forthcoming Examination in Public of the Phase 2 Regional Spatial Strategy be approved**
- (b) **That the formal response to the West Midlands Regional Assembly, summarised in the report be approved;**
- (c) **That the position that will be adopted by the Borough at the Examination in Public Inquiry in response to the Nathaniel Lichfield and partners Study be noted;**
- (d) **That the Head of Planning & Environment, following consultation with the Lead Cabinet Member for Planning and Environment and the Council Leader, be authorised to amend the response to the West Midlands Regional Assembly and make additional comments and representations to the Examination in Public in accordance with the positions summarised in this report if further evidence or information should become available.**

CB-96 MONITORING PROCEDURES FOR REGIONAL SPATIAL STRATEGY

Key Decision identified as **Regional Spatial Strategy – Revised Conformity Protocol** in the Forward Plan published on 16 October 2008.

Councillor M.B. Hosken, Cabinet Member for Environment, presented the report of the Corporate Director: Environment & Regeneration that sought

approval of the adoption of a revised agreement between the Regional Planning Body (West Midlands Regional Assembly) and the Region's planning authorities to secure the general conformity of Development Plan Documents and regionally significant planning applications with the policies of the Regional Spatial Strategy (RSS).

All strategic planning authorities within the West Midlands Region had been requested by the West Midlands Regional Assembly to adopt the revised RSS conformity procedure (Protocol) in order to fulfil their strategic planning responsibilities. .

Under the Protocol Telford & Wrekin was grouped with the City of Stoke on Trent and Herefordshire Unitary Authority to ensure conformity with RSS. The Protocol required Telford & Wrekin officers to evaluate the general conformity to RSS of regionally significant planning applications submitted to Stoke-on-Trent and their Local Development Framework. They then would advise the Regional Planning Body of their opinion. The same areas of work in Telford & Wrekin are evaluated by Herefordshire.

Members supported the new procedures.

RESOLVED – that the revised **Regional Spatial Strategy Conformity Protocol** as summarised in the report, and detailed in the supporting appendices A, B and C, be adopted.

(The appendices were available in the Members' Room and on public deposit in the Council offices and the Council's website.)

CB-97 TELFORD & WREKIN AFFORDABLE WARMTH STRATEGY
2008/11

Key Decision identified as **Affordable Warmth Strategy 2008-2011** in the Forward Plan published on 16 September 2008.

Councillor J.M.Seymour, Cabinet Member: Adult & Consumer Care, presented the report of the Corporate Director: Adult & Consumer Care, which sought the endorsement of an affordable warmth strategy, and related action plan, for the Borough.

The report stated that a fuel poor household was one that could not afford to keep adequately warm at a reasonable cost. The most widely accepted definition of a fuel poor household was one that needed to spend more than 10% of its net income on fuel in order to heat their home to an adequate standard of warmth.

The Telford & Wrekin Affordable Warmth Strategy 2008/11 and related action plan provided the basis for a coordinated inter-agency approach to tackling fuel poverty and reducing health inequalities in the Borough.

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Whilst it was difficult to give precise figures for the number of households affected by fuel poverty locally it was estimated, from the T&W housing stock condition survey 2008, that up to 3200 [4.7%] of households were in fuel poverty compared to an estimated 13.9% from the national house condition survey

Within Telford & Wrekin 4.1% of owner occupiers and 5.5% of households in the private rented sector endured fuel poverty, and fuel poverty was more prevalent in our rural areas affecting 6.1% of households.

By its nature, fuel poverty directly affects those residents on the lowest incomes. The draft strategy identified some specific issues including:-

- An ageing population;
- Rural fuel poverty which makes access to advice and services for vulnerable groups more difficult;
- A significant proportion of the former new town stock built to non-traditional standards making up-grading thermal efficiency more difficult.
- The affordable warmth strategy and action plan were developed by carrying out action centred workshops with key partner agencies which were facilitated by the National Energy Agency (a leading organisation responding to issues of fuel poverty issues in the UK).

A key element of the strategy was to encourage local people to regularly compare energy prices and to switch suppliers if they can get a better deal.

Members welcomed the introduction of the Strategy that was hoped would provide useful information and guidance for those residents facing difficulties with the heating of their properties.

RESOLVED – that the “Telford & Wrekin Affordable Warmth Strategy 2008/11” be endorsed.

CB-98 **OVERVIEW OF SERVICE, FINANCIAL AND RISK
PERFORMANCE OUTTURNS AT HALF YEAR 2008/09**

Non-Key Decision

Councillor S.M.Kelly, Cabinet Assistant for Policy & Performance, presented the joint report of the Head of Policy, Performance & Partnership, Head of Finance and Head of Audit & Democracy that requested the Cabinet to take stock of service, financial and risk performance at both corporate and portfolio levels at half-year 2008.

The report analysed performance outturns for key targets and performance indicators at half-year 2008/09. It was the first time the Council had monitored the new corporate performance management framework in 2008/09.

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Messages on service, financial and risk performance were summarised in the individual reports. Bringing together the information showed that the Council was controlling spending and risk, and achieving value for money for local people and on-going efficiencies.

Overall spend was currently projected to be in budget in 2008/09. There were a number of variations which were all being offset by savings and contingencies elsewhere. The report focused on areas where there were current over and under-spends as they related to performance issues.

The issues raised by the over and under-spends identified in the Financial Monitoring Report had been taken into account in the Risk Assessment process; and the key risks that they related to were outlined within the report before Members.

The key over and under-spends linked to performance issues related to Children & Families, School Catering, Street Lighting, Waste Management, Care Packages for Adults with Learning Difficulties, and use of Bed & Breakfast accommodation for homeless households; and were detailed within the report.

RESOLVED –

- (a) That it be noted that the Council is projected to be on budget at the end of the year, any pressures are being met by efficiencies and savings elsewhere.**
- (b) That the recommendations in the report relating to Service Performance be agreed.**

CB-99 PERFORMANCE MANAGEMENT – PROGRESS AGAINST THE NEW PERFORMANCE MANAGEMENT FRAMEWORK 2008/09

Non-Key Decision

Councillor S.M.Kelly, Cabinet Assistant for Policy & Performance presented the report of the Head of Policy, Performance & Partnership that set out the current situation regarding the collection and analysis of performance information in 2008/09. It included an analysis of performance information available for the Council's outward-looking indicators at half year

Analysis of progress against targets set out in Priority Plans and the LAA2 agreement showed that the Council was performing well. The report stated that:-

- 75% of targets were projected to be achieved for the LAA2 agreement.
- 81% of targets were projected to be achieved at year end for our Priority Plans,

- 85% of targets were projected to be achieved for the National Indicator Set.

We have a brand new performance management framework for 2008/09, which includes the new national indicator set (NIS), our recently negotiated Local Area Agreement (LAA2) targets, and the Council's key targets that are set out in the recently developed Priority Plans.

The new performance management framework was still being refined. Many of the indicators in the NIS were new, and definitions were still being finalised by Government.

RESOLVED –

- (a) **That performance at half year be noted and proactively managed and that portfolios look at where improvements can be made by the end of the year.**
- (b) **That a further report be presented to Cabinet highlighting performance at 8 months**

CB-100 REPRESENTATION ON OUTSIDE BODIES

Non-Key Decision

The report of the Head of Audit & Democracy requested Cabinet to appoint two Members to the Telford & Wrekin Local Access Forum.

The purpose of the Telford and Wrekin Local Access Forum (TWLAF) would be to provide advice to Telford and Wrekin Council (and the Countryside Agency and other bodies specified in S94(4) of the CRoW Act if required to do so) on how to improve public access to land for open-air recreation and enjoyment of the area.

The Association of Parish & Town Councils had appointed Councillor J.M.Seymour as their representative, so there was an opportunity for the Council to appoint two representatives onto the Forum.

RESOLVED – **that Cabinet approves the appointment of Councillors S.Bentley and T.J.Hope as the two representatives to the Telford & Wrekin Local Access Forum.**

The meeting ended at 6.06 p.m.

Signed for the purposes of the Decision Notices

Ken Clarke
Head of Audit & Democracy
Date: 28th November 2008

Signed:

Date:

TELFORD & WREKIN COUNCIL

CABINET - 8 DECEMBER 2008

REVIEW OF HEALTH SERVICES IN SHROPSHIRE AND TELFORD AND WREKIN

JOINT REPORT OF CORPORATE DIRECTORS – ADULT & CONSUMER CARE AND CHILDREN AND YOUNG PEOPLE

1. PURPOSE

This report summarises the conclusions reached through the local Health Review which was published on 18 November 2008 and which will inform final recommendations which are likely to go to public consultation during Spring and Summer 2009. The report also identifies the key issues that the Council should consider in ensuring that the health and well-being of people in Telford and Wrekin is best represented.

2. RECOMMENDATIONS

Members are asked to:-

- **Note the outcome of the local Health Review and the options for the future configuration of health services;**
- **Note the likely implications for people living in Telford and Wrekin;**
- **Note the initial response by the Council in representing the best interests of the population;**
- **Note the Council's preference for Option 2 at this stage, recognising the need for further work on, and scrutiny of, all options**
- **Receive further reports as the Review process enters its next phase**
- **Approve the allocation of an additional £10,000 on a non-recurring basis to support Scrutiny and the wider Council in responding to the Review**

3. SUMMARY

The local Health Review has been undertaken during 2008 through a number of pathway development groups that report to a Clinical Leaders Forum. The review has been organised by the Primary Care Trusts and NHS Trusts in Shropshire and Telford and Wrekin and there has been involvement of Council officers in the work of the pathway groups and forum, as well as

elected member involvement in a shared governance group and review workshops. There are numerous and complex issues that have been considered through this process with an aim of determining the best configuration for health services across Shropshire and Telford & Wrekin in the period up to 2012/13 and in the longer term for 2020 and beyond.

This report sets out the main recommendations from the report and the proposed next steps from a Council perspective.

4. PREVIOUS MINUTES

- Council 20 September 2007
- Cabinet 11 February 2008, 'Shropshire, Telford & Wrekin Health Community – Development of an Overarching Strategy' (Cabinet Minute CB-123)
- Cabinet 13 October 2008, 'The NHS Next Stage Review – National and Local Update' (Cabinet Minute CB-70)

5. INFORMATION

5.1 Background

- 5.1.1 As previously reported to Cabinet, the local Health Review has been in progress since early 2008 following the publication of a regional strategy 'Investing for Health' and the appointment of Lord Darzi to lead a national review. Lord Darzi's review 'NHS Next Steps' was published in Summer 2008.
- 5.1.2 The local Health Review has been a joint undertaking by the NHS Trusts in Shropshire and Telford & Wrekin (Telford & Wrekin PCT; Shropshire County PCT; Shropshire & Telford Hospitals NHS Trust; and the Robert Jones & Agnes Hunt NHS Trust). It has been independently facilitated and has involved a range of stakeholders, including representation from Telford & Wrekin Council and Shropshire County Council. A shared governance group, involving elected members from the two top tier local authorities, has also been part of the governance arrangements for the Review.
- 5.1.3 At the outset of the review, a joint statement was prepared by the Shropshire and Telford & Wrekin Corporate Directors responsible for adult social care, setting out the context for NHS and local authority services. The Health Review has been undertaken by a number of Pathway Development Groups including acute hospital care, planned and urgent care, children's services, long term conditions, mental health, end of life care, promotion of healthy lifestyles and, more

recently, dementia care and services for people with learning disabilities.

- 5.1.4 A key element of the review has been to examine the future of so-called “challenged services” eg those services which face particular issues around the changing needs of the population, medical staffing, risk and new technologies and treatments. These services include emergency surgery, paediatrics and accident and emergency services.
- 5.1.5 The review has also considered issues such as links between clinical services (eg some services are inter-dependent), drive-time access to the two hospitals, population growth, the potential catchment areas of each hospital, deprivation and rurality.

5.2 Key Findings

5.2.1 The recommendations of the review were published on 18 November 2008 and are summarised in the attached briefing document entitled *Developing Health and Healthcare: A Strategy for Shropshire, Telford and Wrekin* (briefing 9). A copy of the full Health Review documentation is available in the Members’ Library and will also be placed on a link from the Council’s website. While there are many recommendations that are likely to be acceptable in terms of improving health and health care services across Shropshire and Telford & Wrekin – for example in mental health, end of life care and promoting healthier lifestyles - there are some issues that the Council and the wider community will need to consider carefully in order to ensure that the outcome is right for local people.

5.2.2 The specific recommendations which will require more detailed consideration include:

- Interim options for hospital services for 2012/13
- Longer term options for hospital services for 2020 and beyond

Further work will continue to be undertaken on the 2020 options and is unlikely to be completed before Spring 2009.

5.2.3 The four interim options identified for 2012/13 are as follows:

Option	Princess Royal Hospital (PRH)	Royal Shrewsbury Hospital (RSH)
1	Level 3 A and E, urology	Level 2 A and E with acute surgery, inpatient paediatrics, obstetrics and neonates
2	Level 2 A and E with acute surgery, inpatient paediatrics, obstetrics and neonates	Level 3 A and E, urology
3	Level 3 A and E with	Level 2 A and E with acute

	inpatient paediatrics, urology	surgery, obstetrics and neonates
4	Level 2 A and E with acute surgery, and inpatient paediatrics	Level 3 A and E, obstetrics and neonates, urology

5.2.4 Subject to discussions by the local NHS organisations, further work will be undertaken on these interim options, alongside an equalities impact assessment and more detailed work on capital and other financial implications.

5.2.5 The proposals will also be assessed by the Department of Health's National Clinical Advisory Team and the Office of Government Commerce.

5.3 The Council's initial response

5.3.1 The Council will respond to the Review both via Cabinet and full Council and also in its Scrutiny role (see 5.5.2 below).

5.3.2 On publication of the Review, the Council issued a press statement re-affirming its commitment to a way forward which pays as much attention to the concerns of communities, as it does to clinical considerations. In particular, the Council has highlighted:

- An initial preference for Option 2, albeit within the context of needing to study the proposals in more detail and to hear the views of local people and the local NHS Boards
- The importance of the Princess Royal Hospital to people in rural east Shropshire, as well as Telford & Wrekin
- Population growth in Telford and Wrekin
- Levels of deprivation and health need in the borough
- Concerns that if more services were located at RSH, people in parts of Telford & Wrekin and east Shropshire would choose to use services in the Black Country and Staffordshire, thereby potentially undermining the long term viability of PRH and the wider Shrewsbury and Telford Hospitals NHS Trust.
- That this approach is being taken forward on a cross-party basis

5.3.3 The Council will give further consideration to its longer term response to the Review following a discussion at the full Council meeting to be held on 11 December 2008.

5.4 Consultation

5.4.1 The NHS has a statutory duty to undertake public consultation on proposals for major changes in services. It is expected that the PCTs for Telford & Wrekin and Shropshire will determine the final proposals from the local health review to be put to local people through a consultation programme in Spring and Summer 2009. The Council will

have a key role in representing local people in the consultation process.

- 5.4.2 There is also a requirement on the NHS to meet the need for accountability through Overview and Scrutiny Committees (OSC) for both Shropshire and Telford & Wrekin. A joint approach has been adopted toward OSC and this will be a consideration for further links to public consultation. The OSC role is a legal requirement.

5.5 Equal Opportunities

Access to good quality health care is important to everyone. There is evidence of health inequalities in Telford & Wrekin that often link to other factors such as social deprivation and low income. Therefore, in considering the future configuration of local health services, there is a need to take account of the extent of ill-health and practical matters such as ensuring that all of the population can gain ready access to the right level of health care when needed.

5.6 Environmental Impact

Transport availability is a significant consideration for people in enabling access to health services. The location of acute hospitals also has a major impact on the use of motor vehicles and the resulting carbon emissions. Therefore, planning of health services and public transport should be cohesive in enabling access and avoiding unnecessary journeys.

5.7 Legal Comment

Local Government is a key partner in this review, in accordance with the statutory duty of partnership set out in the Local Government and Public Involvement in Health Act 2007 and other legislation relating to the role of Health Overview and Scrutiny Committees.

Both Telford & Wrekin and Shropshire County Councils have a direct interest in the review in terms of their “place shaping” and their joint commissioning and joint service provision relationships with the NHS.

5.8 Links with Corporate Priorities

This report relates to the Council’s priorities around promoting healthier communities and the quality of life for older and vulnerable people and promoting the health, well-being and life chances of children and young people

5.9 Financial Implications

- 5.9.1 Where there is the possibility that the delivery of health services may change, there is a potential impact on the client groups for which Adult

and Children's Social Care services are provided. The shift to more health services being provided in the community, such as 'hospital at home' may result in increased demands and additional complexity on Adult and Children's Services delivered by the CYP and ACC Portfolios. The extent to which this will have an impact cannot be accurately identified at this stage but is likely to lead to increased pressure on resources. However, the Council will look to NHS partners such as the PCT to make funding available where it is appropriate and is in respect of their responsibilities.

5.9.2 There may be impacts for the Council on other services; for instance, the impact on people in the Borough of the proximity of A&E services, or Paediatric services if moved from PRH to RSH. This would introduce extra costs and transport issues for local people without access to a car. Provision for subsidised transport may also be an issue.

5.9.3 It is proposed to invest an additional £10k on a non-recurring basis to be funded from the Council's corporate budget contingency to fund consultancy advice to help Health Scrutiny Members undertake a full scrutiny of the recommendations and to provide support for the Council's own response. This sum will match-fund an equal contribution from the existing Scrutiny budget.

6. WARD IMPLICATIONS

District wide implications.

7. BACKGROUND PAPERS

Report prepared by Richard Webb, Corporate Director Adult & Consumer Care and Paul Donohue, Head of Service Development tel 01952 381013

Developing Health and Health Care

A Strategy for Shropshire, Telford and Wrekin

Briefing 9: 19 November 2008

1. Introduction

This is the ninth briefing to inform staff and stakeholders about the work to develop an overarching **Health and Health Care Strategy for Shropshire, Telford and Wrekin**. The strategy provides a framework for improving health and providing health services over the next five years until 2012/13. It will also set out a vision to 2020 and beyond. This will outline the main developments and improvements that will be needed in the local NHS over the next 12 years.

Our local work forms part of a nationwide development process led by Health Minister and practising surgeon Lord Darzi to “shape the vision for the NHS over the next decade by making sure it focuses on the things that really matter, and meets both rising expectations and the challenges it will face over that time”.

The next stage report has been published by the Clinical Leaders Forum and will be considered by the Trust Boards of Telford and Wrekin Primary Care Trust and Shropshire Primary Care Trust on 25 November 2008. This report is also being published on our website at www.ournhsinshropshireandtelford.nhs.uk.

This report outlines progress to develop a strategy for local health services that **makes sense clinically** and **makes sense to the communities we serve**.

In “High Quality Care for All”, Health Minister and practising surgeon Lord Darzi sets out a far-reaching agenda which places quality as the organising principle for the NHS: “The vision ... is of an NHS that gives patients and the public more information and choice, works in partnership and has quality of care at its heart – quality defined as clinically effective, personal and safe. It will see the NHS deliver high quality care for all users of services in all aspects, not just some.” – Lord Darzi (June 2008)

We have come a long way and we would like to thank everyone for the huge amount of work done on this so far. This is shared and complex work across the four Trusts and with our local community. We must look openly at the options and debate the opportunities and ongoing challenges, in order to come to decisions that make sense clinically and make sense to the communities we serve.

2. Developing Health and Health Care: Next Stage Report

Today’s report outlines what the local NHS might look like over the next 5 years. It is due to be considered by the Boards of Telford & Wrekin Primary Care Trust and Shropshire County Primary Care Trust next week and outlines a clinical vision to bring more care closer to home for patients and communities, to promote healthy lifestyles and to provide sustainable and accessible local hospital services.

Importantly it proposes that the majority of healthcare services at RSH and PRH can and should remain there in the medium term. It also outlines plans to progressively provide services more locally, for example in community hospitals and people’s own homes. Minor surgery, outpatient appointments and many types of scans will increasingly take place in community settings rather than in the acute hospitals. The report also recommends that a small number of services should be consolidated to a single site over the next five years.

The report’s recommendations are based on work led by senior doctors, nurses and other healthcare professionals in the county, working with partners from local authorities, community and voluntary organisations and patient & public representatives. Members of the public and NHS staff have also been involved at events held locally and through a dedicated website.

Document Information		Status	Final
Date	19 November 2008	Version	Briefing 9
Author	Clinical Leaders Forum	Intended Audience	General Distribution

These recommendations build on an earlier report published in May, which outlined broad scenarios for how acute hospital services might need to change over the next five years. Over the past six months, local clinicians have been looking carefully at these scenarios and have now produced a “long-list” of four clinical options focusing particularly on the shape of emergency surgery and inpatient children’s services.

No decision has yet been made about the eventual shape of these services. The next phase of the work is to undertake a detailed assessment of these options, covering issues such as the impact on local communities, financial aspects and clinical quality. This is expected to lead to a “short list” of detailed options for public consultation in the spring.

Alongside this detailed work to shape the NHS over the next five years, work is also continuing to create a longer term vision for local health services to 2020 and beyond. This longer term work will include assessing how services for the seriously ill and injured can be provided from a single site in future.

2.1 Preventing Disease and Promoting Healthy Lifestyles

The report outlines the next steps in helping people of all ages in Shropshire, Telford and Wrekin to get healthy and stay healthy. This includes providing more support to people to actively change their behaviour in ways that will improve their quality of life, prevent disease and help them live longer, healthier lives. It also includes the steps that NHS organisation, health professionals and partner organisations can take to support health improvement.

Smoking remains the biggest single cause of death, so the local NHS plans to build on the current Help 2 Quit service in a variety of ways. This could include appointing specialist co-ordinators to work with young people and pregnant women to give everyone the healthiest possible start to life.

Obesity also continues to rise, bringing with it increased risks of heart disease, cancer and type 2 diabetes. Tackling obesity needs a multi-agency approach, including the development of weight management services in convenient locations to make them easier to access.

2.2 Providing Services at Home or as Close to Home as Possible

More people are living longer with long term conditions such as heart failure. The NHS has an important role to help people with long term conditions to live an independent life, as this will help to improve their quality of life and also reduce the level of support they need from public services.

“There will be so many benefits for patients coming out of these proposals. There will be greater choice, improved continuity and most importantly, shared decision making between patients and staff. For patients with diabetes, for example, we want to develop further our community-based specialist teams to provide rapid diagnosis and ensure that that condition is quickly brought under control. We also want to reduce the need for patients to stay in hospital and help patients to better manage their own blood sugar levels and resulting complications,” said Dr Jane Povey, Medical Director of Shropshire County PCT.

The local NHS also plans to make more use of ‘telemedicine’, for example by using new technology to provide better care for patients with long term conditions.

Another key issue that has emerged from this work is the need for better navigation and care co-ordination for patients and carers.

The overall goal is to provide a single point of access for information, advice and signposting for health and social care services. Patients have told us that they feel confused about where to go for care, and sometimes do not feel that their care is joined up between different parts of the system. We will involve patients and carers, community and voluntary organisations, NHS staff and social care colleagues to develop a system where patients feel supported at every step of their health and care journey.

2.3 Providing Sustainable and Accessible Acute Hospital Services

Emergency Surgery and Accident and Emergency Services

The report recommends that there should continue to be an accident and emergency service at both PRH and RSH as part of this five year plan. However, to provide better and safer clinical care for the most seriously ill and injured, a higher level of emergency care should be provided at one of the two hospital sites.

Currently, all patients requiring the very highest level of accident and emergency services (known as "Level 1") receive this care outside the local area in major specialist centres such as Birmingham and Stoke. This includes the most complex cases requiring specialised services such as neurosurgery. Under these proposals, Level 1 A&E will continue to be provided at these regional specialist centres.

The report confirms that Shropshire, Telford and Wrekin should continue to have a Level 2 A&E dealing with most medical, surgical and trauma (including multiple trauma) emergencies. This would be located at either RSH or PRH. The other hospital should offer a Level 3 A&E dealing with most medical emergencies and significant trauma such as fractured neck of femur, but not multiple trauma.

Children's Services

Plans to improve the quality and safety of children's services are also set out in the report.

Very few children need hospital admission, and most children who are admitted to hospital only need a very short stay. There is much more that the local NHS can do to support children to be cared for at home, providing rapid assessment and home support through specialist children's nurses providing 'hospital at home'. We plan to develop a 'hospital at home' service alongside children's assessment services at both hospitals.

In order to ensure that inpatient children services are safe and sustainable, the plans will also see inpatient children's services provided at one of the two hospitals.

Overall configuration of hospital services

A "long-list" of four clinical options focusing on the configuration of major & emergency surgery and inpatient children's services has been set out in the report. The next steps include a detailed assessment of these options, covering issues such as the impact on local communities, financial aspects and clinical safety. This is expected to lead to a "short list" of detailed options for public consultation in the spring.

More information about the long-list of clinical options can be found in Section 4.

2.4 Looking Ahead to 2020 and Beyond

Alongside the work to shape services over the next five years, the report also outlines how work is progressing to develop a longer-term vision for the NHS to 2020 and beyond. Today's report also sets out a more detailed "long-list" of options for the long term configuration of services for the seriously ill and injured in Shropshire, Telford and Wrekin.

This long-list will now also be subject to a more detailed options appraisal with further information due in the Spring.

More information about the work looking ahead to 2020 and beyond can be found in Section 5.

2.5 Next Steps

No decision has yet been made about where the single site for major & emergency surgery or inpatient children's inpatient services will be located, although the number of likely scenarios have been narrowed down to four specific options.

Over the next few months, the local NHS will look at the long-list of four clinical options in more technical detail. This includes assessing the impact on local communities, a thorough financial and activity assessment as well as reviews from external bodies.

This work will continue to involve local communities, partner organisations and NHS staff and is expected to lead to a “shortlist” of options for public consultation in the Spring.

In parallel with this, the four Trusts will also continue to develop their vision for the local NHS for 2020 and beyond.

3. Developing Models of Care

Whilst this briefing can only provide the headlines of the latest report, the more detailed reports of the eight Pathway Development Groups set out a breadth of opportunities for developing and improving local health services. The eight Models of Care from the Pathway Development Groups have been built into the Strategic Plans for the two local Primary Care Trusts, alongside the projects and initiatives that will support us to offer world class care in Shropshire, Telford and Wrekin.

Earlier in the summer we produced two-page briefings for each of the Pathway Development Groups. We have updated these briefings to summarise how the proposed model of care has developed over the last few months, and the work that will be needed to deliver this. The briefings are published in this week’s report and are also being published on the website.

Some of the headlines include:

- Improving choice, access and continuity of care by building on the successful “hub-and-spoke” model for **maternity** services, with our consultant-led unit linking with a network of local midwife-led units.
- Developing a **children’s** “hospital at home” service so that more children can receive more care in their own homes, avoiding unnecessary hospital admission.
- Improving the way we provide **planned care** by making it easier for patients and carers to navigate their way through the services they need, with our ultimate goal being a single point of access for information, advice and signposting for health and social care services.
- Increasing awareness and understanding of **mental health** to reduce stigma and increase social inclusion.
- Developing personalised services, such as weight management, that support people to **get healthy and stay healthy**
- Strengthening our focus on prevention and earlier diagnosis of **long term conditions**, and developing individual and personalised treatment plans for people once they are diagnosed
- Strengthening our integrated approach to **acute care** in partnership between acute hospital, GPs, primary and community care, the ambulance services and local authorities to help people access the right care in the right place at the right time.
- Progressively offering more choice around **end of life care**, giving patients and carers more ownership and control over the process of dying and death.

We will continue to discuss these issues with local communities over the coming months, involving patients, carers, community & voluntary organisations, NHS staff and partner organisations in shaping health services that **make sense clinically** and **make sense to the communities we serve**.

4. Sustainable and Accessible Acute Hospital Services over the next five years

The report identifies that a major challenge facing hospital services in the immediate future is the need to ensure safe and sustainable services. It concludes that clinical options for the next five years need to be developed to ensure that:

- the challenges facing emergency, general and vascular surgery and inpatient paediatrics are met in a timely manner and at the latest by 2012/13
- any option should not pre-empt the appraisal of options for hospital services in the longer term and, in particular, the recommendation that services for the seriously ill and injured should be provided from a single site as we look to 2020 and beyond

A long-list of four clinical options for sustainable and accessible acute hospital services over the next five years has been identified. These are set out in the table below.

	PRH	RSH
1	Level 3 A&E, urology	Level 2 A&E with acute surgery, inpatient paediatrics, obstetrics and neonates
2	Level 2 A&E with acute surgery, inpatient paediatrics, obstetrics and neonates	Level 3 A&E, urology
3	Level 3 A&E with inpatient paediatrics, urology	Level 2 A&E with acute surgery, obstetrics and neonates
4	Level 2 A&E with acute surgery, and inpatient paediatrics	Level 3 A&E, obstetrics and neonates, urology

As mentioned above, the levels of A&E service can be defined as follows:

- Level 1 A&E: Currently, all patients requiring the very highest level of accident and emergency services (known as "Level 1") receive this care outside the local area in major specialist centres such as Birmingham and Stoke. This includes the most complex cases requiring specialised services such as neurosurgery. Under these proposals, Level 1 A&E will continue to be provided at these regional specialist centres.
- Level 2 A&E: The report recommends that Shropshire, Telford and Wrekin should continue to have a Level 2 A&E. This service deals with most medical, surgical and trauma (including multiple trauma) emergencies. This would be located at either RSH or PRH.
- Level 3 A&E: Whilst one hospital will have a Level 2 A&E, the other hospital should offer a Level 3 A&E dealing with most medical emergencies and significant trauma such as fractured neck of femur, but not multiple trauma.

The four clinical options in the table above will now require a more detailed options appraisal so that a short-list of options can be developed. This options appraisal will need to include:

- Equality and diversity impact assessment, which will review the impact these options will have on local communities across Shropshire, Telford & Wrekin
- Financial assessment, making sure that they are affordable within available resources – both in terms of revenue (e.g. the day-to-day running costs of the services) and capital (e.g. the costs of buildings and equipment)
- External assessment and scrutiny (including by the National Clinical Advisory Team and the Office of Government Commerce)
- Continued detailed assessment of service plans and clinical linkages (for example, designing the children's hospital at home service)
- Assurance that they do not pre-empt the appraisal of options for hospital services in the longer term

This work will take place between now and Spring 2009. If it does lead to proposals for substantial changes in the way that local health services are delivered, then we will also discuss with the Health Overview and Scrutiny Committees and local communities how formal public consultation will take place.

5. Looking Ahead to 2020 and Beyond

Alongside the work to make sure that hospital services are safe and sustainable over the next five years, we are continuing to shape the longer term vision for local services.

The report restates the recommendation that as we look to 2020 and beyond there will need to be a single site for services for the seriously ill and injured. This is because there are many changes facing our society and the NHS, including:

- the availability of new and expensive technologies to provide specialist diagnosis and treatment for the seriously ill
- new opportunities to provide more care closer to home rather than in acute hospitals
- the changing nature of society including an increasing elderly population, addressing rural and urban deprivation, patients' expectations for 24-hour specialist care, more people living with long term conditions, and changing demographics (e.g. population growth)
- the need to focus more resources on prevention and health promotion to address the growing health problems associated with obesity and smoking

This week's report moves on from the broad scenarios described in the interim report in May. It outlines a long-list of more detailed options for the longer-term shape of hospital services. These include:

- Option 1 (the baseline option): this will be the configuration of hospital services agreed for implementation by 2012/23
- Option 2: the main A&E would be based in Shrewsbury with PRH continuing to provide a range of services including outpatient, day case surgery, minor injuries midwife-led unit and specialist community services.
- Option 3: the main A&E would be based in Telford with RSH continuing to provide a range of services including outpatient, day case surgery, minor injuries midwife-led unit and specialist community services.
- Option 4: the main A&E would be based at a new site between Shrewsbury and Telford. Under this option there are a number of possibilities for the future of services at RSH and PRH (including that they close, or that they continue to provide a range of services including outpatient, day case surgery, minor injuries midwife-led unit and specialist community services)

In all of these options there will be a vibrant network of community hospitals, along with a range of specialist and general community services, providing services closer to home.

Work is continuing to assess these options, with more information due in the Spring.

6. Guiding Principles

As the work progresses we will continue to use the guiding principles that we have developed with local communities and partner organisations to underpin decisions about future health services.

Two overarching principles guide this process. These are that **proposals must make sense clinically** and **they must make sense to the communities we serve**.

For each of these principles there are three criteria which will help us to work with communities to shape future health services:

Making Sense Clinically	Health, Well Being and Equity
	Quality, Safety And Effectiveness
	Supporting and Developing the Workforce
Making Sense to the Communities We Serve	Involving People in Making Decisions about their future Health Services
	Affordable, Sustainable, Fit for Purpose
	Personalised Services and Access to Care, Closer to Home

7. Progress to Date and Next Steps

In May 2008 we published the interim report from the Clinical Leaders Forum. This shared the emerging issues facing the local NHS. It set out key issues that needed to be addressed in order to improve health and promote healthy lifestyles, provide more care closer to home, and ensure sustainable and accessible hospital services. The report suggested that over the next five years acute and emergency surgery would need to be consolidated onto a single site, as would inpatient children's services (alongside the development of paediatric "hospital at home" and assessment services). It also suggested that there would need to be a single site for the seriously ill and injured looking ahead to 2020 and beyond.

The report published this week builds on the interim report in May. It includes final models of care for the eight pathways (maternity and newborn care, children's health, planned care, mental health, getting healthy staying healthy, long term conditions, acute care and end of life care). It sets out four detailed clinical options for the configuration of challenged services (including emergency surgery and children's services) over the next five years. It reiterates the recommendation in the interim report that the NHS needs to develop options for a single site for services for the seriously ill and injured looking ahead to 2020 and beyond. This report will be considered by the Boards of the PCTs next week, and it is also available from our website.

Depending on their decision we expect the next stages of the work to develop the shape of service over the next five years to include equality and diversity impact assessment, financial assessment, external assessment and scrutiny, and continued detailed assessment of service plans and clinical linkages. Options for the clinical configuration of acute hospital services will need to be reviewed by the Trust Board of The Shrewsbury and Telford Hospital NHS Trust, as this organisation is accountable for the clinical quality and safety of the services it provides.

Bringing all of this work together, local Primary Care Trusts will then be able to present a short-list of options for public consultation (with the involvement of Health Overview and Scrutiny Committees and other partners in deciding the nature and scope of this consultation). We expect this to take place around March 2009 but this timetable may be subject to change. We will keep you updated through these briefings.

Alongside this we will continue to assess options for the shape of health services to 2020 and beyond.

So, over the coming months we will continue to work with people across Shropshire, Telford and Wrekin to shape future health services that [make sense clinically](#) and [make sense to the communities we serve](#).

8. Find Out More and Make Your Views Known

You can find out more from our website at www.ournhsinshropshireandtelford.nhs.uk. It includes information about the process, opportunities to become involved, reports from local engagement events and links to national legislation and policy which must guide how we shape local health services. Please feel free to link to this site from your public websites and intranets.

TELFORD & WREKIN COUNCIL

CABINET - 8 DECEMBER 2008

RESPONSE TO SCRUTINY COMMISSION REPORT – REVIEW OF SALE OF ASSETS

REPORT OF CABINET MEMBER FOR ENVIRONMENT & REGENERATION

1.0 PURPOSE

- 1.1 To inform Members of the response to the recommendations made by the Scrutiny Commission for Environment & Regeneration following a review of sale of assets.

2.0 RECOMMENDATION

That the response to the Scrutiny Commission's recommendations, as set out in Appendix 1, is approved.

3.0 SUMMARY

- 3.1 This report summarises the response to the recommendations made by the Scrutiny Commission for Environment & Regeneration. The responses are detailed in Appendix 1.
- 3.2 The Commission's review has been thorough in its coverage and assisted by the involvement of a number of internal Officers.

4.0 PREVIOUS MINUTES

- 4.1 None

5.0 INFORMATION

- 5.1 Asset & Property Management (A&PM) manages the Council's Property Investment Portfolio (PIP). In February 2008, the Council sold a number of assets from the PIP including land, garages and business units. The Scrutiny Commission set up a working group to look at the process.
- 5.2 The review group undertook a detailed analysis of the subject through interviews and meeting, covering:
- A review of the process for the sale of Council Assets

- Focusing on the PIP, generating income to support the Council's Budget Strategy
- Interviews with Officers from Asset & Property Management
- Views from Ward Members and Parish Councils

6.0 EQUAL OPPORTUNITIES

6.1 The disposal of underperforming assets enables the Council to invest in newly constructed properties complying fully with accessibility regulations. The Council's letting policy takes into account the requirements for Equality and Diversity.

7.0 ENVIRONMENTAL IMPACT

7.1 The review aims to improve the quality of the local environment through supporting the sale of underperforming assets and investment in new properties.

8.0 LEGAL COMMENT

8.1 The Council has a statutory duty pursuant to Section 123 of the Local Government Act 1972 to achieve best consideration when disposing of land. Therefore the recommendation contained at item 4 of Appendix 1 cannot legally be agreed or implemented. An auction is considered an appropriate method of ensuring best consideration is achieved.

9.0 LINKS WITH CORPORATE PRIORITIES

9.1 The links with the corporate priorities to Transform Telford, strengthening the Local Economy by attracting further inward investment and Safeguarding and Creating Jobs.

10.0 OPPORTUNITIES AND RISKS

10.1 Risks are assessed on a regular basis and managed within A&PM.

11.0 FINANCIAL COMMENT

11.1 Decisions on the disposal or investment of PIP properties include a financial appraisal that considers life cycle costings and returns on investment. This requirement will be included within the decision making criteria to be produced by A&PM. Finance will provide appropriate input into the development of these criteria and in establishing monitoring and modelling tools to assist informed decision making.

12.0 WARD IMPLICATIONS

12.1 Borough Wide Implications

Report prepared by Alan Fox – Asset & Property Manager (Estates & Investments), Asset & Property Management – 01952 384325

Appendix 1

Cabinet Response to Scrutiny Review of Sale of Assets

	Scrutiny Commission Recommendations	Response and Summary of Action Being Taken	Timescale	Officer Responsible
1	Asset & Property Management (A&PM) should notify relevant Ward Members and the Cabinet Member for Regeneration on all asset sales, including when they are notified by another Council service area to assess potential for sale of a Council asset outside of the Property Investment Portfolio. (PIP)	Agreed	Implemented	A&PM Manager (Estates & Investment)
2	That the consultation procedure for garden sales is amended to state that ward members are consulted at the same time as the Environmental Maintenance, Highways and Planning Services, and given sufficient time to respond before the site survey is arranged and charged to the applicant.	Agreed	Implemented	A&PM Manager (Estates & Investment)
3	Liaison between A&PM and Development & Design should be improved to ensure that strategic planning issues are considered and to help prevent areas of open land, wildlife areas etc, from being eroded as sales are processed on an irregular basis.	Agreed - Strategic issues are discussed and agreed. The Council has taken a development team approach for key projects which is improving quality of service.	Implemented	A&PM Manager (Estates & Investment)
4	Existing leaseholders and/or interested residents should be given the first opportunity to purchase any public amenity assets to keep the amenity available to the local community, if they are able to meet the lowest valuation i.e. even if a higher price could be achieved on the open market. Conditions should be attached to the sale to ensure that the usage remains the same.	Disagree – This proposal is not an appropriate way of addressing the issue of community benefit. The Council has a statutory duty under the Local Government Act 1972 to achieve best consideration when disposing of land. However, where there is a benefit from disposing of the asset to the local community, then this will be considered. A&PM will notify Ward Members and the Cabinet Member for Regeneration as identified in item 1 above to establish interest that could be considered prior to any disposal decision.		A&PM Manager (Estates & Investment)
5	That the Cabinet request that A&PM bring forward a set of criteria to support decision making for asset disposal or investment.	Agreed	March 2009	Head of Asset & Property

6	That where a number of assets are to be disposed of in one sale, the decision to dispose of these assets should be subject to the approval of the Cabinet Member for Regeneration who should also decide whether the impact of the sale requires the decision to be published as a Key Decision.	Agreed - The existing officer delegations are maintained to enable the PIP to respond to the market. The consultation process has also been amended so that ward members are informed of proposed disposal	Implemented	Head of Asset & Property
7	Auctions taking place to sell Council assets should be widely advertised in the Telford & Wrekin area, for example, in the local press and on the Council website.	Agreed	Implemented	A&PM Manager (Estates & Investment)
8	That a clear and specific protocol should be developed to outline the boundaries of the role of elected members in sale of assets and renewal of business leases.	Agreed - A protocol will be drafted and reported for approval by Standards Committee. In addition, A&PM will give a Members Information Seminar on the role of A&PM and in particular, managing the PIP	March 2009	A&PM Manager (Estates & Investment)
9	Information on assets in each ward and who is responsible for them should be provided on the Council's intranet Members Information Point.	Agreed - This has been discussed and will be developed. The system will be developed to enable members to highlight the assets which may present a concern to the local community should they be considered for disposal in future.	August 2009	A&PM Manager (Estates & Investment)
10	Information on income received and assets purchased from the sale of other assets should be made available to members.	Agreed - The PIP performance is closely monitored through the performance monitoring process and detailed in annual budget reports. This information will be provided annually to Members. Additional information regarding specific acquisitions and disposals can be provided to Members when requested.	June 2009	A&PM Manager (Estates & Investment)

**SCRUTINY COMMISSION FOR ENVIRONMENT &
REGENERATION**

REVIEW OF SALE OF COUNCIL ASSETS

NOVEMBER 2008

1 – FOREWORD

- 1.1 In February 2008, the Council sold a number of assets from the Property Investment Portfolio including land, garages and business units. The Scrutiny Commission decided to set up a working group to look at the process that had been followed as a number of members had raised concerns. We used the experience of the February sale as a recent case study to inform our review of the process for sale of assets as a whole.
- 1.2 Our objectives were:
- To understand how land and buildings in the Council's Property Investment Portfolio are reviewed to inform the sale of assets and to maintain sustainable growth
 - To understand the consultation process for sale of Council assets, including internally with members of the Council and officers, and externally with Parish and Town Councils and tenants
 - To make recommendations for improvement to the Council's Cabinet based on our findings.
- 1.3 We met with officers from the Council's Asset & Property Management (Estates & Investments) business unit to talk about the Council's land and property holdings and the process for sale of these. We asked all members of the Council and all Parish and Town Councils for their views on how the Council consults them on the sale of assets. We also reviewed the Council's procedure for sale of assets.
- 1.4 Based on the information we have gathered and our experiences in the February sale, we have made a number of recommendations in Section 5 of this report that we think will improve the process for sale of Council assets in future. The main areas of improvement that we have identified are in the consultation that takes place before a sale and in ensuring that there is sufficient opportunity for local people to make purchases.
- 1.5 Our recommendations will be presented to the Council's Cabinet for consideration. For those recommendations that are accepted by the Cabinet, we will monitor the progress made to implement them.

Councillor Alan Mackenzie
Vice Chairman – Scrutiny Commission for Environment & Regeneration

Members of review group:

- Councillor Alan Mackenzie
- Councillor Gill Green
- Councillor Hilda Rhodes
- Councillor Louise Lomax
- Councillor Vic Tonks
- Councillor Clive Mason

2 – PROCESS FOR SALE OF COUNCIL ASSETS

- 2.1 The Council's Asset & Property Management Service Area is responsible for managing the Council's land and property holdings, including management of operational property and the Property Investment Portfolio, and the acquisition and sale of land and property.
- 2.2 The Council's operational property includes around 160 buildings where the Council delivers services, such as schools, libraries and leisure centres. As such, assets within the operational holdings are not held for income generation purposes. Generally, the sale of operational properties is driven by changes in service delivery and maximising the use of Council assets, for example where a school population is moved to a new build school as part of an amalgamation of school provision. When operational properties are sold, the income goes into the Council's central capital budget.
- 2.3 Our review focussed largely on the Property Investment Portfolio (PIP). The PIP comprises around 900 buildings across 270 sites. Only income-generating assets are held in the PIP. These buildings are rented out to contribute to the annual income target set for the PIP as part of the Council's budget process. In 2007/08 this target was £6.28million.
- 2.4 Asset & Property Management also handles requests for the sale of areas of open land owned by the Council which residents want to purchase as extensions to their gardens.
- 2.5 The Asset & Property Management Service Area gathers and holds a range of information on all of the Council's properties including condition surveys, suitability surveys, disabled access audits, energy audits and maintenance cost information. This enables a long term view to be taken on the sustainability of assets. If an asset is not sustainable in the long term, a decision is taken as to whether to keep the asset as it is, invest in improving it, or dispose of it. The Hadley Park Road Industrial Estate is an example of where the Council invested in a poor quality and unsustainable asset to improve the units and provide a sustainable income base.
- 2.6 The primary consideration for retaining or disposing of assets within the PIP is their ability to generate income. When PIP properties are sold, the income received is reinvested into stronger performing assets with potential for capital growth. As part of the considerations for disposing of assets, A&PM will assess the development potential of the site. However, properties are not always advertised for sale with planning permission attached as gaining planning permission is a costly and lengthy process, and in some cases, the costs could be significant in relation to the potential selling price. When assets are sold without planning permission attached, the sales particulars make it clear that

potential purchasers should make their own enquiries as to the full development potential of the site in question.

- 2.7 There is a procedure in place relating to the sale of assets.
- Once ownership has been confirmed, enquiries will be made with Development & Design (Planning & Environment service area) to establish the best use for the property and whether to submit an outline planning application for change of use. The necessary surveys will then be undertaken e.g. ecological surveys, geotechnical assessments, urban design and transport assessment. Ward Members, Parish and Town Councils are notified before an application for change of use is submitted.
 - Approval is then sought from the Head of Asset & Property Management and Director of Environment & Regeneration. The Head of Asset & Property Management has delegated authority to authorise sale of assets valued up to £50k for Operational Property and any property in the Property Investment Portfolio, following consultation with the Leader or Deputy Leader. This allows A&PM to respond to market conditions in the same way as the private sector ensuring the Council are competitive in the market place. Where assets are valued over £50k for Operational Properties the sale must be agreed by the Cabinet.
 - On receipt of Planning consent, where applicable, the sales particulars and information pack are prepared, adverts are placed and a "For Sale" sign erected.
 - Ward Members, Parish and Town Councils and tenants are notified of the sale and sent a copy of the sales particulars for information. The sales particulars are also sent to any known or potential interested parties.
 - If it has been decided that an auction is the most appropriate method of sale, the sales instructions are sent to the selected auction company. Alternatively, a surveyor will negotiate and agree the best offer with potential purchasers.
- 2.8 There is a separate section on the procedure for disposals which covers garden extensions specifically.
- When an application is received, a Council surveyor is instructed to carry out a site inspection for valuation purposes. The applicant is contacted to request £100 as part deposit.
 - When the deposit is received, A&PM will contact Environmental Maintenance, Highways and Planning services for comments, if their responses are positive, the relevant ward member(s) will then be contacted for their comments.
 - If no objections are received, a further letter will be sent to the applicant and the sale will be processed.

3 – VIEWS OF BOROUGH COUNCILLORS

- 3.1 We invited all members of the Council to submit their views on the Council's approach to consulting with members when selling assets, including positive aspects of the process and any aspects that need improvement. 10 members responded from across the political groups on the Council and from a variety of wards. There were a number of key messages that came through these responses, and the majority of points made were echoed by many of the Councillors that responded.
- 3.2 Some of the key points raised were:
- Members should be consulted before assets are agreed for disposal, with plenty of notice to submit their views
 - Members should then be informed when it has been agreed that assets will to be disposed of, so that they are able to deal efficiently with enquiries from residents. It would also be helpful if members could have a copy of the letter posted out to residents, to help present an image of the Council working together
 - The consultation process should be more open and transparent, and not be based on the assumption that assets will be sold – it should be genuine consultation about current use and value to the community, and potential alternative uses
 - Residents should be given more notice so that they have opportunity to prepare to acquire the assets if they wish – the Council's first priority should be to keep opportunity local
 - Parish Councils should also be consulted for their knowledge of the value of the assets to the local community and to give them the opportunity should they wish to purchase assets for their community value
 - There should be information on how to make representation to stop an asset sale – some members were able to stop a sale, but others were not
 - Disposal of assets above a certain value should be agreed by the Cabinet
 - Agree that the Council needs to review the performance of assets held – information on losses and gains achieved by Council assets should be available to members throughout the year
 - Information should be available on the amount raised by sale of assets and what this has been reinvested into
 - The leases on some of the properties are not protected as was promised to tenants prior to sale
 - Some felt that auctions outside of the Telford area are not a good idea, and others felt that if assets are to be sold by auction, they should be advertised locally to give local people a chance to invest in their area

- If there is potential to increase the value of an asset by selling it with planning permission attached, the Council should apply for planning permission prior to the sale
- Sale of assets should include consideration of corporate priorities and plans rather than being solely motivated by income generation – sometimes pieces of land have a greater potential than selling them on an ad hoc basis, and this could be identified by improving consultation within the Council and with members, who are aware of the potential of corporate assets on the ground in a way that officers sometimes aren't

4 – VIEWS OF PARISH & TOWN COUNCILS

4.1 We invited all Parish and Town Councils to submit their views on the Council's approach to consulting them on sale of assets in their area, and how they think improvements could be made. 11 Councils responded. 3 of these stated that they had not been consulted but no assets in their parish had been sold. The remaining 8 stated that they had not been consulted despite sales taking place in their parish. Their comments are summarised below.

- Strong feeling that Parish Councils should be consulted when assets within their area are to be sold – they should not have to find out through residents and the press
- Would like further information of what assets within the parish are owned by the Council
- Most of the plots sold in February would have been bought for development speculation and if they had been sold with outline planning permission attached, the value of the assets would have increased considerably
- A more open consultation process should be undertaken with Parish Councils, through which they may be able to contribute valuable local knowledge and represent the views of local people
- Parish Councils may in some cases be able to suggest alternative ways of taking advantage of the value of assets
- Recognise that the wishes of the community cannot always be met, but if this is the case, then the Council should feed back why
- Community facilities are better owned by bodies closest to the users
- There should be a predisposition to maintaining all Council-owned buildings and land in local ownership used for community purposes
- Local ownership can attract greater resources as charitable bodies or voluntary work and action
- The sale of lots did not tie in with Telford & Wrekin Council's other plans for the area
- Parish Councils and Regeneration Partnerships or similar should be consulted so as not to undermine work that is already in progress
- Sale of garage plots for change of use will lead to an increase in kerbside parking or parking on front gardens with the resultant environmental of more hard surfacing
- Some of the plots on the original auction list were withdrawn after local representations were made, but not all parish councils knew about this – there should be prompt consultation.

5 – CONCLUSIONS & RECOMMENDATIONS

We have divided our recommendations into 3 broad headings which are the main areas we have looked at for this review – consultation, procedure for sales, and information.

5.1 Consultation

- 5.1.1 Ward members and Parish and Town Councils could be an invaluable source of local information to Asset & Property Management when considering potential change of use and sale of Council assets. Members can indicate any wider implications to the local community of selling the asset, and could give some ideas on potential alternative uses or development potential. Ward members and Parish and Town Councils were not properly consulted on the February sale. The procedure has since been amended to ensure that members are included when assets in the PIP are processed for sale by APM.
- 5.1.2 Disposal of assets by Asset & Property Management can originate from all areas of Council activities. It is Asset & Property Management responsibility to advise their client and the Council on all matters relating to any potential disposal of the asset including obtaining Best Value. A decision is then made by the client to proceed with a disposal following due process. There is currently no procedure for alerting the relevant ward member(s) that such assets are being considered for sale. They would be consulted as part of the usual APM procedure if a sale were to proceed, but it is important that appropriate members are made aware before this decision is taken.

Recommendation 1:

Asset & Property Management should notify relevant ward members and the Cabinet Member for Regeneration on all asset sales, including when they are notified by another Council service area to assess potential for sale of a Council asset outside of the Property Investment Portfolio.

- 5.1.3 The current consultation procedure for garden sales includes the relevant ward member(s) only after a part deposit has been taken from the applicant, and officers from key Council service areas have been consulted. Ward members should be consulted at the same time as the internal consultation takes place so that they have sufficient time to submit comments and are aware of the potential sale should they be contacted directly by the applicant.

Recommendation 2:

That the consultation procedure for garden sales is amended to state that ward members are consulted at the same time as the Environmental Maintenance, Highways and Planning services, and given sufficient time to respond before the site survey is arranged and charged to the applicant.

5.1.4 We felt that there is insufficient communication between the Council's Asset & Property Management Unit and planning officers in the Development & Design unit. Without adequate consultation with planning officers who can advise on the importance of particular sites in relation to the Council's strategic plans such as the Local Development Framework, large amounts of valuable open space could be eroded.

Recommendation 3:

Liaison between Asset & Property Management and Development & Design should be improved to ensure that strategic planning issues are considered and to help prevent areas of open land, wildlife areas etc, from being eroded as sales are processed on an irregular basis.

5.1.5 Some of the properties sold in the February sale were sold with sitting tenants who after the sale were given short notice to vacate. Some assets are important to the local community e.g. garages where there is limited parking available, or a piece of land in a housing estate which is informally used as a play area for children. The Council should give the opportunity to purchase an asset to those who are currently using it, to keep it in the same use for the benefit of the community. Any sale would have to be made with conditions attached to ensure that the use did remain the same. In these circumstances, the surveyor negotiating the sale should be able to accept a bid at the lowest market valuation rather than pursuing the highest bid.

Recommendation 4:

Existing leaseholders and/or interested residents should be given the first opportunity to purchase any public amenity assets to keep the amenity available to the local community, if they are able to meet the lowest valuation i.e. even if a higher price could be achieved on the open market. Conditions should be attached to the sale to ensure that the usage remains the same.

5.2. Procedure for sales

5.2.1 Currently, the main driver for the Property Investment Portfolio is the annual income target. There are other considerations that should be taken into account such as regeneration, proven community value and social value of assets. However, although Asset & Property Management do currently consult other areas of the Council before the decision is taken to dispose of an asset, they currently have no corporately approved scheme by which to evaluate the competing demands and benefits.

Recommendation 5:

That the Cabinet request that Asset & Property Management bring forward a set of criteria to support decision making for asset disposal or investment.

5.2.2 The disposal procedure states that the Council's Cabinet must agree to any individual asset sales which are over £50k for Operational property. For assets in the PIP, the Head of Asset & Property Management has delegated powers to approve all sales, after consultation with the Corporate Director: Environment & Regeneration and the Leader or Deputy Leader of the Council. Individual sales of £500k or more will be published on the Council's Forward Plan as Key Decisions. In the February sale, no individual property was valued at higher than £500k therefore the sale was not published as a Key Decision nor subject to approval at Cabinet. However, the total sum of the assets exceeded £500k and the decision to sell was therefore significant.

5.2.3 We do not wish to diminish the ability of the Head of Asset & Property Management to achieve the best price by responding to the market. However, in such circumstances where a large number of assets are sold at once and the impact of the sale is significant, there should be a more open decision making process for approving the sale, to improve public accountability.

Recommendation 6:

That where a number of assets are to be disposed of in one sale, the decision to dispose of these assets should be subject to approval by the Cabinet Member for Regeneration who should also decide whether the impact of the sale requires the decision to be published as a Key Decision.

5.2.4 We recognise that it may be beneficial or necessary to hold an auction at a location away from Telford to respond to the market. However, the auction held in Haydock in February was not well publicised and did not encourage local interest. Regardless of where an auction is being held, for openness and accountability and to enable greater local interest, there should be ample local publicity.

Recommendation 7:

Auctions taking place to sell Council assets should be widely advertised in the Telford & Wrekin area, for example, in the local press and on the Council website.

5.2.5 Members may act as a line of communication between residents and Asset & Property Management in matters relating to individual asset sales but should not become too involved in the process as they may

be at risk of contravening the standards expected of members. There should be clarity for members as to what is expected of them, so that they are clear on their role before being contacted by residents and potentially being put in a difficult position.

- 5.2.6 During this review we have informally asked the Head of Asset & Property Management to arrange a Members Information Seminar to brief all members on the role of Asset & Property Management and the role of elected members in the sale of assets, renewing leases and managing the Property Portfolio. There should also be a protocol developed to make the role of members in this process clear.

Recommendation 8:

That a clear and specific protocol should be developed to outline the boundaries of the role of elected members in sale of assets and renewal of business leases.

5.3 Information

- 5.3.1 There are pieces of land that are in Council ownership but which are the responsibility of units other than Asset & Property Management, for example, Leisure Services or Environmental Maintenance. There are also assets which are owned by other agencies such as the Housing Trust or English Partnerships. In order to respond to enquiries from residents, ward members require information on the ownership of assets within their ward. For assets owned by the Council, members need to know which are included in the Property Investment Portfolio and which are the responsibility of other areas of the Council. Currently, if a member has an enquiry they can contact a member of the Asset & Property Management Team for the information, but would be able to take a more proactive approach if this information were already available to them.

Recommendation 9:

Information on assets in each ward and who is responsible for them should be provided on the Council's intranet Members Information Point.

- 5.3.2 The purpose of selling assets is to dispose of assets which are not performing well and reinvest in assets which will generate greater income. This was not made clear in the publicity around the February sale. There has been no further information about the assets which have been purchased with the income received from the sale.

Recommendation 10:

Information on income received and assets purchased from the sale of other assets should be made available to members.

6 – SUMMARY OF RECOMMENDATIONS

- 6.1 The recommendations are summarised in the table below. We have assigned a priority level to each of the recommendations, and given an indication of the cost.
- 6.2 It is not possible to provide detailed costings for the recommendations within this report without a considerable amount of additional work being undertaken by both scrutiny members and finance officers. However, the recommendations have been placed into one of three categories as follows:-
- Low cost indicates that the recommendation could be funded from within existing resources, although not necessarily in the current year.
 - Medium cost indicates that the recommendation is anticipated to cost up to £10,000 which is not currently budgeted.
 - High cost indicates that the recommendation is expected to cost more than £10,000 which is not currently budgeted.

Recommendation	Indication of cost	Priority level
<p>Recommendation 1: The consultation procedure for disposal of assets should be amended to state that relevant ward members and Parish and Town Councils are consulted at an early stage in the process and given an opportunity to submit comments on local issues, and possible alternative uses for the site, based on their knowledge of the local area.</p>	Low	High
<p>Recommendation 2: That the consultation procedure for garden sales is amended to state that ward members are consulted immediately after the application is received, and given sufficient time to respond before the site survey is arranged and charged to the applicant. The officers outlined in paragraph 5.2.4 of the current procedure should also be consulted before any further work to progress the sale is commenced.</p>	Low	High
<p>Recommendation 3: Liaison between Asset & Property Management and Development & Design should be improved to ensure that strategic planning issues are</p>	Low	High

considered and to help prevent areas of open land, wildlife areas etc, from being eroded as sales are processed on an irregular basis.		
Recommendation 4: Existing leaseholders and/or interested residents should be given the first opportunity to purchase any public amenity assets to keep the amenity available to the local community, if they are able to meet the lowest valuation i.e. even if a higher price could be achieved on the open market. Conditions should be attached to the sale to ensure that the usage remains the same.	High	Medium
Recommendation 5: That the Cabinet approve a set of criteria for Asset & Property Management to utilise in deciding whether to recommend an asset for disposal.	Low	Medium
Recommendation 6: That where a number of assets are to be disposed of in one sale, and the total value of assets will be £500k or more, the decision to dispose of these assets should be subject to approval by the Cabinet.	High	High
Recommendation 7: Auctions taking place to sell Council assets should be widely advertised in the Telford & Wrekin area, for example, in the local press and on the Council website.	Medium	Medium
Recommendation 8: That a clear and specific protocol should be developed to outline the boundaries of the role of elected members in sale of assets and renewal of business leases.	Low	Medium
Recommendation 9: Information on assets in each ward and who is responsible for them should be provided on the Council's intranet Members Information Point.	Low	Low
Recommendation 10: Information on income received and assets purchased from the sale of other assets should be made available to members.	Low	Low

APPENDIX 1 – PROCEDURE FOR DISPOSAL OF ASSETS

QP 16 DISPOSALS

1.0 PURPOSE

To establish a standard procedure for the disposal of land or property as may be required from time to time upon internal client instructions, external application, for regularising ownership or for investment purposes to add to the Property Investment Portfolio.

2.0 SCOPE

The procedure applies to the Head of Asset & Property, and Asset & Property Manager, Surveyors, Estates Technicians and Administration officer.

3.0 REFERENCES

Misrepresentation Act 1967
Property Misdescriptions Act 1991
Section 123 Local Government Act 1972
QP17 : Valuations
QP18 : Property Review
QP21 : Land Terrier - Mapping, Database and Diary

4.0 DEFINITIONS

Property : Includes land, built property and interests in property.
PIP : Property Investment Portfolio
Garden Land Sales : Sales to extend domestic property

5.0 METHOD

5.1 Major Transactions

5.1.1 The surveyor confirms the client's instructions, unless generated by the Unit in which case a note of the instruction is placed on the file.

5.1.2 The surveyor confirms ownership on the Terrier/Deed packet and places plan on file and obtains title details (Report on title where deemed appropriate) from the Legal Services.

5.1.3 The surveyor makes enquiries with Development & Design to establish best use for the property and decides whether to submit an outline planning application for change of use.

- 5.1.4 The surveyor procures the necessary technical surveys, viz desk-top study, ecological and arboriculture surveys, transport assessment, urban design as applicable.
- 5.1.5 Ward Members and Parish Councils are notified prior to a planning application for change of use is submitted.
- 5.1.6 The surveyor or land technician inspects the property and checks trespass, encroachments, occupations and boundary responsibilities that exist in accordance with QP22, including photographs if appropriate and places on file.
- 5.1.7 The surveyor carries out a pre-sale valuation and records on the Valuation Sheet (LPUF10), in accordance with QP17 : Valuations.
- 5.1.8 A Cabinet report is prepared and submitted for operational property disposals over £50,000
- 5.1.9 Once Cabinet Approval or Delegated Authority is obtained the surveyor places a copy of the Approval on file
- 5.1.10 Where the property is in PIP. the Head of Asset & Property Management seeks approval from the Director of Environment & regeneration followed by the Leader or Deputy Leader.
- 5.1.11 Notify Head of Department of availability of land or property with 14 days to respond.
- 5.1.12 The surveyor informs the instructing client of progress at each stage as requested.
- 5.1.13 On receipt of Planning Permission where applicable, the surveyor prepares sales particulars and a sales information pack after having the draft approved by the Client or for internal disposals the Head of Asset & Property and after having decided on appropriate method of disposal, places an advert in appropriate media and arranges for the erection of a 'For Sale' board.
- 5.1.14 Ward and Parish Councils are notified of the disposal and a copy of the sales particulars are sent for information.
- 5.1.15 The surveyor sends particulars to enquirers, and known/potential interested parties. The Technical Assistant produces a list of potential customers from the database, for the Surveyor to recommend. Sales Packs are sent out on request from potential buyers.

- 5.1.16 The surveyor negotiates and agrees best offer (subject to contract) and confirms terms of sale in writing with purchaser. In cases where the surveyor decides on Auction as being the appropriate means of disposal the sales instructions are sent to the selected Auction company.
- 5.1.17 The surveyor instructs the Legal Services on Standard Memorandum LPUM14.
- 5.1.18 Letters are be sent to all unsuccessful bidders and retained on file.
- 5.1.19 All transactions are recorded by the Asset & Property Manager if appropriate for the Investment Programme, or if over £5000 and relevant to the Land Disposal Programme. The client is informed where applicable.
- 5.1.20 The Technical Assistant amends the Mapping System in accordance with procedure QP21 and the surveyor places the completion notice on file.
- 5.1.21 The surveyor advises any occupiers of completion.

5.2 Garden Transactions

- 5.2.1 Upon receipt of an application, the Administrative Officer checks ownership details from the Terrier.
- 5.2.2 The Administrative Officer instructs the Graduate surveyor to carry out a site inspection for valuation purposes following which LPUF10 (Valuation Sheet) is duly completed and placed on file.
- 5.2.3 The Administrative Officer sends letter LPUL46 to the applicant, briefly outlining the terms and requesting a payment of £100 as part deposit.
- 5.2.4 Upon receipt of the deposit, the Administrative Officer emails Environmental Maintenance, Highways and Planning services for comments.
- 5.2.5 If all responses are affirmative, the Administrative Officer writes to the relevant Ward Member(s) seeking comments in support or otherwise of the services recommendations.
- 5.2.6 If no objections are received, Administrative Officer sends letter LPUL57, setting out the main terms and conditions for agreement by the applicant.
- 5.2.7 Once confirmation of the terms is received back from the applicant, Administrative Officer instructs Legal Services to complete, on Memo LPUM14.

APPENDIX 2 – ACKNOWLEDGEMENTS

We would like to thank the following people who contributed their time and views to this review:

- Chetwynd Aston & Woodcote Parish Council
- Wellington Town Council
- Church Aston Parish Council
- Lilleshall & Donnington Parish Council
- Lawley & Overdale Parish Council
- Wrockwardine Wood & Trench Parish Council
- Hadley & Leegomery Parish Council
- Ketley Parish Council
- Tibberton Parish Council
- Oakengates Town Council
- The Gorge Parish Council
- Councillor Richard Overton
- Councillor Bob Groom
- Councillor Karen Tomlinson
- Councillor Liz Clare
- Councillor Jayne Greenaway
- Councillor Eric Carter
- Councillor Louise Lomax
- Councillor Angela McClements
- Councillor Charles Smith
- Councillor Keith Austin
- David Sidaway – Head of Asset & Property Management
- Alan Fox – Manager : Asset & Property Management (Estates & Investment)
- Councillor Eric Carter – Cabinet Member: Regeneration.

TELFORD & WREKIN COUNCIL

CABINET - 8th DECEMBER 2008

SERVICE & FINANCIAL PLANNING: 2009/10 – 2011/12

REPORT OF THE CHIEF EXECUTIVE & CORPORATE DIRECTOR: RESOURCES

1.0 PURPOSE

To outline a Service & Financial Planning strategy for the period 2009/10-2011/12 including specific budget proposals for 2009/10, for further consultation

2.0 RECOMMENDATIONS

Members are asked to approve the report's service and financial planning strategy proposals for further consultation

3.0 SUMMARY

The report outlines the Service & Financial planning context in which decisions on the 2009/10 budget and medium term strategy will need to be taken. It highlights the wide variety of challenges facing the area, particularly the impacts of:

- Instability in the global financial markets
- The deepening international recession
- Currently high inflation levels
- The collapse in the housing market and subsequent decline in house building activity
- Increasing pressures on Council services

The Council is proposing a prudent strategy to face the many uncertainties next year while keeping major projects moving forward which will support the local economy both now and for the future prosperity of the area .The Service & Financial medium term strategy proposed is to:

- Endorse the existing strategy for council tax increases of year on year reductions in the level of council tax increase falling to below 3.5% by 2010/11
- Endorse the existing strategy of using below £1m pa balances as part of the funding for the ongoing net revenue budget
- Endorse the existing 3 year investment programme with a major review as part of the 2010/11 service & financial planning strategy which will look at 2011/12 and beyond as well
- Agree the £3m savings package for 2009/10 and target of at least £3m for 2010/11.
- Agree the medium term savings programme approach outlined in 6.3
- Endorse the existing provision of £1m set aside from reserves for invest to save though this level can be reviewed as part of the process
- Agree a £1m additional one off contingency to cover the increased uncertainties to which the Council is exposed next year , to be funded primarily from Treasury surpluses being generated in 2008/09.

The Council will now embark on the next stage of its consultation process leading to final budget and council tax decisions at 24th February Cabinet and 5th March Council.

4.0 STRATEGIC & POLICY CONTEXT

4.1 Current Strategy

In March 2008, the Council approved a 3-year Service & Financial Strategy which set out the guiding principles which would underpin our approach to managing our Budget, the priority policy objectives which would inform our funding decisions, and an outline investment and savings programme. First and foremost, this strategy was about ensuring that we put in place the necessary resources to fund the services, projects and initiatives that will support, protect and improve the quality of life in the Borough in the short, medium and longer-term. Indeed, key areas where significant additional investment has already been made in 2008/09 include:

- Adult social care services;
- Social Care Services for children and young people, free education provision in all Early Years settings, and the continued roll-out of Children's centres;
- Maintenance programmes for roads, footways and streetlights;
- Social housing initiatives;
- Additional capacity to take forward our economic development and regeneration strategies and to co-ordinate/progress our work on improving skill levels across the Borough;
- Provision of plastic recycling banks;
- Improvements to Telford Town Park and an extended programme of events;
- Major land stability works in Ironbridge Gorge;
- Funding a Locality Manager for the rural areas;
- A new telephone Contact Centre at Civic Offices to improve our customer services.

4.2 In putting in place this strategy, we were very clear that the Council was facing a difficult 3 years with many competing demands on our resources both to sustain current levels of service and to invest in new initiatives and projects for the future benefit of our community. The declining national and international economic position - and, in particular, the speed, diversity and volatility of issues and challenges it presents – has exacerbated the challenges we face. We are also very aware of the many difficulties and pressures it has placed on the people, businesses and organisations in the Borough. Our approach has always been to review our corporate strategy on an annual basis and current events have only served to heighten the importance of this refresh process.

4.3 Over the past few months, we have been reviewing, updating and refreshing our current strategy and policy framework. Our focuses for 2009/10 are to:

- ensure that our strategy remains fit-for-purpose in that it takes account of new or emerging issues, pressures or changes – the issues and impacts on the community of the current economic/housing/'credit crunch' in particular;
- review our current investment package in the light of the evolving policy and resourcing landscape;
- review existing service budgets to explore and identify opportunities to realise significant efficiency and other cost savings that we need to ensure that we have a robust and sustainable medium-term service and financial strategy that

will minimise Council Tax increases as far as possible and enable investment and delivery on key priorities;

- commence work on a longer-term and more fundamental organisational programme of reviews across the organisation to identify further savings and efficiencies.

4.4 Vision and Priorities Framework going forward

For any organisation to be effective and successful, it must ensure that its resources are planned and managed well. The Council's Service and Financial Planning process is the key way in which we bring together our assessment of key issues, the community's needs and expectations, local, national and regional policy drivers and opportunities, other service issues and pressures and service performance information alongside the revenue and capital resources that are available to us.

In looking to take stock of these issues/opportunities and consider and refresh our strategy, the Council's starting point is the Local Strategic Partnership's **Vision and Community Priorities** that have been developed in consultation with the community. Our overall Vision for the Telford & Wrekin community is of:

"A successful, prosperous and healthy community which offers a good quality of life for all the people of Telford & Wrekin"

Within the context of our overall Priorities framework, we felt the need, in our strategy, to identify clear and tangible **priority policy objectives** in our strategy where we assessed that the Council must make a real and positive difference and focus resources – and can only achieve this through extra funding - to improve quality of life and service delivery and put in place the means to realise our and the community's ambitions for the Borough. These are:

- **Tackling crime , anti-social behaviour and alcohol misuse**
- **Protecting and maintaining services for older people and vulnerable adults and children**
- **Delivering high quality education services and facilities**
- **Regenerating and improving our Borough towns and most deprived communities**
- **Promoting growth and prosperity**
- **Maintaining, protecting and improving the local environment and our rural areas**
- **Enhancing customer service and improving organisational efficiency.**

4.5 Understanding Key Issues and Challenges

Over the past few months, we have been reviewing, updating and refreshing our current corporate strategy and policy framework.

From our re-assessment of our current corporate strategy and policy framework, it is clear that there are two main issues which need to be at the forefront of our policy agenda – care services for adults and children and the economic and housing downturn/'credit crunch':

- Care Services

As indicated above, we identified 'protecting and maintaining services for older people and vulnerable adults and children' as one of our key priority policy objectives last year. This is an area where demographic pressures, the rising cost of care packages and the complexity of care packages place significant demands on our resources. These are also vital services where we, particularly in relation to safeguarding our most vulnerable children and adults, must be constantly vigilant – the tragic case of 'Baby P' in Haringey underlines this. We must continue to be consistent in the planning, delivery and resourcing of these services and are looking where possible, to further improve our performance in key areas.

- *Economic/Housing Downturn*

The current economic and housing downturn is an issue of fundamental importance that has emerged much more profoundly in the past few months. Also, there is a clear message from the Government – and internationally – that the public sector, at this time, needs to lead and show confidence particularly in relation to capital investment.

The impacts and implications of the downturn are wide across the community and our priorities and services and seem likely to manifest themselves for at least the remainder of our medium-term planning period. We examine the impacts on the Council itself in the 'Financial Context' section of this report. In terms of impacts in the community to date, it is felt that the Borough, along with the rest of the country, is still in the early days of seeing the full potential effects of a recession. However, issues from across the Borough that we are already aware of, in addition to the wide-ranging increases in the cost of living, include:

- Stagnant housing market as evidenced by a significant reduction in Local Land Searches enquiries due to a large extent on the restricted availability of mortgages;
- Limited new house building, delayed completion of existing building schemes, and little progression of new private and public development schemes;
- A slight increase in unemployment so far (up to 2.6% but which remains below the regional average. Some higher rates in our more deprived wards at 5% in Cuckoo Oak and 5.6% in Malinslee). The general view nationally is that currently there is a time lag between the onset of recession and redundancy with greater impacts being seen from early 2009;
- Some increase in acquisitive crimes;
- Inward investment enquiries have all but dried up;
- Some increase in the number of Council tax and Housing Benefit applicants;
- Reductions by employers in investment in skills training.

In terms of our current strategy, we have put ourselves in a good position through the great importance and emphasis that we have already placed in our priorities on securing economic prosperity, increasing skills, regeneration and seeking to attract investment in the necessary infrastructure and facilities through planned and sustainable growth. The work that we are progressing in relation to strengthening our economic development capacity, progressing the development of the Town Centre and regeneration of the Borough Towns and key targets in our Local Area Agreement (though many of these will prove even more challenging to achieve in the current conditions) are essential elements of delivering future success.

Our work in the West Midlands region and through the City Region are also important e.g. through the City Strategy we have secured c.£350k to help train and get into work unemployed people and those claiming benefits in some of our most deprived wards.

An area where we feel that we need to raise further up our list of priorities is in relation to Housing. The Council is currently working to develop and seek resources for a package of both short and longer-term measures to stimulate and support the local housing market (both public and private), address homelessness concerns and link more closely housing market development, growth and regeneration. In particular, we will be looking to work closely with the new Housing and Communities Agency, Registered Social Landlords, and Advantage West Midlands. This package of measures will be announced in the near future.

Our long-term Vision and Community Priorities clearly provide a framework through which to identify key issues, pressures and investment priorities. It is very evident that the Council, in its dual roles of community leaders and major public service deliverer, must address three key focuses:

- **making and/or securing investment to create and sustain the long-term economic prosperity and success of the Borough and the realisation of Vision 2026; and**
- **ensuring that current levels of service provision and facilities are fit-for-purpose to meet the needs and expectations of our community and enable people to enjoy a good quality of life;**
- **Working to mitigate the effects of the economic downturn within the Borough and planning for the recovery by seeking to put in place the right policies and plans which will enable the Borough to be well-positioned to come out of the recession earlier and stronger.**

At this time, the whole of the public sector has a crucial role to play in showing confidence, leadership and investment in the future of the area. Only this way can we hope to protect, bolster and strengthen the local economy and place Telford & Wrekin in the best position possible to grow and prosper in the years ahead.

5.0 FINANCIAL CONTEXT

5.1 2008/09 Budget Strategy

The current year's budget was based on funding from the first year of a 3 year government grant settlement which was announced in December 2007 and covers the period 2008/09-2010/11.

The Council received a good grant settlement but is still losing over £7m of its grant entitlement through the grant damping mechanism in 2008/09 and even by 2010/11 will still be losing over £5m pa....a total loss of around £18m funding over the 3 years.

With greater grant certainty from this first 3 year settlement the Council was able to agree a 3 year strategy in March 2008 including:

- A 3 year investment package with a net revenue budget impact of £3.6m now rising to £7.6m by 2010/11
- A strategy of additional savings of £3m pa i.e. rising to cumulative ongoing savings of £9m annually by 2010/11. This included a detailed package of proposed savings for 2008/09 totalling £3.06m

- Use of £1.23m balances in 2008/09 falling to below £1m pa by 2010/11
- A 2008/09 council tax increase of 4.3% falling annually to an increase below 3.5% by 2010/11

5.2 Medium Term Planning Context

The Council is now reviewing its current 3 year strategy to 2010/11 and rolling it forward to consider the period of the next 3 year grant settlement from 2011/12 to 2013/14. There will be a particular focus on 2011/12 which will form year 3 of the new 3 year planning window.

Economic Uncertainties

The current planning takes place against a backdrop of significant uncertainties facing the Council from a combination of global financial instability, a deepening recession and high inflation just starting to pass its peak. These are already having significant impacts on the Council's services and budgets but many implications will only become clearer as the weeks pass and current volatilities hopefully subside. At present this makes projections for next year less certain than usual, while projecting the next 3 years is more problematic still.

The Council has navigated itself through the unprecedented volatility and instability in the global financial markets this financial year and looks likely to deliver a considerable outperformance of its budget for Treasury activities in 2008/09. However projected returns are already falling for next year though still difficult to project as markets are still a long way from 'normal' interest rate relationships and liquidity levels. It would be prudent to carry some of this year's bonus over into 2009/10 as additional contingency against the many uncertainties we face.

The Council is currently assessing the impacts of the Pre Budget statement announced by the Chancellor on 25th November though many of the details affecting the Council are still filtering through now from various Government departments and will be fed into final budget proposals in February.

Inflation

Rising inflation saw CPI rise to 5.2% in September (RPI also stood at 5.0%) and this has had a significant impact on many areas of the Council's budget, the most extreme being the energy contract for street lighting up 60% and gas supplies up 66%. The latest indices show increases on the turn in October with CPI falling sharply to 4.5% and RPI to 4.2% with further reductions predicted as the recession bites. The impact of falling inflation on individual goods and services which make up the Council's own spending is, as with many facets of the Council's budget at the moment, difficult to project.

Service Impacts

The recession, rising unemployment and difficulties in the Housing market are likely to bring rising demands on key services such as homelessness, housing benefits, social services, community support etc. on top of the longer term trends of changing demographics including an ageing population. Some of these pressures are already showing through in current year monitoring. There are likely to be impacts on income collection though this is currently holding up well for revenue flows-its in the area of

asset disposal receipts that the effect is already evident and the capital programme is being phased to match with available resources.

There is already a widening gap between Housing growth targets and actual delivery as developers put planned schemes on hold both nationally and locally. The increasing pressure on Council resources is likely to be mirrored in the finances of local partners who are working with us on a range of jointly funded initiatives. It will be important for the local economy to keep major developments moving forward but adjusting timescales and proposals to match resources.

Government Grant

The last year of the current planning period -2011/12 is particularly difficult to forecast as on top of assessing the impacts on Council budgets in two years' time from the economic impacts above, uncertainties around government funding levels come to the fore again:

- A new 3 year grant settlement, including grants for 2011/12, will not be known until around December 2010
- A new Comprehensive Spending Review takes place in 2009 setting new public sector planned spending totals for 2010/11-2012/13,
- The current economic downturn on top of existing pressures on public sector finances is still likely to lead to a much tighter grant settlement for 2011/12 and after than at any time in over a decade
- A general election and potential change of government is due by 2010 at the latest
- Results of the review of the distribution formula for Dedicated Schools' Grant will be announced in 2010 for implementation in 2011/12

The government grant for 2009/10 and 2010/11 forms part of the 3 year settlement announced in December 2007 but at this stage remains provisional with final figures announced each year on the normal timescales. An announcement on the provisional grant settlement for 2009/10 was made on 26th November confirming the original totals announced in December 2007 .Information on other impacts from the Pre Budget statement on 25th November is still filtering through.

6.0 SERVICE & FINANCIAL PLANNING STRATEGY

6.1 Guiding Principles

In our October report, Cabinet endorsed a set of draft of guiding principles upon which it was proposing to base its medium-term strategy. Views on these principles were sought as part of our consultation programme. Generally there was strong community support for these so the draft strategy now put forward for consideration is based on the guiding principles of:

- Adopting an approach to resource allocation which acknowledges the **diverse needs of different parts of the community but ensuring that the Council operates in an even-handed way and spreads resources** fairly and transparently across the Borough;
- Putting forward **a package of policy proposals and service investments** that are informed by and address key community and organisational needs, expectations and priorities;

- **Minimising the impact of savings proposals on key frontline services as far as possible where these** would harm service quality and impact adversely on service users.
- Setting **an efficiencies and service savings target of at least £3m p.a.** to help minimise Council tax increases and to enable reinvestment in service priorities which will include **service redesign and an invest to save strategy**;
- Continuing to work hard to **attract external funding and investment to support key priorities and projects**, through external grant aid and generating additional income and investment;
- Adopting an **asset rationalisation and disposal programme** to review property needs, to reduce operational costs and realise capital receipts to fund key investment priorities;
- **Seeking to minimise the level of Council Tax increase** but balancing that with the growing demands on Council services and costs, and minimising service cuts;
- Using a **prudent balances strategy**, informed by a risk assessment of all reserves and balances, to help minimise Council Tax increases, secure key investments and protect service delivery.

These guiding principles will remain broadly in place. A further key principle that we will add, however, is around **seeking to build in flexibility in our resource management due to the volatility and uncertainties in the current financial/economic world.**

6.2 Resource Allocation/Investments –

As mentioned above, we have developed our medium-term strategy based on a number of core guiding principles including - **Investing in Priorities that address community needs and expectations and meet the differing needs and requirements of different sections of the community**

Underpinning our strategy is a continuing commitment that the Council will operate in an **even-handed way and allocate resources fairly** across the Borough. We clearly cannot, however, invest in everything. We have therefore had to take decisions – and are still reviewing some issues and seeking community views about where extra resources need to be put and what, inevitably, will be lesser priorities where we will have to continue either with similar levels of resources as present or where savings can and need to be made.

Within the context of our overall Community and Corporate Priorities, we have identified last year a set of clear and tangible **priority policy objectives** where we feel the Council can and must make a real and positive difference and focus resources – and can only achieve this through extra funding - to improve quality of life and service delivery. Taking account of the current situation in the Borough regarding Housing issues, we are adding an extra priority policy objective which is about **‘Securing affordable, accessible and sustainable Housing’**

In terms of our investment programme for the next two years, we are proposing to continue working within the envelope of our 3 year investment programme approved in March 2008 which runs up to March 2011 – details of the 3 year programme agreed last year plus the additional investment now freed up for Children & Families services ,are summarised in Appendix 2 and the wider capital programme including slippage from earlier years is attached as Appendix 3.

Key aspects of our current strategy and how they link to the wider Community Strategy Priorities agreed by the Local Strategic Partnership (LSP) are set out in the table below:

Priority Policy Objective	Investment Proposals	Link to LSP Community Priorities
Protecting and maintaining services for older people and vulnerable adults and children	<p>Additional £1.2m revenue funding for Adult Social Care Services</p> <p>Reinvesting £250k resources realised through the re-provision of children's homes services to enhance capacity and further improve performance.</p>	<p><i>Giving Children and Young People the Best Possible Start in their Lives</i></p> <p><i>Promoting Healthy Communities and Improving the Quality of Life of Vulnerable and Older People</i></p>
Promoting growth and prosperity	<p>£2.5m for projects to enhance and support the provision of new infrastructure in the Borough (Growth Areas and Growth Points funding)</p> <p>Work is also continuing to be resourced (£560k) and progressed in relation to the redevelopment of Telford Town Centre</p>	<p><i>Transforming Telford & Wrekin</i></p> <p><i>Strengthening the Local Economy and the Skills of Local People</i></p> <p><i>Maintaining a High Quality, Attractive and Sustainable Environment</i></p>
Securing affordable, accessible and sustainable housing	<p>£2.7m for housing supply and affordable housing</p> <p>£700k to support independent living through Disabled Facilities Grants</p> <p>£1m for Extra Care Housing</p>	<p><i>Transforming Telford & Wrekin</i></p> <p><i>Maintaining a High Quality, Attractive and Sustainable Environment</i></p>
Delivering high quality education services and facilities	<p>£11.2m of spend in total in relation to education, early years, extended schools and Youth Services –part of our ongoing commitment to invest in our largest service to the local area and the key to our future prosperity</p> <p>Cabinet, on 24 November 2008, approved the submission to DCSF of our Outline Business Case for our major 'Campus Telford & Wrekin' project which will deliver over £200m of new build and improvement for the Borough's schools</p>	<p><i>Transforming Telford & Wrekin</i></p> <p><i>Giving Children and Young People the Best Possible Start in their Lives</i></p> <p><i>Strengthening the Local Economy and the Skills of Local People</i></p>

<p>Regenerating and improving our Borough towns and most deprived communities</p>	<p>£1.2m to fund key projects and schemes to support the delivery of our Borough Towns Initiative</p> <p>£2m to support the regeneration of former New Town estates</p> <p>£500k to improve parks and play areas across the Borough</p>	<p><i>Transforming Telford & Wrekin</i></p> <p><i>Strengthening the Local Economy and the Skills of Local People</i></p> <p><i>Creating a Safe, Strong and Cohesive Community</i></p> <p><i>Maintaining a High Quality, Attractive and Sustainable Environment</i></p>
<p>Tackling crime , anti-social behaviour and alcohol misuse</p>	<p>£500k for replacement and/or provision of new street lights.</p> <p>We are also using the significant resourcing package put together by the Council and Primary Care Trust this year of some £1m to deliver our strategy to address issues of alcohol misuse.</p>	<p><i>Creating a Safe, Strong and Cohesive Community</i></p> <p><i>Promoting Healthy Communities and Improving the Quality of Life of Vulnerable and Older People</i></p>
<p>Maintaining, protecting and improving the local environment and our rural areas</p>	<p>£3.8m for roads and footways maintenance to address key public concerns over the state of repair of this part the of the local transport infrastructure</p>	<p><i>Transforming Telford & Wrekin</i></p> <p><i>Maintaining a High Quality, Attractive and Sustainable Environment</i></p> <p><i>Creating a Safe, Strong and Cohesive Community</i></p>
<p>Enhancing customer services and improving organisational efficiency</p>	<p>£1.5m for new ICT systems to improve the quality and efficiency of services provided to the public</p> <p>£1.5m for repair and maintenance and improvement to our buildings</p> <p>£170k for a service redesign team to support the delivery of our savings programme</p>	<p><i>Our Corporate Priority is to be “an efficient, effective and customer-focused Council which delivers value-for-money for the community”</i></p>

As mentioned above, we are currently reviewing impacts on the investment/capital programmes from reduced and delayed capital receipts which we will feed into final budget proposals. In this context, we are currently reviewing, in particular, capital funding priorities and may look to reprioritise projects/initiatives to ensure earlier investment/progression of schemes which can best address economic/housing issues in the Borough – this will be a particular focus for our consultations.

A specific issue that we will be consulting on relates to Concessionary Travel. The Cabinet has been asked to consider, as part of the consultation process for the

2009/10 Budget, funding the use of bus passes from 8.30am. The cost of this extension to the time period when free travel is available to those people eligible for a bus pass is estimated to be up to £1m. Funding such a proposal given the existing commitment to bring down the level of tax rise each year, will require equivalent savings in other council services .

Also, as part of the next budget cycle for 2010/11, we will then be reviewing our investment programme through to 2013 which will need to recognise the potentially significant impacts of the various large corporate investment initiatives affecting us by 2011 but not yet built into financial plans e.g. Building Schools for the Future, Telford Town Centre, Waste Disposal.

6.3 Savings

A key element of our overall strategy framework is – **to protect the key frontline services as far as possible in delivering efficiencies and service savings target of at least £3m pa.** The strategy approved in March 2008 agreed an average of £3m pa additional savings through to 2010/11. Further savings beyond that year will inevitably be required and a medium term savings programme is now being put in place to encompass work on a rolling programme of service reviews to:

- Assess relative service and service level priorities against affordable resources
- Consider alternative service provision options
- Streamline service delivery/generate efficiency savings
- Review income generation and external funding opportunities
- Review Invest to Save opportunities
- Review the organisational structures

The proposed £3m savings programme for 2009/10 is attached as Appendix 4 and as each year of additional savings at this level comes forward it will become increasingly difficult to avoid some service impacts.

6.4 Attracting External Funding & Investment

We are reviewing how we can more effectively co-ordinate external funding both from within the Council and with our partners. We are also looking at how we can influence more investment into Telford & Wrekin through the region and nationally.

6.5 Asset Rationalisation & Disposal Programme

Good asset management plays a role in delivering high quality public services; delivering efficiencies; and in creating a sense of place. Asset & property Management (A&PM), working with service areas will be challenging whether all Council Operational assets are required and also determine if they are fit for purpose to support the service that is being delivered. A&PM have assessed whether the operational assets provide value for money to meet current needs by monitoring property performance. Following completion of a property review, an accommodation strategy will be developed providing direction and a context for future investment and disposal. Once the Council's strategy for asset rationalisation is clear a wider review with partner agencies will be implemented to ensure that properties throughout the whole public sector are used to their maximum. This approach will maximise the use of all public owned buildings resulting in further efficiency savings and supporting high quality service provision to the community across the public sector. There are a

number of initiatives that support the Council's medium term investment package which are linked to asset rationalisation, they relate partly to the Borough Towns Initiative and the Telford Town Centre project.

6.6 Balances & Council Tax

Our overall strategy framework proposes **Seeking to minimise the level of Council Tax increase but balancing that with meeting the growing demands on Council services and costs, and minimising service cuts.** It also proposes adoption of a prudent strategy for use of balances.

The 3 year strategy approved in March proposed keeping use of balances for the general funding of ongoing revenue costs to below £1m pa, while council tax increases were proposed to fall each year and be below 3.5% by 2010/11. This represents the ceiling for annual decisions and Members will be reviewing options within these parameters. Council tax levels in this area remain the lowest for unitary services in the Midlands.

Appendix 5 summarises the overall balances position of the Council after taking account of the various earmarked reserves and risks faced by the Council. This shows around £6.1m available as part of medium term budget strategy considerations, including £1m already approved for use as an invest to save fund to help the future savings programme being developed-this can be reviewed as part of the process.

The considerable uncertainties faced next year will also need to be allowed for in any strategy so the revenue contingency which currently stands at around £0.6m for next year, after taking account of existing commitments, should be supplemented on a one off basis until the fallout from the international financial instability, plus the impact of the recession and residual inflation are clearer. It is proposed to set up a supplementary one off contingency fund of up to £1m to be funded at least in part from the additional Treasury surplus being generated in the current year and not built into the balances projection above.

It is also proposed to review the adequacy of current provision for capacity to manage the significant investment projects now under way in the council before putting forward final budgetary proposals for balances in February.

6.7 Education Services

The Department for Children, Schools and Families (DCSF) announced a Dedicated Schools Grant (DSG) three year budget settlement for schools and further rationalisation of standards related grants in December 2007. Approximately 90% of DSG funding is delegated to schools with the remainder being retained for central expenditure on pupils relating, in the main, to Special Educational Needs (SEN) including behaviour and Early Years.

The table below sets out the average DSG per pupil increases nationally and for Telford and Wrekin for 2008-11:

	2008/09 baseline per pupil £	Per Pupil Increase %	2009/10 baseline per pupil £	Per Pupil Increase %	2010/11 baseline per pupil £	Per Pupil Increase %
T & W	3,910.83	4.3%	4051.55	3.6%	4219.45	4.1%
National	4065.90	4.6%	4217.71	3.7%	4398.02	4.3%

Per pupil allocations for Telford and Wrekin are 4% lower than the national average per pupil (£166.16 less per pupil in 2009/10).

To reflect cost pressures the DCSF has indicated that all schools will receive a minimum per pupil increase of 2.1% over the period 2008-11.

Included within the per pupil sums shown in the table above is additional funding to meet the Governments priority of improving teaching and learning through an extended personalised curriculum for all pupils, however local authorities, in consultation with their School Forums, decide on the distribution of the whole of grant locally (subject to meeting the minimum funding requirement).

The final DSG settlement for each year depends on actual pupil numbers as at January of the prior financial year and are finally determined by June. However, authorities can plan ahead in the knowledge that they will receive a fixed sum for each pupil. In 2008-09 authorities were required to provide indicative budgets to schools for the following two years. Whilst appearing a reasonable settlement actual pupil numbers in January 2008 resulted in a reduction of the final settlement figure by around £400k. This had a significant impact on funding for a number of our schools with falling rolls. The fall in pupil numbers also reduced the amount of funding available to meet the costs of 'Central' expenditure items. Estimates of pupil numbers for the 2009-10 indicative budget indicated a further fall in pupil numbers, our latest estimates whilst slightly better still indicate a loss of at least £800k on the original DSG allocation for 2009-10. This may result in some schools with falling roll facing financial difficulties in managing their position.

The 2008-09 Education budget strategy was delivered by the rationalisation of grant usage and the development of a £800k savings programme in order to address a shortfall of £1m in funding. The latest view of the 2009/10 Education funding position is as follows :

Education Budget Overview 2009/10

	09/10 £m
Total Funding Available	(124.8)
Delegated to Schools	92.8
C&YP Base Budget	21.0
Grant Use	11.0
Pressures Base Budget	0.84
Committed Developments	0.12
Savings Package Required	0.96

Other Funding Sources

In addition to the Dedicated Schools Grant, the portfolio also receives funding for Education from the following sources:

- RSG (£13.1 2009/10)
- Specific ring fenced grants (£9.8m 2009/10)
- Area Based Grants (£5.9m 2009/10)

Education Budget Projections for 2009/10 highlight the following **Pressures and developments**

- Personalisation of teaching and learning
- Out of County education placements
- Impact of more complex needs of pupils on a range of service areas
- Impact of falling pupil numbers on central budgets (loss of funding)
- Deprivation –raising attainment of pupils
- Impact of Single Status costs within schools
- Impact of cessation of one off funding
- Reduction in real terms of other grants
- Full roll-out of Children's Centre developments
- Development of Campus Telford and Wrekin
- Strategic developments around 14-19 agenda

Budget projections indicate pressures and developments of £1.3 m, of which just under £1m is currently unfunded. The portfolio has developed the following budget strategy to address funding shortfall:

Education Budget Strategy

- Review of service delivery to ensure continuing efficient and effective use of resources to meet priorities identified within the Children and Young People's plan
- Review of budget pressures to identify and develop appropriate options to negate identified pressures
- Rationalisation of development bids through a senior management review group process
- Further development of the savings programme using the following criteria:
 - No impact on priority outcomes
 - Maximisation of income streams
 - Ensuring synergy in use of grants and service delivery
- Flexible use of grant funding

A number of savings have been identified which are shown in Appendix 4 as part of the overall savings package. There have been increases in the C&YP element of a number of government grants including the Area Based Grant and Surestart. At this stage a freeze has been placed on allocating these grants to plan priorities pending the outcome of a number of reviews including Special Education Needs (SEN) and Transport.

In summary the Education Strategy is set out below:

Element	2009/10 £m
Savings Package Required B/F	0.96
Savings Package – Appendix 4	0.26
Additional Savings – Transport Review	0.05
Grant Increase Not Allocated	0.65
Total	0.96

6.8 Overall Budget Strategy

The projections below are based on current base budget work projected forward with a range of assumptions on service pressures and inflation and for 2011/12 assumptions over the grant increase in the next 3 year settlement over the range of 2-3.5% allowing for some unwinding of grant damping still running at over £5m in 2010/11. The projections only allow for existing approved strategy decisions on investment and savings levels up to 2010/11 and the net funding requirements for 2009/10 and 2010/11 can be met from the existing strategies approved in March 2008 for council tax increases and use of balances.

	2009/10	2010/11	2011/12
	£m	£m	£m
Shortfall b/f	1.23	3.08	4.51
Annual funding requirement	2.51	2.25	3.33-4.39
Agreed Investment Package	2.34	2.18	0.53
Cumulative funding requirement	6.08	7.51	8.37-9.43
Savings	(3.00)	(3.00)	
Cumulative net funding requirement - Council Tax rise/Balances	3.08	4.51	

The overall strategy proposals are therefore to:

- Endorse the existing strategy for council tax increases of year on year reductions in the level of council tax increase falling to below 3.5% by 2010/11
- Endorse the existing strategy of using below £1m pa balances as part of the funding for the ongoing net revenue budget
- Endorse the existing 3 year investment programme with a major review as part of the 2010/11 service & financial planning strategy which will look at 2011/12 and beyond as well
- Agree the £3m savings package for 2009/10 and target of at least £3m for 2010/11.
- Agree the medium term savings programme approach outlined in 6.3
- Endorse the existing provision of £1m set aside from reserves for invest to save though this level can be reviewed as part of the process
- Agree a £1m additional one off contingency to cover the increased uncertainties to which the Council is exposed next year, to be funded primarily from Treasury surpluses being generated in 2008/09.

7. NEXT STEPS-CONSULTATION & COMMUNICATION

As in previous years, consulting and communicating with the community on our future plans will be a key part of the Budget process. Whilst we have already set out a 3-year Service & Financial Planning Strategy based on extensive community consultation, the current economic situation will make it difficult to balance the different elements of the proposed investment package.

For 2009/10, consultation will focus on:

- Revisiting our Budget guiding principles in light of changing economic circumstances;
- Informing any further prioritisation of our investment package, particularly capital investments;
- Seeking views on our proposed approach to the savings package; and
- Informing Council Tax levels.

Our approach will be to begin consultation after the publication of the draft Budget Strategy. Our consultation plan, which is set out in **Appendix 6**, includes a postal survey of the Community Panel and meetings with a wide range of stakeholder groups.

In addition to consulting on the budget, it is vital that we proactively manage communication of the key elements of the Budget. Whilst consultation meetings will help with briefing the main stakeholder groups, a wider communication strategy will be implemented to ensure that the community are kept informed of our proposals and plans.

Timetable

Key dates in the process are:

- Consultation after 8th December Cabinet up to early February
- Final Budget proposals agreed by Cabinet 23rd February and recommended up to Council
- Budget Approved and Council Tax set 5th March

8. OTHER IMPLICATIONS

Equal Opportunities

The Council has specific initiatives within its policy and financial plans to promote equal opportunities, which is at the heart of the Council's policies.

Environmental Impact

The allocation of resources takes specific account of environmental issues facing the Council, in the context of other pressures and priorities.

Links with Corporate Priorities and Risk

The report sets the strategy framework which includes consideration of both community and corporate priorities and the corporate risk register.

Financial & Legal Comments

Costs of the consultation exercises proposed to inform the process can be met from existing one-off resources this year.

This report forms part of the policy planning and budgetary framework that will result in the Council being required to set its budget and Council Tax levels by the March deadline laid down by the Government.

Ward Implications

Borough Wide Strategy.

Background Papers

Financial Planning Model, RSG Papers, Council Plan 2008/09,

Report prepared by Paul Clifford, Head of Finance and Richard Partington, Head of Policy, Performance & Partnership

INVESTMENT PROGRAMME: BOROUGH TOWNS INITIATIVE
Provisional Programme £m

	2008/09	2009/10	2010/11	TOTAL	
Borough Towns Initiative					
Wellington – Civic/Leisure Site		4.00	2.45	6.45	New Library, accommodation , office accommodation, enhancing current leisure building.
Separate office provision		2.00		2.00	
Contributions & accommodation disposals		(2.00)	(5.40)	(7.40)	Proposals can only be finalised when delivery of this receipt is firmed up by A&PM
-					
Project feasibility costs	<u>0.10</u>	<u>0.10</u>	<u>0.05</u>	<u>0.25</u>	
Net cost	0.10	4.10	(2.90)	1.30	
Wellington-town centre	0.25			0.25	Environmental works- potential for funding from AWM through Market Towns Initiative
Dawley/Malinslee					
Planning gain and capital receipt expected to contribute towards:					
New Malinslee school, Dawley					

APPENDIX 2B

Regeneration, Offices and site gateway, Town Park gateway and recreation facilities :gross investment	1.75	10.35	0.10	12.20	
Net cost of scheme taking account of potential funds available from capital receipts.	<u>1.75</u>	<u>(3.65)</u>	<u>0.10</u>	<u>(1.80)</u>	There is a risk around the significant disposal value on which the above investments are dependent given current market conditions which could affect phasing/final proposals
Newport	0.50	0.50	-	1.00	High Street and Canal Basin. Potential 106 contribution
Ironbridge	0.25			0.25	Environmental work-possible additional funding from AWM
General BTI programme	0.25	0.25	0.25	0.75	1 year commitment already funded –this rolls it forward as an annual programme
TOTAL	3.10	1.20	(2.55)	1.75	

APPENDIX 6

CONSULTATION PROGRAMME

Group	Consultation Mechanism	Date
Employees and Trade Unions	Corporate Employee Focus Group Meeting	03/11/08: 16:00pm – 17:00pm Executive Meeting Room
	Corporate Employee Focus Group Meeting	15/12/08 11:00am - 12:00pm Committee Room 3
	Meeting with Trade Unions	03/11/08: 15:00pm - 16:00pm Venue Executive Meeting Room
	Meeting with Trade Unions - JICF	06/01/09 times to be confirmed
Members	Cabinet	08/12/08
	VFM Scrutiny	08/12/08 - budget 28/01/09 - review
General Public	Community Panel	Week commencing 08/12/2008
Partners	Local Strategic Partnership Group	19/12/08: 08:45am - 09:15am Juniper Room, Learning and Conference
Parish / Town Councils	Meeting with Parish Council Forum	07/01/09 times to be confirmed
Business Community	Meeting with Chamber of Commerce Policy & Representation Board	12/01/09 12:00pm – 13:00pm Trevithick House
Older People	Meeting with Senior Citizen's Forum	19/01/09 10:00am The Place, Oakengates
Children & Young People	Young People's Forum	28/01/2009 (time/venue to be confirmed)
Education sector	Meetings with Head Teachers and Diocesan Representatives	23/01/09 –Head Teachers -Diocesan Reps tbc
Black and Minority Ethnic (BME) community	Meeting with Connecting Communities Group	03/12/08 18:30pm – 20:30pm AFC Telford United – Room 5 & 6
Disabled People	Disabilities Forum	15/12/08 11:30am – 13:30pm VIP Suite
Voluntary Sector	Voluntary and Community Forum	28/01/09 10:00am Walker Room, Meeting Point House
Rural Area	Rural Forum	Date to be confirmed following Steering Group meeting on 01/12/08

Appendix 3

National Indicators

The new national indicator set has highlighted the need for engagement with communities, increased participation and engagement in positive activities which improve the quality of life, create community cohesion and increase health and wellbeing.

Of these national indicators the Arts can be used as a positive tool to deliver on a diverse range of the key indicators across the framework of 198 as well as supporting on the delivery of others. Those of potentially greatest significance have been highlighted in the arts strategy. These have been listed below.

Culture and Sport Related National Indicators

Outcome	National Indicator
Stronger Communities	NI 6 Participation in regular volunteering NI 8 Adult participation in sport and active recreation (<i>dance</i>) NI 9 Use of public libraries NI 10 Visits to museums and galleries NI 11 Engagement in the arts
Children and Young People (Be Healthy)	NI 57 Children and Young People's participation in high quality PE and sport (<i>dance</i>)
Children and Young People (make a positive contribution)	NI 110 Young peoples participation in positive activities

In addition there are a range of further indicators where locally Arts & Cultural activities can contribute to other outcomes, for example:

Outcome	National Indicator
Stronger Communities	NI 5 Overall/general satisfaction with local area NI 7 Environment for a thriving third sector

	NI 17 Perceptions of anti social behaviour
Safer Communities	NI 45 Young offenders engagement in suitable education, employment and training
Children and Young People (Be Healthy)	<p>NI 50 Emotional health of young people</p> <p>NI 54 Services for disabled children</p> <p>NI 55 Obesity among primary school age children in reception year</p> <p>NI 56 Obesity among primary school age children in Year 6</p> <p>NI 57 Children and young peoples participation in high quality PE and Sports(<i>Dance</i>)</p> <p>NI 58 Emotional and behavioural health of children in care</p>
Children and Young People (Stay Safe)	NI 69 Children who have experienced bullying
Children and Young People (economic wellbeing)	NI 117 16 to 18 year olds who are not in education, training or employment (NEET)
Adult health and wellbeing	N119 Self reported measure of peoples overall health and well being
Tackling Exclusion and promoting equality	<p>NI 141 Number of vulnerable people achieving independent living</p> <p>NI 146 Adults with learning disabilities in employment</p>
Local Economy	NI 174 Skills gap in the current workforce reported by employers

Appendix 2

Consultation was carried out through attending forums and public meetings to test out the themes that has emerged in the Strategy. Some of the most significant results are reported below.

YPF... Art and Culture Consultation...24.09.08

We approached the YPF in a workshop style to find out what they understood about culture, some of their preconceptions and then their aspirations. How did they interact with Culture in Telford?

Some of the key findings were:

1. That young people had a sense of the world in terms of culture and given a choice they would want to go to new places, explore other countries and experience their food and culture, architecture, fashion and Art and cultural buildings and events.

2. The young people were asked 'What is Art / Culture?' and some of their answers were:

- Is a sunset art?...Does something have to have been influenced by 'man' to be art?
- Anything that is visually spectacular and anything in the World that is beautiful
- Anything that has been designed and that shows personality or involves skill
- Art is an 'expression' and everything can be included - Fashion, Music, Theatre & Performance, Outdoor events, Books, Architecture and sculpture

3. We asked young people where they can experience Art and Culture in Telford & Wrekin? Their answers included:

The countryside, the Wrekin and parks and gardens, Museums and leisure centres, The Place and other theatres, the town centre – art exhibitions, local areas where there is graffiti, schools through performance and art work, the cinema, bars and clubs with live music.

4. We asked the young people to Imagine a World without Art. What would be missing or lost? What would happen as a result? A sample of their thoughts is captured in relation to each thematic area

Health

- Mental Health and wellbeing would diminish; people would become paranoid, depressed, and apathetic
- Disabled people would not be able to access art as therapy
- Having nothing to do would increase weight gain
- There would be no relaxation or entertainment

Community

- No community events would mean less social interaction, limited experiences and less sharing of ideas
- People's houses would be bland
- Loss of common interests
- Less fun and lack of sensory stimulation

- People wouldn't be able to build relationships

School

- Individuality would be gone
- People wouldn't be as open minded
- School would be sad and games would be missing
- There would be more aggression and negativity
- Pupils would be apathetic and performance would go down

Leisure Time

- People would be bored and angry
- No communication or relationship building with friends and family, nothing to talk about
- People's emotional range would decrease nothing would impress/depress you!

5.The young people were asked for their One wish for the Future of art/culture in T&W?

- Create a spontaneous performance space...create an atmosphere where everywhere is a performance space.
- Make sure that T&W has a range of things to cater for all religions and cultures....Asian clothes shops and religious buildings.
- High profile events....Music, fashion, Dance with good quality and well known performers
- An annual Arts and Culture Festival
- A fountain like in Birmingham
- A new Art Gallery
- More Public Art and Culture in Telford

In summary the young people proved to be very knowledgeable about the role of arts & culture in their community and the possible effects of not having arts & culture in their lives. The young peoples aspirations for arts & culture in the borough gave credence to the outcomes of the arts strategy and its priorities for action in relation to young people and the wider community and environment they inhabit.

Senior Citizens Forum Consultation 6.10.08

For the senior citizens forum we examined the main themes for the arts strategy. The questionnaire related to the main themes of the strategy which would have most resonance for our senior community. A summary of the results is as follows.

- ***When asked when they last engaged with arts & culture and the frequency with which they engaged, more than half of the respondents took part in regular activity and more than three quarters at least bi weekly.***
 - ***The respondents regularly taking part in arts or culture related leisure pastimes listed the a wide range of activities including:***
 - Theatre, gardening, dancing, cinema, walking, painting, photography, flower and veg shows (exhibitor), concerts, art classes, viewing arts work, swimming, puzzles, walking in the park, music, creative writing, digital camera, Bridge.
 - ***Respondents also listed arts or cultural activities they would like to participate in or develop new skills in that were not currently available to them. The list included:***
 - Painting, Tai Chi, Dancing, Internet, Calligraphy, Art Gallery, Interactive Museum, Education Service, Town Centre.
 - ***Barriers to participation were listed as:*** Time, Cost, Work, Lack of transport, Children, Working full time don't have spare time, Health, limited spare time.
-
- ***Respondents were asked to express how they saw that arts & culture could benefit their health.***
 - More than three quarters of respondents agreed that there were health benefits and these were expressed as mentally, creatively, physically, relaxation, keeping fit, mental stimulation, keeping your mind and body active, feeling positive and boosting self esteem.
 - ***Respondents were asked how they thought art could play a part in the development of public open spaces?***
 - Responses included design and attractiveness of a space, setting a standard of quality, bringing people and communities together, providing more outdoor space for the community to enjoy and relax in, creating community spirit and making places safe.
-
- ***Respondents were asked if they thought that the heritage of Telford & Wrekin is important to the community?***
 - ***All respondents agreed that it was important for the following reasons.***
Tourist value, maintaining interest and history for future generations, Help people take pride in their environment, Gives a sense of place, community spirit, Engenders sense of belonging and history, the Roots of young people and the new town.
 - ***Respondents were asked what else would make Telford & Wrekin a more attractive place to live in? Was there anything missing?***
 - Some of the responses included, Major public events in the town park, a town centre with a creative heart of an gallery and arts centre, Swop shops for recycling more things, better public transport, a caravan park for tourist caravaners in the town centre, more places for young people to go and get

involved, more wild places, more facilities for less able people, play facilities for adults!

In summary the senior citizens forum agreed with the principles that were drawn out in the arts strategy around regeneration, young people, the town centre, public spaces, health, heritage and advocacy for the arts in the community. These principles have been identified from our knowledge and research around the gaps in provision and the areas of influence for the arts service in improving the quality of experience for the community and thereby their quality of life.

Appendix 1

Consultation list

The Borough of Telford and Wrekin Council

Steve Wellings

The Chief Executive

Councillor Andrew Eade

Leader

Councillor Jacqui Seymour

Deputy Leader

Councillor Denis Allen

Councillor Veronica Fletcher

Councillor Adrian Lawrence

Councillor Ian Fletcher

Tom Currie

Safer Communities Strategic Manager

Richard Partington

Head of Policy and Performance

Victor Brownlees

Corporate Director for Resources

Meredith Evans

Corporate Director for Environment and Regeneration

Ron Odunaiya

Corporate Director for Community Services

Richard Webb

Corporate Director for Adult and Consumer Services

Jonathan Rowe

Head of Leisure and Culture

Jean Escott

Arts & Culture Manager

Ian Yarroll

Lifelong Learning Manager

Sharon Smith
Borough Librarian

David Sidaway
Head of Asset and Property

Dave Middlemiss
Strategic Architect

Alan Fox
Manager, Estates and Investments

Chris Goulson
Asset and Property Management

Julie Jones
Creative Arts Manager, Children and YP

John Gilbert
Head of School and Community Services

Psyche Hudson
Centre Manager, Oakengates Theatre

Arts Council England West Midlands

Dawn Ashman
Head of Development

Sarah Bond
Regional Partnerships Officer

Matt Hinks
Participation Officer

Ian Thomas
Learning Officer

Jenny Peet
Public Art and Built Environment Officer

Abid Hussain
Diversity Officer

Transforming Telford

Anne Taylor

Director of Business and Investment

Arts Colleges

Mr R Williams

Head, Wrockwardine Wood Arts College

Graham Clark

Principal, New College, Wellington

Gerald Bennett

Pro Vice Chancellor, University of Wolverhampton, Telford Campus

Shropshire and Telford Arts Partnership

Sue Goodwin

Development Officer Strategy & Partnership, Shropshire County Council

Jenny Henrywood

Arts and Creative Industries Development Officer, South Shropshire District Council

Lorna Cloke Bridgnorth

Arts Development Officer, Bridgnorth District Council

Youth Music Action Zone

Alyson Lanning

Director Belmont Arts Centre, Shrewsbury

Ironbridge Gorge Museum Trust

Steve Miller

Chief Executive

Museums Libraries and Archives, West Midlands

Michael Cook

Learning and Social Policy Director

Telford Border Dance

Jan Overfield Shaw

Director

William Brooks School, Much Wenlock

Robert Petty

Arts Centre Co-ordinator

Telford & Wrekin Primary Care Trust

Dr Catherine Woodward

Director of Health Improvement

Arts Strategy Steering Group

Jonathan Rowe, Head of Leisure and Culture

Jean Escott, Arts & Culture Manager

Psyche Hudson, Centre Manager, The Place

John Cocker, Senior Arts Development Officer

Ian Yarroll, Lifelong Learning and Libraries Manager

Sharon Smith, Borough Librarian

Dawn Ashman, Head of development, ACE

Julie Jones, Creative Arts Manager, Children's Services

Andy Rose, Team Leader, Urban Form and Conservation

Dave Middlemiss, Strategic Architect, Asset & Property

Sue Banks, Strategic Portfolio Business Manager

Sarah Bond, Regional Partnership Officer, ACE

Chris Winter, Housing Strategy and Development Business Manager

Mike Vout, Urban Designer, E & R

Community Consultation

Senior Citizens Forum Oct 6th

Young Persons Forum Sept 24th

Public Meeting Oct 13th

Your Community Matters Event Oct 2008

TELFORD & WREKIN COUNCIL

CABINET - 8th DECEMBER 2008

ARTS STRATEGY FOR TELFORD & WREKIN 2008-2013

REPORT OF CORPORATE DIRECTOR: COMMUNITY SERVICES

1. PURPOSE

The purpose of the report is to outline the key findings of the new Arts Strategy for Telford and Wrekin and seek approval for it to be adopted as a corporate strategy.

2. RECOMMENDATIONS

- 2.1 That the key findings and development opportunities are noted and members endorse the final version of the Telford & Wrekin Arts Strategy 2008-13;**
- 2.2 That members give delegated authority to the Corporate Director for Community Services to establish a cross portfolio strategic cultural development group to ensure an arts led approach supporting development in Telford & Wrekin.**

3. SUMMARY

This Arts Strategy is a key requirement of Arts Council England in relation to future funding plans and has been part funded and developed in partnership with the regional office.

The Arts Strategy seeks to ensure that art is an integrated part of the major strategies, thematic plans and social delivery for the Borough.

This report will outline the reason for the new strategy and how it has been achieved.

The strategy will highlight a number of key areas where art can have a major impact including; physical and social regeneration, raising aspirations and achievements with our young people, supporting the world heritage site as a key cultural asset, improving opportunities and attainment amongst vulnerable groups, enhancing the cultural offer within rural areas and helping to stimulate creative industries.

4. PREVIOUS MINUTES

Not Applicable.

5. BACKGROUND

- 5.1 The authority has a good track record of delivering arts services for a diverse community, supporting arts activities and demonstrating its impact at a national level. There is an increasing opportunity to maximise the benefits of 'cultural**

partnership' working, maximise possible investment and develop a long lasting legacy and the Arts Strategy creates a context and a shared vision for this work.

- 5.2 Arts activity is co-ordinated by the Arts & Culture team in Community Services, together with the Creative Arts Service in Children's Services. The Community Arts & Culture Team is a relatively small service including the management of the Place and three full time and one part time Arts Development officers. The Arts & Culture team have attracted £450,000 to the authority for specialist areas of activities with children and young people and people with disabilities since 2004. In 2008/09 a further £250,000 (over three years) has been secured from the Big Lottery for the Disability Project Arty Party and £50,000 from a local business partnership with the Children and young people's team. In addition the Leaps and Bounds project with disadvantaged young people is being delivered through internal partnership money totalling £80,000. The newest area of delivery, Arts & Health has attracted £65,000 for the delivery of joint projects with the PCT in its first few months.

The Telford Culture Zone, led by Children's Services, has brought £1.5 million to the authority over three years from 2005 and has attracted a further £100,000 from the Arts Council, match funded by the authority, to continue this work. In addition Telford has been awarded one of 10 national 3 year pathfinders 'Find Your Talent', funded through DCMS and DCFS, to explore the 'cultural offer' for children and young people both in and out of schools, worth £1.8 Million.

- 5.3 Both the Community Arts & Culture team and the Children's Services Creative Arts team have demonstrated a remarkable ability to deliver on a range of priorities.

Recent examples of this work include:

- The Leaps and Bounds Project focusing on creativity and personal development of young people at risk leading to a major performance at the Birmingham Hippodrome.
- 'Arty Party' project work with adults and children with learning disabilities providing creative activities and social events.
- Underground Arts project at Hollinswood with young people at risk of ASBOs to paint the underpass.
- Learning Mentors projects with the Education Improvement team, raising self esteem and improving social skills through positive creative experiences.
- Culture Zone Young Voices event at Birmingham NIA with the CBSO
- Culturefest 2008 in Telford Town Park celebrating our community's culture and creativity.
- Involvement, advocacy and contribution to WM Cultural Olympiad 2012 Launch in Ironbridge and the World Heritage Festival 2008.

- 5.4 This strategy begins to map out the ambitions for cultural development and arts influence including public realm, building schools for the future, Regeneration, the rural agenda and cultural tourism within Telford & Wrekin. The objectives and targets in this strategy were developed as a result of considering:

- the national policy and targets for improvement
- data and information about the population needs now and in the future
- performance monitoring of the service

- what the public say that they want and the experiences of people who use cultural services
- what local authority officers and partners to the Council recommend to improve the visibility and use of arts and cultural services

5.5 A long term strategic framework is required to plan for future cultural needs of our growing population.

6. INFORMATION

6.1 From the Government Office Led Regional Commentaries analysis and the Arts Council's Self Assessment of arts services, it became clear that an Arts Strategy was necessary for future proofing the service with external funders and partners. Arts Council England West Midlands (ACEWM) have highlighted Telford as an area of spatial development and want to work with the authority on the major developments planned and have jointly funded the development of this strategy. Telford is also part of the West Midland City Region.

6.2 The objectives of the consultation for the development of a strategy were to:

- Inform the council and test findings against the current arts provision and advise on future sustainability of new and existing arts provision in the borough.
- Estimate future requirements and recommend a strategy for the council to adopt in order to ensure optimum spread, integration, usage and type of arts activity across the borough.

7. CONSULTATION

7.1 A steering group was established bringing internal partners from across all of the Portfolios together to provide advice and information and to expound the strategy document through regular feedback meetings.

7.2 Consultation was carried out with internal and external stakeholders, partners and agencies to produce an arts strategy that provides robust and objective justification for the future provision of accessible, high quality, financially sustainable arts activity within the borough. A full list of consultees is attached as **Appendix 1**.

7.3 Community Group consultation was carried out on the draft strategy with representative groups to draw a sample evaluation of the developed themes. Feedback from the public consultation are attached as **Appendix 2**.

7.4 The final strategy reflects the findings from the consultation with the stakeholders, partners and officers and community groups listed. **The full report (An Engine for Change – An Arts Strategy for Telford & Wrekin) is available in the Members room and electronically.**

7.5 Consultation with the proposed cross portfolio strategic cultural development group, key forums, stakeholders and partners will be used as part of the annual review process for the Arts Strategy.

8. NATIONAL INDICATORS

8.1 The new national indicator set has highlighted the need for engagement with communities, increased participation and engagement in positive activities

which improve the quality of life, create community cohesion and increase health and wellbeing.

- 8.2 Of these national indicators the Arts can be used as a positive tool to deliver on a diverse range of the key indicators across the framework of 198 as well as supporting on the delivery of others. Those of potentially greatest significance have been highlighted in the strategy document.
(A full list of related indicators is attached as **Appendix 3**)

9. KEY FINDINGS AND DEVELOPMENT OPPORTUNITIES

The strategy is subdivided under key themes grouped into areas of work to be developed as part of the cultural improvement of Telford & Wrekin. These are supported by key principles for delivery including priority targets and actions. A summary of these themes and principles is listed below.

1. THEME : STRATEGIC LEADERSHIP AND GOVERNANCE

Principle 1.1: To ensure Arts is at the heart of the vision for Telford & Wrekin

To ensure that arts are at the heart of the vision for the transformation of Telford & Wrekin through the launch and dissemination of the arts strategy to stakeholders, partners, council officers, Members and the Community thereby creating ownership at all levels. By ensuring that creative activity is embedded in all major policies and workplans of the Council.

Principle 1.2: Maximise partnership and stakeholder potential

To develop consistent art involvement at borough, neighbourhood and locality level through involvement of strategic partners, area panels and groups across the Local Authority. To also be a key partner on strategic partnership initiatives which provide opportunities for cultural learning through schools, out of schools and extended learning, and those partnerships which reinforce the development of the cultural offer and assets for Telford in the region through initiatives such as the Cultural Olympiad and City Region Quality of Life Group.

Principle 1.3: Embed arts & cultural activity in corporate and priority plans

Ensuring that Arts and Culture are embedded in corporate and priority plans and that the local strategic partnership, the authority, Members, partners, stakeholders and the strategic steering group are regularly informed on cultural success and strategic aims to gain wider representation and champions for future partnerships.

Principle 1.4: Support the delivery of targets against national performance indicators

Providing and support initiatives that seek to maximise the impact on delivery on a number of new national indicators where the arts can have a significant influence as well as the cultural indicators.

2. THEME: INFRASTRUCTURE AND DESIGN

Principle 2.1: Develop an ethos of artist involvement at the design stage of development

Advocate for the inclusion of the arts within urban design and enrichment of the local area through the development of a planning obligations Supplementary Planning Document (SPD) including 'percent for art' and the development of a robust artists commissioning plan.

Principle 2.2: Support for heritage and the world heritage site

Investing in Festivals and events in Borough parks and Telford Town Park and Ironbridge Gorge to increase ownership and community pride. Developing a partnership plan with Ironbridge Gorge Museum Trust to ensure synergy and maximising of tourism potential between the town centre, the town park and the Gorge and support for creative industries.

Principle 2.3: Develop a positive image of the Borough

Working in partnership to create a major focus on culture in the borough encouraging our community and tourists to explore the borough and its cultural attractions and create a cultural aspiration for better and wider opportunities to participate and enjoy
To influence development plans, such as The Southwater Development Plan, to create added value where possible to public realms and new builds.

Principle 2.4: Support for cultural facility investment

Maximising the opportunities that lottery, endowment and external funding provide, to invest in strategic infrastructure, affordable exhibition, performance studio and digital workspace

3. THEME: INVESTMENT IN CREATIVE DELIVERY

Principle 3.1: Commitment to creativity in schools

Through Telford Culture Zone and the Find Your Talent Pathfinder, developing the cultural offer to schools and out of schools, maximising the opportunities provided for young people 0 – 19 years within the Borough.

Principle 3.2: Commitment to offering a mix of cultural experiences for young people in out of schools settings

Developing and supporting programme strands such as the Community Children's arts team, Youth Offer, Youth Music Action Zone, Leaps and Bounds and Kreative Kidz (disabled children & young people) development and through the Find Your Talent Pilot exploring a 'cultural offer' for children and young people outside of schools, developing young people as the drivers of their cultural future.

Principle 3.3: Commitment to lifelong learning

Support the development of the Art and Cultural sector, enabling individuals and organisations to hone talents and develop skills, leading to greater productivity, effectiveness and achievement. Supporting the transition of our new 'youth cultural practitioners' in their chosen career paths.

Principle 3.4: Engagement with communities

Consistently develop the use of art and culture to develop community engagement, capacity building, economic and social inclusion, neighbourhood renewal and environmental improvements. Acknowledging and valuing local cultural activity as a tool for celebrating and shaping distinctive communities and defining the borough as a whole as well as increasing the number of people participating in and engaging with local arts and cultural activities.

Principle 3.5: Develop healthier communities

Improve the physical and mental health of communities, playing an active part in health improvement and education and in creating environments in which people feel fit and well and choose healthier lifestyles. Capitalising on initiatives such as the 2012 Olympics to develop wider participation through dance with older and young people.

Principle 3.6 Support for Creative Practitioners

We will support the development of the borough as a place where creative artists wish to live, work and enjoy, for the benefit of residents and visitors.

Principle 3.7: Equalities and Diversity

To ensure equality and diversity of opportunity for all. To increase and improve access to services through active programming and development of our community provision.

10. OUTCOMES

The ambition for this strategy is to place arts at the strategic centre of everything the council does. By aligning itself with the ambitions of the authority and complimenting existing key policies, the Arts can embed itself as a delivery tool on local, regional and national agendas and priorities.

The strategy is relevant to the residents and visitors to Telford & Wrekin, demonstrated in our commitment to promote equality and diversity of opportunity, maximising capacity and resources through partnership and making sure that people are at the heart of what we do and that we listen and effectively engage with the community through quality experiences.

The strategy provides a framework for district Arts delivery and identifying that the Arts makes a valuable contribution to many aspects of life in the borough. It provides an advocacy tool for communicating with partners and stakeholders about the arts service and what it provides.

11. SUPPORTING INFORMATION FOR THIS REPORT

EQUALITY AND DIVERSITY

Inclusion is a key component of the strategy framework and is reflected within recommended principles and strategic objectives.

The Strategy has been Equality Impact Assessed as a Level 5 New & Emerging Policy.

ENVIRONMENTAL IMPACT

There will be a significant environmental impact where the Arts is employed in a more strategic manner to develop and regenerate public areas and buildings. The quality of the public realm will be enhanced.

LEGAL COMMENT

The Arts Strategy does not form part of the Council's Budget & Policy Framework and therefore is not reserved to full Council for approval. Approval of the Strategy is a function of the Cabinet.

LINKS WITH CORPORATE PRIORITIES

The Arts Strategy will link with all the corporate priorities.

OPPORTUNITIES AND RISKS

The full Corporate Risk Management methodology will be complied with when considering any delivery initiatives arising from this strategy.

FINANCIAL IMPLICATIONS

The costs associated with developing the strategy have totalled £20k. This was funded by a £10k grant from the Arts Council and £10k from Community Services resources. Other costs associated with producing the Arts Strategy was in the form of officer time which was funded from Community Services base budgets. Any additional costs that are identified as a result of implementing the recommendations outlined within the Arts Strategy will need to be met from existing resources or from funding secured from other sources.

WARD IMPLICATIONS

Borough Wide Implications in terms of delivery plans, consultation and dissemination.

BACKGROUND PAPERS

Cultural Strategy 2003-08

Arts and Entertainments Strategy 2002-07

Consultation Events– Youth Forum September 24th,

Senior Citizens Forum October 6th, Your Community Matters Event October 8th,

Public Meeting 13th October 2008

End of Report

***Report prepared by Psyche Hudson (82362), Arts and Culture Manager
Update 19.11.08***

TELFORD & WREKIN COUNCIL

CABINET - 8TH DECEMBER 2008

**NATIONAL NON-DOMESTIC RATES RURAL RATE RELIEF
REVISION OF RURAL SETTLEMENT BOUNDARIES**

REPORT OF THE HEAD OF FINANCE

1. PURPOSE

- 1.1 To seek Member approval for the re-classification of rural settlement boundaries.
- 1.2 To seek Member approval of the rural settlements.
- 1.3 To seek revised delegated authority to the Head of Finance, or his nominated representative, to compile and publish the Rural Settlement List where there are no changes to the boundaries.

2. RECOMMENDATIONS

- 2.1 **That Members approve the revised settlement boundaries.**
- 2.2 **That Members approve the appended rural settlement list.**
- 2.3 **That Members approve that the Head of Finance, or his nominated representative, be granted delegated authority to compile and publish the Rural Settlement List annually where there are no changes to the boundaries.**

3. SUMMARY

- 3.1 Schedule 1 of The Local Government and Rating Act 1997 introduced a scheme of relief for village shops and post offices that are situated in rural settlements.
- 3.2 Section 42A of the Local Government Finance Act 1988 requires the Council to maintain and review the Rural Settlement List annually.

4. PREVIOUS MINUTES

- 4.1 Resources and Assets corporate board 17th February 1998. Appendix A

5. INFORMATION

- 5.1 The Council is required to maintain a list of rural settlements for which businesses within their boundaries may apply for Rural Rate Relief. The Council is required to review the list and publish it each year before the end of December in respect of the forthcoming financial year.

5.1.2 Approval is being sought to revise the boundaries of the Rural Settlements which, where practicable, will be mapped to parish boundaries. Parishes which are classed as Rural settlements are detailed in Appendix B. Appendix C provides further information on existing settlements and has been produced to illustrate how the grouping of settlements has been mapped to Parish boundaries.

5.1.3 Rural settlement boundaries are reviewed annually and minor changes were last made to the list which took effect from 1st April 2002 and formal approval is now being sought for current recommendations.

5.2 Background

5.2.1 From 1st April 1998 the Government introduced a scheme of relief to support key rural shops and post offices which are situated in rural settlements. The criteria for establishing whether a property will qualify for the scheme is as follows ;

5.2.2 It must appear to the relevant billing authority to be in a rural settlement that has a population of no more than 3000 on 31st December before the financial year in question;

and

In that financial year, it is wholly or partially within an area designated by the Secretary of State by order as a rural area.

5.2.3 The scheme was extended in 2001 to include public houses and petrol stations where the property is the sole such outlet in a designated settlement with a population below 3000.

5.2.4 The Council is required to maintain a list of rural settlements for which businesses within their boundaries may apply for Rural Rate Relief. The list should be reviewed annually and published in December in respect of the forthcoming financial year. Members last formally approved the draft rural settlement list at the Resources and Assets Corporate Board on the 17th February 1998. Only minor changes have been made to the list since 1998 and formal approval is now being sought for the recommended changes.

5.2.5 The Rural Settlement List will continue to be reviewed on an annual basis and will be brought before Members if changes are deemed necessary.

5.2.6 Parishes within Telford & Wrekin that have been designated by the Secretary of State as entirely rural are :-

Chetwynd Aston & Woodcote
Edgmond
Eyton Upon The Weald Moors
Lawley & Overdale
Preston Upon The Weald Moors
The Gorge
Waters Upton

Chetwynd
Ercall Magna
Kynnersley
Little Wenlock
Rodington
Tibberton & Cherrington
Wrockwardine

5.2.7 Parishes within Telford & Wrekin which have been designated by the Secretary of State as partly rural are :-

Church Aston
Lilleshall and Donnington

Hadley

5.2.8 It is proposed that rural settlement boundaries be mapped, where practicable, directly onto the parish boundary. Identifying which settlement a property falls within will be less confusing for tax payers as it is clearer which Parish a property is situated in.

5.2.9 If approved, the number of rural settlement boundaries within the Borough will reduce from 33 to 13.

5.2.10 A report recommending revised guidelines for the granting of discretionary rate relief for rural businesses, under the village shop rate relief scheme and the Rating Act 2001 is currently being prepared for Cabinet and is expected to be completed by February 2009. This report will incorporate details of a new appeals process for any decisions made.

5.3 Equality and Diversity

5.3.1 An Equality Impact Assessment will be carried out on the revised policy for granting of discretionary rate relief which is due to be completed by February 2009.

5.4 Environmental Impact

5.4.1 There is no environmental impact.

5.5 Legal Comment

5.5.1 Sections 42A and 42B of the Local Government Finance Act 1988 contain the provisions relating to Rural Settlement Lists. The legal position has been outlined in this report and there is no further legal comment to add at this stage.

5.6 Links with Corporate Priorities

5.6.1 Strengthening the Local Economy & the Skills of Local People.

5.6.2 Awarding discretionary rate relief to rural businesses directly supports the local economy.

5.7 Opportunities and Risks

5.7.1 By realigning settlement boundaries to Parish boundaries it will remove any confusion as to whether a property falls within a settlement which may further promote the rural rate relief scheme.

5.8 Financial Implications

The change of basis of defining rural settlements has no financial impact on the authority. Mandatory relief granted to rural business has no financial impact as this is offset against payments to the central NNDR pool.

The policy regarding the award of NNDR discretionary reliefs generally which include those granted to businesses in rural settlements will be the subject of a report to Cabinet during February 2009.

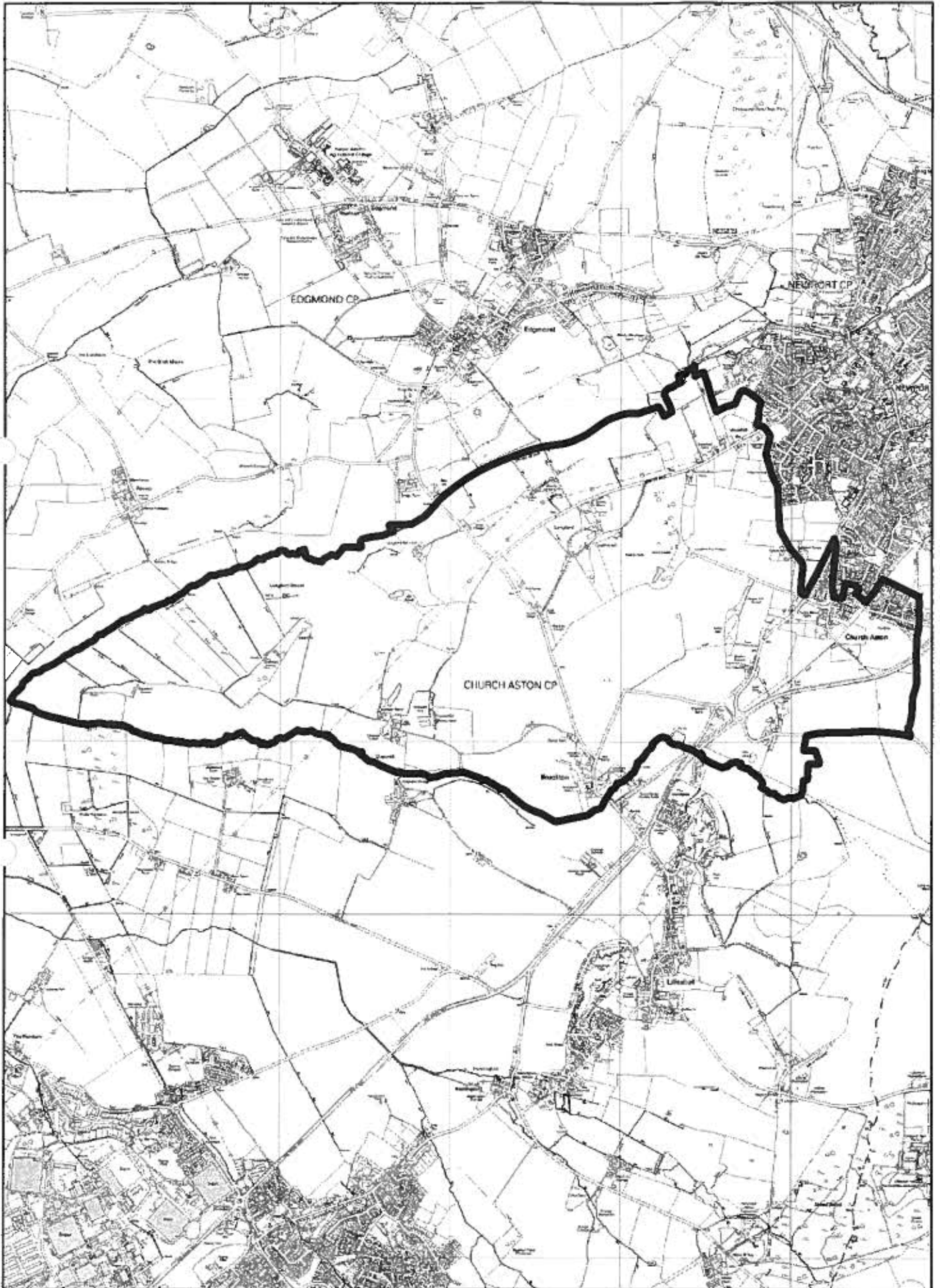
6 WARD IMPLICATIONS

6.1 District Wide Implications

7 BACKGROUND PAPERS

None

Report prepared by Christine Evans
Revenues & Benefits Services Manager
Tel: 01952 383831



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Telford & Wrekin Council, LA0901L, 2001

NATIONAL NON-DOMESTIC RATES RURAL RATE RELIEF
 REVISION OF RURAL SETTLEMENT BOUNDARIES

	Settlement Name	Parish Boundary in which the Settlement is in or predominantly in
1	Chetwynd/Howle/Pickstock/Puleston/Sambrook	CHETWYND
2	Chetwynd Aston & Pave Lane / Woodcote	CHETWYND ASTON & WOODCOTE
3	Brockton/Church Aston/Longford	CHURCH ASTON
4	Edgmond/Edgmond Marsh	EDGMOND
5	Ellerdine/Ellerdine Heath/Rowton/Cold Hatton	ERCALL MAGNA
6	High Ercall/Walton	ERCALL MAGNA
7	Roden/Poynton/Poyton Green	ERCALL MAGNA
8	Crudgington	ERCALL MAGNA
9	Eyton/Wappenshall	EYTON
10	Old Park	GREAT DAWLEY
11	Dawley Bank	GREAT DAWLEY
12	Horton	HADLEY & LEEGOMERY
13	Kynnersley	KYNNERSLEY
14	Lawley	LAWLEY & OVERDALE
15	Overdale & The Rock	LAWLEY & OVERDALE
16	Lilleshall	LILLESBALL & DONNINGTON
17	Huntingdon/Little Wenlock/New Works	LITTLE WENLOCK
18	Preston Upon The Weald Moors	PRESTON
19	Longdon on Tern	RODINGTON
20	Rodington/Rodington Heath/Isombriudge/Marsh Green/Sugden	RODINGTON
21	Coalbrookdale	THE GORGE
22	Ironbridge	THE GORGE
23	Jackfield	THE GORGE
24	Coalport	THE GORGE
25	Tibberton/Cherrington	TIBBERTON & CHERRINGTON
26	Great Bolas/Meeson	WATERS UPTON
27	Waters Upton	WATERS UPTON
28	Cold Hatton Heath/Sytch Lane	WATERS UPTON
29	Long Lane	WATERS UPTON - RODINGTON - EYTON - WROCKWARDINE
30	Bratton	WROCKWARDINE
31	Allscott/Walcot	WROCKWARDINE
32	Admaston	WROCKWARDINE
33	Wrockwardine/Charlton/Leaton&Overley/Cluddley	WROCKWARDINE

NATIONAL NON-DOMESTIC RATES RURAL RATE RELIEF REVISION OF RURAL SETTLEMENT BOUNDARIES

Appendix B

Existing Settlements :-

Chetwynd/Howle/Pickstock/Puleston/Sambrook
Chetwynd Aston & Pave Lane / Woodcote
Brockton/Church Aston/Longford
Edgmond/Edgmond Marsh
Tibberton/Cherrington
Great Bolas/Meeson
Waters Upton
Cold Hatton Heath/Sytch Lane
Ellerdine/Ellerdine Heath/Rowton/Cold Hatton
High Ercall/Walton
Roden/Poynton/Poyton Green
Crudgington
Kynnersley
Lilleshall
Preston Upon The Weald Moors
Horton
Eyton/Wappenshall
Bratton
Long Lane
Longdon on Tern
Allscott/Walcot
Admaston
Rodington/Rodington Heath/Isombriudge/Marsh Green/Sugden
Wrockwardine/Charlton/Leaton&Overley/Cluddley
Lawley
Overdale & The Rock
Old Park
Dawley Bank
Huntingdon/Little Wenlock/New Works
Coalbrookdale
Ironbridge
Jackfield
Coalport

Proposed settlements :-

Chetwynd Parish
Chertwynd Aston & Woodcote Parish
Church Aston – as defined by the boundary of Map in Appendix D
Edgmond Parish
Ercall Magna Parish
Eyton Upon the Weals Moors Parish
Kynnersley Parish
Little Wenlock Parish
Preston Upon The Weald Moor Parish
Rodington Parish
The Gorge Parish
Tibberton & Cherrington Parish
Waters Upton Parish

WREKIN COUNCIL

RESOURCES AND ASSETS CORPORATE BOARD 17 FEBRUARY 1998

SCHEME PROVIDING FOR RELIEF FROM NATIONAL NON-DOMESTIC RATES IN RURAL SETTLEMENTS (VILLAGE SHOP RATE RELIEF SCHEME)

REPORT OF THE HEAD OF FINANCE

SUMMARY REPORT

As from 1st April 1998 a new business rate relief scheme will come into effect which provides for certain rural businesses to be awarded relief from paying business rates. The attached report provides information with regard to the background and the legislation in respect of the scheme.

Certain areas in the Wrekin district have been designated (by legislation) as either rural or partly rural. The authority has to define rural settlements within these rural areas. Each settlement must have a population of less than 3,000. The authority is then required to publish a rural settlement list, defining the rural settlements within its boundaries. (See Appendix A).

The rate relief that can be awarded falls into two categories; mandatory and discretionary relief.

Mandatory relief can be awarded to any sole post office and/or general store within a rural settlement, provided that the property has a rateable value of less than £5,000. Mandatory relief is limited to 50% of the rates payable.

Discretionary relief can be awarded to any business property within a rural settlement provided that the rateable value of the property is less than £10,000 and the business concerned is beneficial to the local community. The authority must also take into account the interests of the Council Tax payers of the area when considering an application. Discretionary relief can be awarded up to 100% of the rates payable.

Members should be aware that there is a cost implication to the authority of granting discretionary relief. 25% of any discretionary relief awarded must be funded by the authority.

In accordance with Government guidelines criteria for awarding discretionary relief have been drawn up.

Members are required to:-

- Approve the rural settlement list
- Approve the suggested guidelines for awarding discretionary relief
- Approve the suggested delegation of decision making in respect of applications for relief

WREKIN COUNCIL

RESOURCES AND ASSETS CORPORATE BOARD 18 FEBRUARY 1998

SCHEME PROVIDING FOR RELIEF FROM NATIONAL NON-DOMESTIC RATES IN RURAL SETTLEMENTS (VILLAGE SHOP RATE RELIEF SCHEME)

REPORT OF THE HEAD OF FINANCE

1 PURPOSE

- 1.1 To seek approval for the proposed guidelines for granting of discretionary relief in respect of the National Non-Domestic Rate (NDR) relief scheme for hereditaments in rural areas.
- 1.2 To seek approval for the delegation of decision making in respect of the discretionary relief to the Head of Finance or his nominated staff.

2. BACKGROUND

- 2.1 The Local Government and Rating Act 1997 received Royal assent in March 1997. This Act contains provisions related to the introduction of a new rate relief scheme for hereditaments in rural settlements.
- 2.2 Regulations which are required to bring the provisions of the Act fully into force have now been made. The relevant regulations are: The Local Government and Rating Act 1997 (Commencement No.2) Order 1997 (No. 2751), The Non-Domestic Rating (Rural Settlements) (England) Order 1997 (No. 2792), The Housing (Right to Acquire or Enfranchise) (Designated Rural Areas in the West Midlands) Order 1997 (No. 620) and The Council Tax and Non-Domestic Rating (Demand Notices)(England)(Amendment)(Rural Rate Relief) Regulations 1998 (No. 47)

3 RURAL SETTLEMENTS

3.1 Legislation

The Local Government and Rating Act 1997 provides that rural settlements will be those which:-

- 3.1.1 appear to the relevant billing authority to have a population of no more than 3,000 on 31 December before the financial year in question; and
- 3.1.2 in that financial year, are wholly or partially within an area designated by the Secretary of State by order as a rural area.
- 3.1.3 The Regulations adopt, in general, those areas designated as rural for the purposes of the Right to Acquire scheme for housing association tenants for the purposes of the village shop rate relief scheme. The designated areas contain only settlements of 3,000 people or less.
- 3.1.4 These areas are designated for the West Midlands by The Housing (Right to Acquire or Enfranchise) (Designated Rural Areas in the West Midlands) Order 1997 No. 620. Where parishes contain a mix of rural and non-rural areas the boundaries within these parishes are defined by maps.

- 3.1.5 For the NNDR relief scheme the regulations designate the whole parish in these “mixed” parishes. Billing authorities will then have to designate those settlements within those parishes which have a population of up to 3,000 to which the relief scheme will apply.
- 3.1.6 Provided a settlement is partly within a designated rural area a business within the settlement but outside of the rural area will be eligible for relief.
- 3.1.7 All settlements within a parish designated as being entirely within a rural area have a population of not more than 3,000. Parishes within the Wrekin area that have been designated as entirely rural are:-

Chetwynd Aston & Woodcote	Chetwynd
Edgmond	Ercall Magna
Eyton Upon The Weald Moors	Kynnersley
Lawley & Overdale	Little Wenlock
Preston Upon The Weald Moors	Rodington
The Gorge	Tibberton & Cherrington
Waters Upton	Wrockwardine

- 3.1.8 Parishes within the Wrekin area that have been designated as partly rural are:-

Church Aston	Hadley
Lilleshall & Donnington	

- 3.1.9 In accordance with the Regulations, Wrekin Council published a draft rural settlement list, taking into account all the aforementioned criteria. A copy of this list is attached at Appendix A.
- 3.1.10 In compiling the Rural Settlements List for the Wrekin District care has been taken to ensure that boundaries of settlements have been drawn as widely as possible. This ensures that the maximum number of rural hereditaments are at least able to apply for relief. However, care has also been taken not to draw boundaries so widely as to prejudice the awarding of mandatory relief to sole post offices and/or general stores within the settlements.

4 MANDATORY AND DISCRETIONARY RELIEF

- 4.1 Mandatory Relief will apply to any sole post office and/or sole general store in a qualifying settlement. The rateable value threshold is £5000. Mandatory relief is limited to 50% of the rates payable for the relevant year.
 - 4.1.1 A Post Office is defined as a hereditament, or part of a hereditament, used for the purposes of the Post Office (within the meaning of the Post Office Act 1953).
 - 4.1.2 A General Store is defined as a hereditament, or part of a hereditament, used in a trade or business consisting wholly or mainly of the sale by retail of both food for human consumption (excluding confectionery) and general household goods.
- 4.2 The legislation has determined that there will be a discretionary element to the relief scheme. This provides that Billing Authorities may decide to grant relief, provided that a property is in a qualifying settlement and is used for purposes which are of benefit to the local community and it is reasonable for the billing authority to make such a decision having regard to the interests of persons liable to pay council tax set by it. The rateable value threshold for discretionary relief is £10,000.
- 4.3 Discretionary relief may be granted up to 100% of rates payable for the relevant year. The relief may be applied to properties which fall outside the definition of sole rural post offices or general stores. It may also be awarded to top up mandatory relief to 100% of rates payable for a relevant year.

5 FUNDING OF MANDATORY AND DISCRETIONARY RELIEF

- 5.1 The full cost of awarding 50% mandatory relief will be offset against payments to the NNDR pool.
- 5.2 The billing authority will fund 25% of any discretionary relief granted.
- 5.3 Assuming during 1998/99 that all cases likely to qualify for the 50% mandatory relief are also granted 50% discretionary relief this is likely to result in a total cost in the order of £2,500 to the authority. As indicated above this figure represents 25% of the discretionary element.

6 WREKIN AREA - ELIGIBILITY FOR MANDATORY RELIEF

- 6.1 In view of the intention of the then Government to introduce the village shop rate relief scheme, at the General Purposes Sub Committee meeting of 10 July 1996, it was agreed that applications for Relief under Section 49 (hardship provisions) of the Local Government Finance Act 1988 from village stores and post offices would be received favourably.
- 6.2 Full Rate relief has been granted in accordance with this decision in relation to the following properties:-

<u>Property</u>	<u>Rateable Value</u>
The Stores, High Ercall	£2,000
Toll Gate House, High Ercall	£ 325
Village Stores, Edgmond	£1,675
16, Shrewsbury Road, Edgmond	£ 780
The Stores, Tibberton	£3,450
19, Tibberton	£1,275
Anville Stores, Hillside, Lilleshall	£1,600
Post Office, Village Hall, Rodington	£ 500
Shop at Lion Inn, Waters Upton	£1,025

Ratepayers at the above properties will be eligible to apply for mandatory relief under the new scheme. A decision has to be taken as to whether discretionary relief will also be granted to sole post offices and/or village stores.

7 DISCRETIONARY RELIEF GUIDELINES

- 7.1 Wrekin Council should establish guidelines for dealing with applications for discretionary relief for businesses applying for discretionary rate relief in rural areas. It is suggested that the following should apply.
- 7.2 Guidelines:-
- 7.2.1 Entitlement to relief will only be considered by application on a standard application form.
- 7.2.2 Each case will be dealt with individually and decided on its merits.
- 7.2.3 Every decision with regard to relief shall refer to the legislation which provides that "discretionary relief may be granted provided that a property is in a qualifying settlement and it is used for purposes which are of benefit to the local community and it is reasonable for the billing authority to make such a decision having regard to the interests of persons liable to pay council tax set by it."
- 7.2.4 In the case of sole post offices and/or village stores discretionary relief of 50% will be used to top up the mandatory relief, provided that there is not another post office or village store which is easily accessible to the residents of the local community.

- 7.2.5 Every applicant for discretionary relief must state how, in their opinion, the business benefits the local community.
- 7.2.6 The following should be taken into account when deciding whether discretionary relief should be awarded to any other rural business:-
- 7.2.6.1 Whether the business concerned employs a significant number of employees who are resident in the rural settlement in which the business is located.
 - 7.2.6.2 How many suppliers of the service there are in the appropriate rural settlement
 - 7.2.6.3 Whether there are any other suppliers of the service concerned which are easily accessible to residents within the rural settlement.
 - 7.2.6.4 In determining an application, the Authority should give some consideration to the financial viability of the business concerned, thereby having regard to the interests of the council taxpayers in general balanced by the detrimental effect on the rural community should the business have to close if relief were not granted.

8 DELEGATION OF DECISION MAKING

- 8.1 Members should decide whether entitlement to mandatory and discretionary relief will be determined by the Policy Board or whether the decision making can be delegated to officers.
- 8.2 With regard to 8.1 Members should be aware that applications in respect of charitable relief (both mandatory and discretionary) are currently determined by officers.

9 RECOMMENDATIONS

- 9.1 That the proposed guidelines for the granting of mandatory and discretionary relief for rural businesses be approved.
- 9.2 That members delegate the determination of applications to appropriate officers.
- 9.3 That members approve the draft rural settlement list

REPORT PREPARED BY
TELEPHONE NUMBER

John Evans, Revenues Manager
01952 203006

TELFORD & WREKIN COUNCIL

CABINET - 8TH DECEMBER 2008

REVIEW OF THE RISK MANAGEMENT STRATEGY 2008

REPORT OF THE CORPORATE DIRECTOR RESOURCES

1.0 PURPOSE

1.1 For Cabinet to approve the revised risk management strategy.

2.0 RECOMMENDATIONS

2.1 Cabinet is asked to approve the revised risk management strategy attached as Appendix 1, noting the comments in Paragraph 5.2.

3.0 SUMMARY

3.1 In line with good corporate governance and the requirements of the Audit Commissions CPA Use of Resources, the risk management strategy is reviewed on an annual basis for continuing relevance and effectiveness.. The current risk management strategy was agreed by Cabinet in November 2007.

4.0 PREVIOUS MINUTES

Cabinet – 12th November 2007

5.0 INFORMATION

5.1 The risk management strategy has been reviewed in line with best practice and the requirements of CPA 2008. This revised draft strategy also incorporates comments from the Corporate Risk Management Group (CRMG).

5.2 The changes in the revised version of the Strategy are tracked so that they stand out and include:

Increased emphasis on Business Managers responsibilities to :

- actively involve their teams in risk identification workshops to further ensure that all staff understand their responsibilities with regards to managing risks.
- ensure that their staff are aware where they should be reporting risks and how they feed back on any progress.

Improved communication –

- document in the Strategy that upon completion of the review an article will be published in the Bulletin to inform staff of changes.
- Key Risk review – document in the Strategy that upon completion of the review an article will be published in the Bulletin to inform staff where they can find details of the latest Key Risks.

6.0 OTHER CONSIDERATIONS

AREA	COMMENTS
Equal Opportunities	If business decisions are made using risk management principles, they will ensure that equal access of opportunity is offered to all.
Environmental Impact	The changes made to the strategy support the delivery of the Council's sustainability agenda. In addition failure to manage environmental risks and abide by regulations could have significant impacts on the Council.
Legal Implications	Failure to manage risks could have severe legal consequences and affect the standing of the Council.
Opportunities and Risks	Ensuring our Risk Management Strategy is clear, concise and understandable assists in its' effective use and maximising opportunities whilst managing the risks.
Links with Corporate Priorities	The effective management of risk links with the priority of building an effective, modern council. It is also assessed as part of the CPA Use of Resources process.
Financial Implications	An effective risk management strategy will help prevent/ minimise financial losses and damage to the reputation of the Council.
Ward Implications	None.

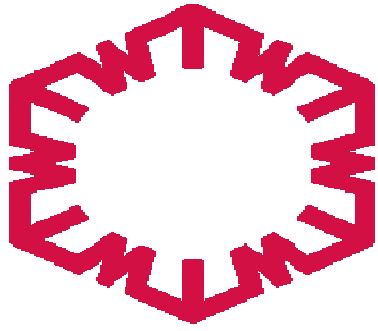
7.0 **BACKGROUND PAPERS**

Risk Management Strategy 2007

CPA Use of Resources 2008

Risk Management Strategies from other Local Authorities

Report prepared by Sarah Daffern, Principal Risk Officer, 01952 383112



Telford & Wrekin

C O U N C I L

Risk Management Strategy

~~October 2007~~ November 2008

This Risk Management Strategy has the full support of the Members, Chief Executive and the Corporate Directors Board. The co-operation and commitment of all employees is required to ensure that the authority's activities and resources are managed within a consistent risk management framework.

Cabinet Member: Resources – Lead Member for Risk Management – Cllr Adrian Lawrence

Corporate Director: Resources – Victor Brownlees

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Telford and Wrekin Risk Management Strategy

Risk Management is about maximising opportunities for innovation, whilst identifying and managing the opportunities and risks attached to them, in order to achieve objectives.

INTRODUCTION - RISK MANAGEMENT STRATEGY OBJECTIVES

The aim of this strategy is to give a clear explanation of what risk management is, and what is expected from members and employees at all levels of the council. It is not intended to constrain members or employees from innovation and effective service delivery but to assist them in their activities.

The function of Risk Management is to help the authority achieve its corporate objectives, and to protect the assets and resources of Telford & Wrekin_ against risk in the most efficient way. As such the objectives of the function are:

- To identify, assess and manage the opportunities and risks to which the authority is exposed, both at strategic and operational level and within Partnerships and Projects
- To assist in decision making at all levels within the authority
- To place a greater emphasis on identifying the opportunities and risks associated with the Council's budget options and levels of balances.
- To integrate, within the business planning and project planning processes, appropriate measures to ensure that all portfolios and partnerships are avoiding, reducing and economically controlling opportunities and risks.
- To support Members and and managersemployees in their responsibilities for implementing the risk management strategy and to promote the benefits of risk management.
- To enable effective service delivery to local people, to maximise the opportunities presented and to minimise the risk of significant service failures.
- To protect physical assets, promote employee and public safety and maximise resources.
- To utilise the corporate risk management group and or Corporate Directors Board to provide a forum for the implementation of the risk management strategy, give feedback, advice and recommend reviews of procedures, where necessary.
- To learn from risk failures to improve the systems of internal control and risk management
- To promote good corporate governance and therefore contribute to the annual assurance statement incorporating the statement on internal control.
- To raise awareness of the principles and benefits involved in the risk management process and obtain commitment to the principles of effective risk management.

The Council and this Strategy recognises that it is the responsibility of all members, officers and employees to have regard for risk in the carrying out of their duties. If uncontrolled, risks can result in a drain on resources that could better be directed to front line service provision and to meeting the authority's objectives.

This strategy will ensure that all areas of risk are identified, evaluated, controlled, monitored and reported. The process applies equally to both strategic and operational risks and is integrated into the business planning process.

1. THE TELFORD AND WREKIN METHOD OF MANAGING RISKS

The cycle of risk management involves a number of key stages which are outlined below but are shown in more detail in Appendix A attached:

Stage 1: Objectives

Agrees the objectives for the organisation, portfolio / Priority plan, business unit, project or partnership

Stage 2: Risk Identification

Identifies the risks or barriers to achieving the objectives through:

- Specifying the strategic risks to which the authority is exposed in meeting its corporate objectives.
- Creation and maintenance of a strategic 'risk register', including a list of the 'key' strategic risks to the organisation. (key risks are those with a residual score of 7 or higher).
- Risks to achieving portfolio objectives being identified in Portfolio Plans
- Operational risks being identified and recorded in business plans.
- Project Risks and opportunities being identified in their initiation documents and then reviewed on an on-going basis
- Partnership risks being identified in their relevant documentation

Stage 3: Risk Scoring/Evaluation

Using the Risk Matrix for each identified risk to give:

- An assessment of impact and likelihood.

The evaluation results are recorded in the Risk Register (template shown in Appendix A). All risks for any particular strategic/business area can then be prioritised.

Stage 4: Risk Mitigation/Control

Recognises and records the Controls which are currently in place to reduce the likelihood of the risk occurring and the impact of the risk on the Objective.

Stage 5: Re-assessment of risk

Once current controls have been identified the risk needs to be scored again to give the residual risk score.

Stage 6: Action Planning

Following evaluation there are four main control options to manage the risk:

Terminate	Do not undertake the activity
Transfer	Pass the risk on, for example to a contractor e.g. PFI or insurer
Treat	Manage it, put in place effective controls
Tolerate	Monitor and re-evaluate in the future

If the residual score is higher than acceptable, we need to identify what further action can be taken to further manage the risk to reduce the score

Stage 7: Allocate Responsibility

Each Risk is allocated a risk owner to take responsibility for managing the risk, ensuring controls remain effective and actions are taken.

Stage 8: Recording Risks in Risk Register

All risks, including controls, actions, gross and residual scores, as well as Risk Owners should be detailed in the Risk Register (Template shown in Appendix A)

Stage 9: Monitoring and Reporting

All risks can change over time and therefore need close monitoring to ensure that controls remain in place and are effective. Also new risks can be added to the risk register and those that are no longer a risk can be removed. All changes must be recorded and reported appropriately. This includes dating any changes so that there is evidence of reviewing the register.

2. TELFORD AND WREKIN RISK STRUCTURE:

Strategic Level:

- Strategic Risks which may affect the achievement of Corporate Objectives are detailed on the Strategic Risk Register and appropriate Portfolio or Priority Plan Risk Registers if necessary.
- Risk Owners are at Director / Chief Executive level and all risks are reviewed quarterly with each risk owner and are agreed by Directors and Cabinet and are reported to Standards and Audit Committee for information.
- Currently 289 Strategic Risks – 18 of these are key risks.
- Key Strategic Risk Register is shown on the Members Information Point and also the Risk Management Intranet Page.
- All reports submitted to Cabinet, must include the key risks which are associated with the decision, policy or action to be taken and how those risks will be managed. This risk assessment should include a Sustainability Impact Appraisal.¹

Priority Plan / Portfolio Level:

- Each Priority Plan / Portfolio should maintain a Risk Register which corresponds to their ~~portfolio~~ objectives.
- This register should be reviewed on a regular basis as part of the ~~portfolio~~ plan review and monitoring process.
- Priority Plan or Portfolio management teams on a quarterly basis should meet with Principal Risk Officer to update their risks and identify any which need to feed into the Strategic Risk Register
- All reports submitted to Cabinet, must include the key risks and opportunities which are associated with the decision, policy or action to be taken and how those risks and opportunities will be managed.

Business Units:

- Each Business Unit should establish a Risk Register which links to their Business Objectives. These should be reviewed on a regular basis and used to influence decision making.
- Top 5 risks or those scoring 7 and over should be detailed in the Business Plan in the corporate format.

¹ A Sustainability Impact Appraisal is the identification of the impact a decision, project or action will have on the achievement of sustainability targets

- Risks which have an impact on the [Priority Plan or](#) Portfolio Objectives should be fed into these [Portfolio Risk Registers](#)
- All reports submitted to Cabinet and Directors, must include the key risks which are associated with the decision, policy or action to be taken and how those risks will be managed.

Projects:

- Projects within the authority should be run to the principles of the PRINCE2 methodology. Risks must be identified, managed and reported through-out the project to the Project Board accordingly.
- At the initiation stages of the project, the risks and opportunities should be identified using the Corporate Methodology and reported in the initiation documentation. The Principal Risk Officer is available to assist in this process.
- This risk assessment process should include a sustainability impact appraisal.
- Risks attached to Projects should be fed into the appropriate [Priority Plan or](#) Portfolio Risk Register as well as the Strategic Risk Register if required.

Partnerships:

- We are required to identify and manage the risks attached to all Partnerships in which the authority is involved. These could be risks for the Council itself, and or the Partnership.
- The Corporate Risk Management methodology should be used. The Principal Risk Officer is available to assist in this process.
- Risks attached to Partnerships should be fed into the appropriate [Priority Plans or](#) Portfolio Risk Registers as well as the Strategic Risk Register if required.

3. RESPONSIBILITIES FOR RISK MANAGEMENT

- **Cabinet Member for Resources**
 - The lead member for risk management.
- **Cabinet members**
 - Have a collective responsibility to understand the strategic risks that the authority faces, to oversee the effective identification and management of these risks by officers.
 - Ensure that all identified risks and opportunities have been considered in decision making.
 - Seek clarification from Portfolios if risks are not specifically shown in reports
 - Agree the risk management strategy and review its effectiveness.
 - Quarterly agree the Councils key strategic risks taking account of any concerns raised by the [Standards and](#) Audit Committee.
 - Receive an annual report on risk management.
- **~~Standards and~~ Audit Committee Members**
 - Monitor the effectiveness of the authority's risk management arrangements, receiving quarterly reports and reviewing the Risk Management Annual Report to Council
 - Seek assurances that action is being taken on risk related issues identified by auditors and inspectors
 - Be satisfied that the authority's Governance statement, including the Statement on Internal Control, properly reflect the risk environment and any actions required to improve it.
- **All Members**
 - Have a responsibility to understand the strategic risks that the authority faces, to oversee the effective identification and management of these risks by officers.
 - Ensure that all identified risks and opportunities have been considered in decision making.
 - Seek clarification from Portfolios if risks are not specifically shown in reports
 - Use the Key Strategic Risk Register to help select items for Scrutiny reviews

- **Chief Executive**
 - Leads on the wider corporate governance agenda, of which risk management is a part.
 - Signs off the annual Governance Statement including the Statement on Internal Control (SIC) along with the Leader of the Council.
 - Ensures that risks are fully considered in all strategic decision making and that the risk management strategy helps the Council to achieve its objectives and protection of its assets.
- **Corporate Director: Resources**
 - The lead officer for risk management and owner of the Risk Management Strategy
 - Chairs the Corporate Risk Management Group.
- **Corporate Directors**
 - Provide leadership to ensure that the process of risk management is embedded into the processes of the authority and their portfolio to ensure the effective management of risk.
 - Ensure that all risks ~~on the~~ in the Priority or Portfolio Plan are reviewed on a regular basis with ~~their~~ senior management team officers and that any corporate risks are then fed into the Strategic Risk Register
 - Manage the Strategic Risks they have been allocated and review these with the PRO on a quarterly basis.
 - Identify any new Strategic Risks which need to be included in the Strategic Risk Register
 - Ensure that risks are fully considered in decision making within their portfolio and in all reports to Directors and Members.
 - Ensures that projects undertaken within their Portfolio are managed according to the Prince2 principles, including the establishment of a risk register for the project at the initiation stage.
 - To ensure that all reports presented from their service area contain the relevant risk and opportunity information, including sustainability impact appraisal
- **Heads of Service and Business Managers**
 - Cascade the principles of good risk management to their sections, report potential strategic risks to their management team and manage all the risks associated with their service.
 - Involve their sections in initial risk identification workshops to ensure everyone understands their role and responsibilities for risk management.
 - Ensure officers are aware who they report risks to.
 - Ensure officers who are managing risks feed back any progress to their teams.
 - Ensure that risks are fully considered in decision making processes.
 - Ensure that risks are reviewed on a regular basis and reported appropriately.
 -
 - Ensure that risks are managed appropriately in any projects and partnerships that they are responsible for or are involved with.
 - Ensure that any policies or procedures for which they are responsible make the appropriate linkages to risk management.
 - Ensure that all reports presented from their service area contain the relevant risk and opportunity information, including sustainability impact appraisal
- **Project Managers and Managers of Partnerships**
 - Use the Corporate Risk Management Methodology to identify and manage their risks.
 - Establish a risk register for their project or partnership at the initiation stage
 - Report their risks to the appropriate Partnership / Project Board on a regular basis.
 - Ensure that their risks are included in the appropriate Priority Plan or Portfolio Risk Register if necessary and / or the Strategic Risk Register
- **Corporate Risk Management Group** (The terms of reference and further details of this group are shown in Appendix B)
 - Annually review the strategy
 - Receive and approve the Annual Report on Risk Management

- Each Portfolio Representative is responsible for the co-ordination of the identification, analysis and control of risks in their portfolio.
- Support managers in the monitoring and review of risks.
- Oversee and authorise expenditure of the Risk Management Fund
- **Audit & Risk Manager**
 - Responsible for the management of the corporate risk management function.
 - Implementation of the Risk Management strategy on behalf of the Corporate Director Resources
 - Reporting to Members on Risk Management Strategy, Key Strategic Risk Register and Annual Report
 - Provides training and awareness for Members and Officers
- **Principal Risk Officer**
 - Maintains the authority's strategic risk register, monitors and reports the results to the Corporate Director Resources, Corporate Risk Management Group and Corporate Directors Board.
 - Supports and raises awareness of the authority's risk management strategy with all employees
 - Supports management teams, Projects and Partnerships and ensures that risk management continues to be an integral part of the service and financial planning process and the business planning process.
 - Provides training and awareness for Members and Officers
 - Liaises with the Insurance Manager regarding external insurers to ensure that future premiums reflect all risk management activities being undertaken, and that advice and resources available from insurers/brokers are made available to authority's sections/departments.
 - Liaises with the Insurance Manager to assess risk areas arising from insurance issues and to develop potential strategies for mitigating them.
 - Benchmarking and comparing with other Local Authorities in order to continuously improve practices.
- **Insurance Manager**
 - Day to day management of the insurance function, including arrangement, claims, etc.
 - Monitors claims experience and suggest ways that the authority could target resources in order to ensure that claims experience/levels are minimised.
 - Assesses insurance risk areas and liaises with the Audit & Risk Manager and Principal Risk Officer on recommended solutions and action required.
 - Identifies risk control strategies identified from the insurance function.
- **Every employee**
 - All employees have a responsibility for identifying and managing the risks that they face on a day to day basis, and reporting these to their managers.

4. STRATEGIC RISK REPORTING:

The risk management process requires a robust reporting and monitoring system, which will report effectively on the Council's current risk profile as follows.

- All reports submitted to Cabinet, must include the key risks which are associated with the decision, policy or action to be taken and how those risks will be managed.
- Reports to support Strategic Policy decisions in addition to risk and opportunity information should include a sustainability impact appraisal
- Quarterly report to CRMG on strategic risks
- Quarterly report to Corporate Directors to review Strategic Risks
- Quarterly report to Cabinet on key Strategic Risks
- Regular reporting to the ~~Standards and~~ Audit Committee who oversee the risk management process for the council
- Annual Report on progress in Risk Management to Cabinet and ~~Standards and~~ Audit Committee

- Cabinet Member Resources will be kept up to date of all issues around Risk Management
- Key Strategic Risks are reported on the Risk Management intranet site. A bulletin article is circulated when the Key Strategic Risks have been agreed informing staff where they can find them for reference.

5. COMMUNICATION OF RISK MANAGEMENT

- Strategy

The Risk Management Strategy is reviewed annually and approved by Cabinet. Prior to Cabinet's approval, the strategy is reviewed by the Corporate Risk Management Group. Once the Strategy has been approved it will be featured on the Bulletin to ensure that all employees are aware of any changes. All employees will also be made aware of where to find the strategy to refer to

- Key Risks

The Council reviews its key risks quarterly. Once the review is complete and agreed by Cabinet an article is published in the Bulletin to ensure all staff are fully aware of the key risks and where they can find a copy of the Key Strategic Risk Register.

- Employees

There is a dedicated Risk Management site on the Intranet. Also, in order to ensure that every employee within the organisation is aware of the importance of risk management, leaflets for Managers as well as Employees have been produced and distributed. Additional copies are available from the PRO.

Additionally the following media exist:

- Risk Management and Business Planning Guidance – available on the Best Value Intranet Site. Also the Principal Risk Officer can assist Business Units as necessary.
- Procurement Good Practice Guidance Note on the Procurement intranet site.

- Members

Members have a very important role to play in corporate governance and therefore risk management.

- They should be concerned with strategic risk management and the achievement of the corporate objectives.
- Awareness sessions are regularly held for the Cabinet and all members.
- There is information in the Members' Information Handbook, describing the reasons for, and benefits of, risk management.
- The Members Information Point is kept up to date with Risk Management issues.

CONTACTS:

Principal Risk Officer – Heather Gumsley (heather.gumsley@telford.gov.uk) Sarah Daffern (sarah.daffern@telford.gov.uk)

Audit and Risk Manager – Jenny Marriott (jenny.marriott@telford.gov.uk)

SUMMARY

The need for effective risk management in local government has probably never been greater as public expectations increase and tolerance of failure by public service organisations reduces by the day. Risk management is a continuous and improving process that runs through Telford and Wrekin.

The Council experiences a range of risks. This is because of the diverse range of its activities and the extensive changes taking place under the Government's agenda. The nature of our work means we are constantly changing and increasingly includes entering into partnerships and projects in order to achieve our objectives.

The risk management strategy aims to ensure that all the risks surrounding the authority's activities are consistently managed. It is integrated into the culture of the authority and is led by the most senior management with responsibility for risk being assigned throughout the organisation.

Appendix A - TELFORD & WREKIN – THE RISK MANAGEMENT PROCESS

Stage 1: Objectives

- Be clear on what the objectives are (Strategic, [Priority Plan](#) / Portfolio, Business Unit or Project or Partnership)

Stage 2: Risk Identification

- Once you know what your objectives are, have a risk workshop with your team to list all the risks (threats and opportunities) that could influence the ability to achieve your objectives. Include those risks related to partnerships or other parties you are working with. Be specific; try to avoid only identifying generalised risks such as staff shortages. The Principal Risk Officer [Heather Gumsley](#) [Sarah Daffern](#) can assist you with this.

Stage 3: Risk Scoring / Evaluation

- You need to use the Risk Matrix below to score each risk you have identified. You are assessing the **impact** it will have on you achieving your **objectives** and the **likelihood** of it happening. This is why the risks you identify need to be specific to achieving your objectives.
- Score the risk without controls in place to give you the “**gross**” risk score²

Risk Matrix

Catastrophic Impact

Impact

HIGH Impact LOW Likelihood 6	HIGH Impact MEDIUM Likelihood 7	HIGH Impact HIGH Likelihood 9
MEDIUM Impact LOW Likelihood 3	MEDIUM Impact MEDIUM Likelihood 5	MEDIUM Impact HIGH Likelihood 8
LOW Impact LOW Likelihood 1	LOW Impact MEDIUM Likelihood 2	LOW Impact HIGH Likelihood 4

Minor Impact

Very Unlikely

Very Likely

How to use the Matrix:

Likelihood

Scores are arrived at by assessing the impact of the risk on you achieving your objectives as high, medium or low, then assessing the likelihood of the risk occurring as high, medium or low. Where the two points meet is the score allocated to the risk.

² Gross risk is also known as inherent risk.

So if the Impact will be high (catastrophic) and the likelihood of it happening is high, the score will be 9.

However, if the likelihood of the risk happening is low, and the impact of it happening is also low, the score will be 1.

Stage 4: Risk Mitigation / Controls

- Once you have identified the risks and allocated them a gross score, you need to identify the controls you currently have in place to reduce the likelihood and or impact of this risk. ~~Something can only be a control if it is in place now~~ A control is a measure already in place which is “controlling” the risk. If it is something you plan to do, it is an action and does not currently have an effect on the residual risk score.
- Record the current controls on the risk register.

Stage 5: Residual Risk Score

- Decide if the controls identified reduce the gross risk score. ~~That is d~~ Do they reduce the likelihood or the impact of the risk? ~~?~~
- Use the risk matrix again to re-score the risk with the controls in place to give the '**Residual Risk Score**'. If the controls in place are working then this score is generally ~~Generally, this score is~~ lower than the gross score ~~if the controls are working.~~

Stage 6: Further Action

- Decide if you feel the Residual Score is too high. If it is, you will need to identify what further action you can take to reduce the impact or likelihood, including timescales for these actions.

Stage 7: Allocate responsibility

- Allocate responsibility for the risk to a named individual. This person is the Risk Owner, they are responsible for the risk and should ensure that all controls are working and relevant actions are taken.

Stage 8: Recording the Risk in Risk Register

- You will need to record the outcome of all these stages in your risk register in the format shown below.

Risk	Risk Description	Risk Category	Gross Risk Score	Key Controls	Residual Risk Score	Further Action required and timescales	Risk Owner	Obj
1.	Contractor fails to perform to the required standard	OP FIN STRAT	9	1. Contract specifies standards. 2. Performance is reviewed regularly	7	1. Continued close liaison with Project Manager	A.N.Other	1
2.	Loss of public support for the project	REP FIN STRAT	8	1. Embedded consultation process. 2. Strong press and public support	7	1. Involve key partners in decision making processes. 2. Media management	A.N.Other	3,4
3.	Vandalism causing major damage to the project	FIN	8	1. High visibility security measures in place.	5		A.N.Other	1,2

Stage 9: Monitoring and Review

- All risks on your risk register should be reviewed as part of the monitoring process for the Business Plan or Project Plan and reported appropriately.
- Best practise is that risks should be reviewed on a regular basis, more often in key projects or in times of change.
- You should monitor and manage risks attached to all Partnerships in which you are involved.
- Be aware that risk scores can go up as well as down.
- All changes should be recorded with a date of review.
- Key risks (those with residual risk scores of 7 and over) will need very close and regular attention in order to manage them effectively.

If the Residual Risk Score is 7,8 or 9	This would be classed as a key risk; immediate action is needed to further manage the risk to reduce its likelihood and impact.
If the Residual Risk Score is 4,5 or 6	You need to monitor this risk, consider what action you could take and consider a contingency plan
If the Residual Risk Score is 1,2 or 3	You will need to monitor this risk to ensure the likelihood and impact remains low.

Appendix B

CORPORATE RISK MANAGEMENT GROUP (CRMG)

The authority has a Corporate Risk Management Group which provides a forum to debate risk management issues. this group meets three times a year.-

Terms of Reference

The Corporate Risk Management Group is responsible to the Corporate Director: Resources and concerns itself with the implementation of the risk management strategy of the authority, including the following:

- Annual review of the strategy
- Receive and approve the Annual report on Risk Management
- Each Portfolio Representative is responsible for the co-ordination of the identification, analysis and control of risks in their portfolio.
- Support managers in the monitoring and review of risks.
- Oversee and authorise expenditure of the risk management fund.

Members of the Corporate Risk Management Group

All portfolios of the authority are represented at a senior level. Members of the group include:

Chair – Corporate Director Resources
Head of Planning and Environment, Environment and Regeneration
Head of Planning and Resources or Capital and Facilities Manager, Children and Young People
Head of Performance and Standards, Adult Social and Consumer Care
Strategic Portfolio Business Manager, Community Services
Head of Policy and Performance, Chief Executives
Health and Safety Manager
Insurance Manager / Corporate Finance Manager
Business Manager Civil Resilience
Audit & Risk Manager
Principal Risk Officer

Appendix C

RISK CATEGORIES

CATEGORIES OF RISKS, these should be used as *a guide* in the risk management process.

Risk Category	Description
Operational	Those risks associated with the day-to-day running of a specific Portfolio / Business Unit.
Regulatory	Those associated with current or potential changes in national or European law.
Financial	Those affecting the ability of the Authority to meet its financial commitments. These include internal budgetary pressures, the failure to purchase adequate insurance, the consequences of proposed investment decisions or the loss of opportunity, lack of availability of capital investment, interest rate instability and inflation, etc.
People	For example, recruitment/retention of qualified staff, over reliance on key officers or inability to implement change. Also, lack of clarity over roles and responsibilities.
Reputation	For example, bad publicity in local press over an extended period, items in the national press, matters raised in Parliament or the EU.
Strategic	Those associated with the medium to long-term objectives of the council as a whole.
Information	Those associated with the security, accuracy, timeliness of any information held or given by the organisation.

TELFORD & WREKIN COUNCIL

CABINET – 8 DECEMBER 2008

ADULT SOCIAL SERVICES PERFORMANCE & STAR RATING 2008

REPORT OF CORPORATE DIRECTOR – ADULT AND CONSUMER CARE

1.0 PURPOSE

- 1.1 To provide information on the outcome of the 2007/8 performance assessment and 2008 'Star Rating' for adult social services, undertaken by the Commission for Social Care Inspection (CSCI), and to report on progress, achievements and areas for continuing improvement.

2.0 RECOMMENDATIONS

- 2.1 **That the continued award of the adult social services top performance 'Three Star' rating for 2008 with an improved excellent rating in both categories of assessment is welcomed as recognition of the significant progress which has continued to be achieved in recent years.**
- 2.2 **The dedication and effort of staff in the Council and in partner agencies involved in delivering these key services is acknowledged.**
- 2.3 **That the achievements and areas for further improvement identified in the CSCI Performance Assessment 2007/08 be noted.**

3.0 SUMMARY

- 3.1 CSCI undertakes a national programme of annual performance rating for adult social services authorities. The process is well established, and information is collected through a self assessment statement; performance indicators; and any inspections or monitoring visits.
- 3.2 The outcome of the process is a letter and annual performance assessment, issued following the annual performance assessment meeting. The whole process is then concluded in the announcement of the Council's Adult Social Services 'star rating'. The rating ranges from zero to three stars based on the extent to which the Council is delivering outcomes (formerly serving people well) and the capacity for further improvement.
- 3.3 This year, we have again achieved the highest rating of Three Stars for 2008 under the national rating results that were publicly released on 27th November. In addition we improved our rating from 'good' to 'excellent' for achieving outcomes as part of

the overall rating. The Council has achieved the highest possible rating for its adult social services.

4.0 PREVIOUS MINUTES

4.1 Cabinet 14 April 2008 Adult Social Services Performance & Star Rating 2007.

5.0 INFORMATION

5.1 A system of 'Star Rating' for social services authorities has been in place since 2002, and this resulted in an assessment for Telford & Wrekin of One Star in 2002. There was an improvement to Two Stars for 2003, 2004 & 2005. We achieved the highest rating of Three Stars in 2006 and 2007 and have again been awarded the highest rating for 2008 with an improved rating of excellent for delivering outcomes.

5.2 The assessment starts with an evaluation by CSCI based on our annual 'Self Assessment Statement' (SAS) which is submitted in May. This is an extensive document that covers all main areas of social services and includes our statements of progress and a wide range of financial and performance data. CSCI also considers the national performance indicators for our adult social services, and information gathered from inspections and monitoring visits.

5.3 During 2007/08 the council continued to show progress as measured by the performance indicators that we send to the Department of Health. We maintained a position of the majority of the indicators showing that local services are in good or excellent bands. A summary is attached at Appendix 1.

5.4 The care services that the Council directly provides and which are subject to separate inspections have all maintained their excellent ratings. The services inspected are intermediate care (to avoid unnecessary hospital admissions and support people following discharge); and learning disability services such as residential care at Carwood and Downing House, the Community Living service (supporting people in their own homes) & the Adult Placement Scheme

5.5 Following the Annual Performance Assessment meeting with CSCI the performance rating of Three Stars was issued at the end of November 2008. The assessment for Telford & Wrekin is that our rating for '**delivering outcomes**' is **excellent** and for '**capacity for improvement**' is **excellent**.

5.6 The overall judgement of excellent for delivering outcomes is assessed over 7 areas for judgement and our rating on each is listed below:

Improved health and emotional well being	Excellent
Improved quality of life	Good
Making a positive contribution	Excellent
Increased choice and control	Excellent
Freedom from discrimination or harassment	Good
Economic well being	Good
Maintaining personal dignity and respect	Excellent

- 5.7 The capacity for improvement is judged over two areas – Leadership and also Commissioning and Use of Resources. Our rating for both of these was excellent.
- 5.8 The assessment and star rating is a reflection of the commitment and high standard of work of staff within the Adult & Consumer Care Portfolio, and the consistently good services that this has produced. This is a significant achievement given the challenges of increased referrals for service, the increasing complexity of care needs and associated budget pressures.
- 5.9 Much of what we have achieved is also in partnership with other parts of the Council and colleagues in the NHS, voluntary sector and independent service providers. As in other areas of the Council's services, the strength of local partnerships is a great asset and this has enabled positive and productive joint work, which CSCI has recognised.
- 5.10 The excellent rating of services is a significant achievement but it must also be recognised that there are still important areas of service that we will need to keep improving to meet some gaps and it is increasing difficult to provide for the significant increasing demand due to an ageing population and levels of disability, deprivation and social need.
- 5.11 CSCI provides a summary of key strengths and areas for improvement. This summary is attached at Appendix 2, and we are implementing an action plan to maintain the areas of strength and address the areas for improvement.

6.0 EQUAL OPPORTUNITIES

- 6.1 The CSCI monitoring process includes evaluation of our performance for older people and vulnerable members of the community, to improve their quality of life and access to services. There are also specific questions in the SAS and as part of service inspections to ensure that the needs of black and ethnic minority communities and/or individuals are being addressed.

7.0 ENVIRONMENTAL IMPACT

- 7.1 There are no direct implications for the Council's environmental policy arising from this report. However, the annual assessment of performance through CSCI does include consideration of efficiency measures, which will have an indirect benefit to improving the environment.

8.0 LEGAL COMMENT

- 8.1 There are no specific legal comments to make in addition to the information already contained within the body of this report.

9.0 LINKS WITH CORPORATE PRIORITIES

- 9.1 The corporate objectives for promoting the interests of older and vulnerable people, and combating social exclusion are embedded within the principles of social service, and are reflected as key elements in the Annual Performance Assessment and Star Rating.

10.0 OPPORTUNITIES AND RISKS

10.1 The opportunities and risks associated with this report have been identified and assessed. Arrangements will be put in place to manage the risks and maximise the opportunities that have been identified. As the outcome of the performance assessment is very positive, it will provide opportunities for enhancing the reputation of the Council.

11.0 FINANCIAL IMPLICATIONS

11.1 Although there are no direct financial implications arising from this report, the availability of resources for local authority social services is inevitably linked to performance judgements in which demographic growth and demand are a key factor.

12.0 WARD IMPLICATIONS

12.1 This report relates to the whole of Telford & Wrekin, and does not contain information specific to individual wards.

13.0 BACKGROUND PAPERS

- Self Assessment Statement – May 2008
- Social Services Performance Assessment Framework Indicators 2007/08
- A Guide to Social Services Performance ‘Star’ ratings – SSI Dept. of Health, April 2002
- ‘A New Outcomes Framework for Performance Assessment of Adult Social Care’ – CSCI

***Report prepared by Karen Kalinowski, Head of Performance & Standards,
Tel: 01952 381011***

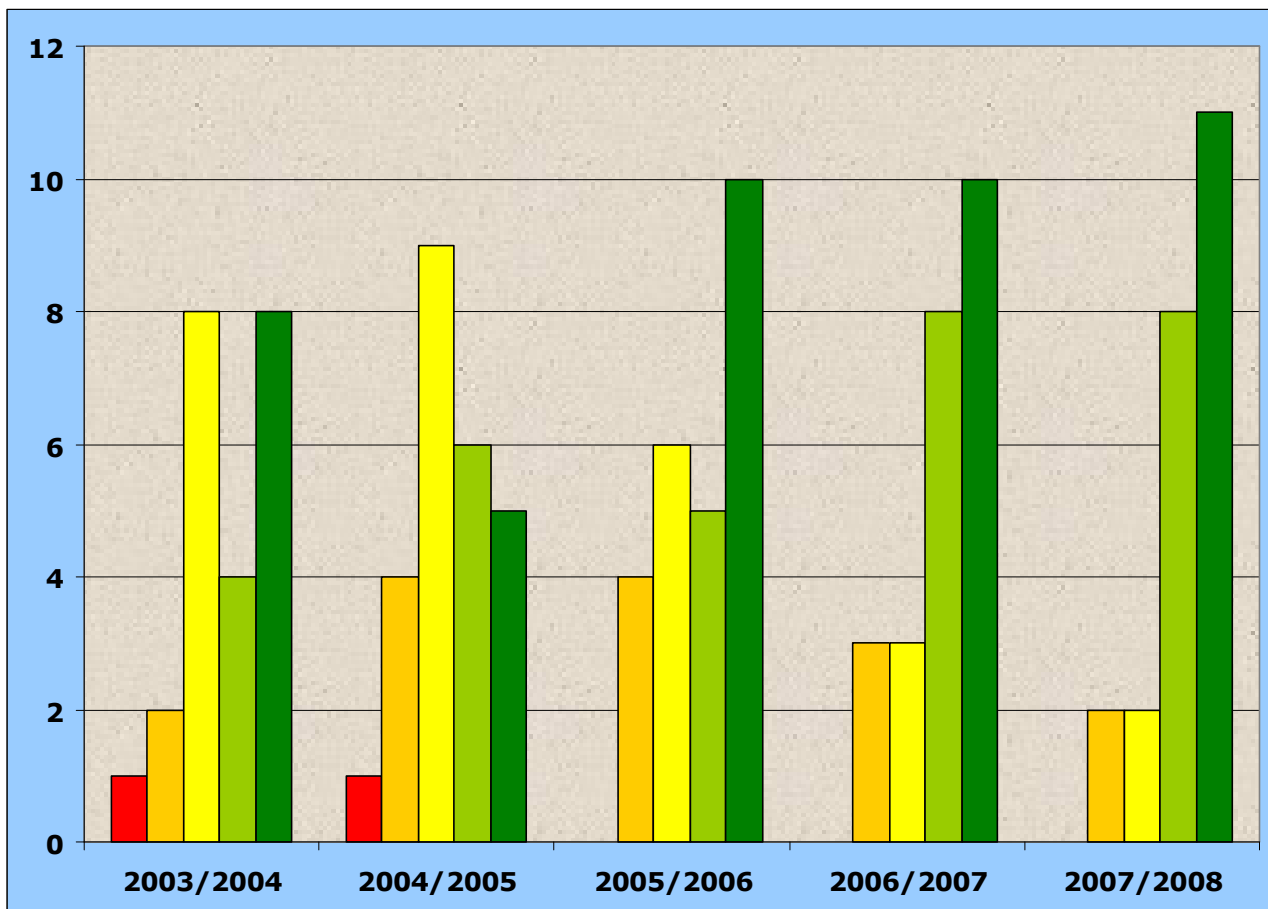
APPENDIX 1

Summary of performance trend

Band	2003/2004		2004/2005		2005/2006		2006/2007		2007/2008	
	No.	%	No.	%	No.	%	No.	%	No.	%
.....	8	35%	5	20%	10	40%	10	42%	11	48%
....	4	17%	6	24%	5	20%	8	33%	8	35%
...	8	35%	9	36%	6	24%	3	13%	2	9%
..	2	9%	4	16%	4	16%	3	13%	2	9%
.	1	4%	1	4%	0	0%	0	0%	0	0%

Note; Two of the indicators in the three blob band are actually in the best available band for that indicator.

The performance year on year for each band can be illustrated as:



APPENDIX 2

CSCI - ANNUAL PERFORMANCE ASSESSMENT 2006/07

<u>Summary of Key Strengths</u>	<u>Summary of Key Areas for Improvement</u>
<p><u>Improved Health & Emotional Well Being</u></p> <ul style="list-style-type: none"> • Effective partnership with the PCT that helps people to stay healthy. • Reductions in waiting lists and waiting times for specific mental health services. • Increased availability of intermediate care, particularly non-residential intermediate care, to prevent hospital admission and to facilitate timely discharge. • Increases in numbers of people receiving treatment, and improved completion rates for treatment, to help them overcome a substance misuse problem. • Good arrangements for monitoring the health of people with a learning disability, and good support to help them to access health care. • Good links between substance misuse services and HIV/AIDS services. • Very few discharges from hospital are delayed. 	<p><u>Improved Health & Emotional Well Being</u></p> <ul style="list-style-type: none"> • Identification of appropriate resources and services to support people with a personality disorder • Work is required with health partners to ensure the whole health and social care system is able to prevent unnecessary delays in discharge from hospital.
<p><u>Improved Quality of Life</u></p> <ul style="list-style-type: none"> • Higher than average rates of people helped to live at home in all service groups. • Services to carers have improved. • The council purchases care from regulated services that are of above average quality. • Shorter than average delivery times for major and minor adaptations. • Development of preventative services that avoid the need for people to go into residential care. • Good use of grant funding to initiate 	<p><u>Improved Quality of Life</u></p> <ul style="list-style-type: none"> • Further improvement in services to carers to bring levels above the England average. • Ensure that systems are in place to follow up people that have been signposted to support services, to ensure their needs have been met.

<p>services to specific groups, including the Black and minority ethnic community.</p> <ul style="list-style-type: none"> • Innovative home improvement service to help older people to live in their own homes longer. 	
<p><u>Making a Positive Contribution</u></p> <ul style="list-style-type: none"> • Progress in introducing self-assessment across a range of service areas. • Involvement of people who use services in designing improvements through Partnership boards in each area. • The council has trained staff to undertake consultation well, and all consultation activity is managed. • Good links with voluntary organisations, and support for a high level of engagement of volunteers in social care activity. 	<p><u>Making a Positive Contribution</u></p> <p>None</p>
<p><u>Increased Choice & Control</u></p> <ul style="list-style-type: none"> • A high proportion of assessments of older people are carried out in four weeks. • A high proportion of packages of care commence within four weeks of assessment. • New carers assessment team has improved support to carers. • Improved information about the range of support services available to people. • Improved arrangements to help support young people with a learning disability through the transition to adulthood. • Improvements in the proportion of concerns about services that are resolved informally. More complaints that are dealt with formally are resolved within time scales. • Improvements in the services available to support people outside office hours. • Low numbers of people are admitted permanently to residential care. • Improvements in numbers of people who are in charge of their own care through 	<p><u>Increased Choice & Control</u></p> <ul style="list-style-type: none"> • Development of electronic systems to share information with health services about people who need support.

Direct Payments.	
<u>Freedom from Discrimination & Harassment</u> <ul style="list-style-type: none"> • Panel process to ensure fair application of eligibility criteria • There is universal access to assessment, and good information is available to help people to identify services that might help them to live independently. • A range of projects and initiatives aimed at helping specific minority groups to access services that meet their particular needs. 	<u>Freedom from Discrimination & Harassment</u> <ul style="list-style-type: none"> • Progression to level 4 of the local government equalities standards (or equivalent)
<u>Economic Well Being</u> <ul style="list-style-type: none"> • Leadership provided by the council as an employer of people with a disability. • Increased range of pathways for people who want to engage in work experiences. • More people with physical disabilities and mental health problems helped into employment. • Effective partnership arrangements that aim to ensure people receive their full entitlement in benefits. 	<u>Economic Well Being</u> <ul style="list-style-type: none"> • More people with a learning disability could be helped into employment.
<u>Maintaining Personal Dignity & Respect</u> <ul style="list-style-type: none"> • Safeguarding Board established with appropriate strategic membership. • Well managed safeguarding service, where the rate of completed safeguarding cases remains above the England average. • Effective joint working between the council, the independent sector, the PCT and CSCI to improve the quality of care in particular homes within Telford. 	<u>Maintaining Personal Dignity & Respect</u> <ul style="list-style-type: none"> • More staff in the council and the independent sector could receive training in safeguarding.
<u>Leadership</u> <ul style="list-style-type: none"> • Committed leadership and effective senior partnership with health focused on improving outcomes in health and social care for people in Telford. • Shared workforce development planning with the PCT that covers the needs for 	<u>Leadership</u> <ul style="list-style-type: none"> • Further improvement in the management of vacancies and staff turnover.

<p>staff development in the independent sector.</p> <ul style="list-style-type: none"> • Improved engagement with local universities and provision of practice placement opportunities for social work students. • Reductions in staff turnover and vacancies. • Consistent team development model in use across the Directorate. • Sickness absence well managed and reducing. • Effective performance management arrangements. 	
<p><u>Commissioning & Use of Resources</u></p> <ul style="list-style-type: none"> • There has been effective joint working to deliver draft joint strategic needs assessment that will inform future planning of health and social care services. • Efficiency savings of £185k delivered. • New post of service commissioning manager to focus on improving the quality of services that are commissioned by the council and PCT. • The overall quality of regulated services in Telford is high. • Good working relationship with care sector providers organisation. 	<p><u>Commissioning & Use of Resources</u></p> <p>None</p>