

CABINET

Decision Notices and Minutes of a meeting of the Cabinet held on Monday, 12th January, 2009 at 5.00 p.m. at the Civic Offices, Telford

PUBLISHED ON FRIDAY, 16th JANUARY, 2009

(DEADLINE FOR CALL-IN WEDNESDAY, 21st JANUARY, 2009)

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

ALSO PRESENT: Councillors R.K. Austin, G.M. Green, and V. Tonks (Opposition Group Leaders)
Councillor K Tomlinson (Chairman of the Scrutiny Review Group on Footpath Gating)

CB-113 MINUTES

RESOLVED – that the minutes of the meeting of the Cabinet held on 8th December, 2008 be confirmed and signed by the Chairman.

CB-114 APOLOGIES FOR ABSENCE

Councillor W.L.Tomlinson

CB-115 DECLARATIONS OF INTEREST

None.

CB-116 RESPONSE TO SCRUTINY COMMISSION REPORT – FOOTPATH GATING

Key Decision identified as **Scrutiny Commission / Scrutiny Management Reports** in the Forward Plan published on 11th December 2008

Councillor K.Tomlinson presented the report of the Scrutiny Commission for Environment and Regeneration on the recent Review of Footpath Gating.

Councillor M.B.Hosken, Cabinet Member for Environment, presented the report that informed Members of the response to the recommendations made by the Scrutiny Commission for Environment & Regeneration following a review of footpath gating.

The report summarised the response to the recommendations made by the Scrutiny Commission for Environment & Regeneration and the responses were detailed in an appendix to the report.

The Commission's review had been thorough in its coverage and assisted by the involvement of a number of internal Officers and Elected Members.

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In December 2007 the Cabinet approved a Footpath Gating Strategy that outlined how the Council would process requests for the closure or gating of alleyways and footpaths due to anti-social behaviour. The Scrutiny review had focussed both on the operation of the new strategy and the assessed the management of existing gated footpaths and alleys.

To process requests for gating or closure of footpaths or alleyways, the new provisions contained within the Highways Act (1980), as amended by the Clean Neighbourhoods and Environment Act (2005), would apply. The Gating strategy outlined the process to be followed under the legislation to determine if it was appropriate to close or gate a footpath. Officers had evaluated 20 locations that had been requested for closure using the new process and it had been assessed that none of the sites were suitable for closure. Based on the crime and anti-social behaviour data analysed it was felt there were more appropriate interventions to address the issues rather than full closure of the footpaths. It was felt that the approved Footpath Gating Strategy and the Council's application of the legislation was appropriate for dealing with new requests for footpath closures or gates.

The Scrutiny Review had highlighted a number of instances where footpaths had previously been closed or gated. It was believed there may be up to 50 locations across the Borough, where gates/barriers were installed more than ten years ago. However, it was not clear precisely how many of those closures there were, whether correct legislation was used for closure/ gating or which area of the Council was responsible for ongoing maintenance and management of the gates/barriers. The recommendations of the Scrutiny Review, appended to the report, sought to address that issue.

Particular reference was made by the Cabinet Member, and the Scrutiny Lead Member, to the positive contributions of Councillor Ute Sambrook, who had experienced particular issues regarding footway gating in her Ward, to the review.

RESOLVED – that the response to the Scrutiny Commission's recommendations, as set out in Appendix 1 of the report, be approved

CB-117 VISION 2026 REFRESH

Key Decision identified as **Telford & Wrekin Partnership / Partnership Bid Applications and Projects** in the Forward Plan published on 11th December 2008.

Members considered a report of the Head of Policy, Performance & Partnership that sought approval of the 'refreshed' Vision 2026 document (Annex 1 to the report) as a basis for securing final endorsement by the Local Strategic Partnership (LSP). .

The report stated that Vision 2026 set out the LSP's longer term ambitions for the Borough. The initial document was published in 2006 and had now been

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'refreshed to take on board changes suggested through an extensive consultation process.

The key themes and ambitions of the refreshed Vision were:

- *A Modern City* - a vibrant Town Centre, with substantial new housing, and improved accessibility.
- *An Enterprising & Innovative Community* - a strong, diverse and low carbon local economy, based on strong business networks.
- *A Strong & Inclusive Community* - regenerated Borough Towns and former New Town estates, a thriving rural area and strong voluntary and community sector.
- *A Learning Community* – integrated learning provision providing vocational and academic skills.
- *A Sustainable Green Community* – a zero waste community, more sustainable forms of energy supply and green businesses.
- *A Safe, Caring & Healthy Community* – a place where people feel safe and secure, and health inequalities are reduced.

These were underpinned by two cross cutting themes; namely *Transforming the Borough* – creating an area with a strong and well-defined positive image and sense of place; and *Narrowing the Gap* – raising expectations and life chances within the Borough's more deprived communities.

During a debate on the proposals contained within the report, Members supported the measures outlined.

RESOLVED – that the 'refreshed' Vision 2026 document (as shown in Annex 1 of the report) be endorsed.

CB-118 COMMUNITY STRATEGY: REVIEWING OUR COMMUNITY PRIORITIES & PARTNERSHIP STRUCTURES

Key Decision identified as **Community Strategy / Local Area Agreement** in the Forward Plan published on 11th December 2008.

Members considered the report of the Head of Policy, Performance & Partnership that sought endorsement for proposed changes to the Council's Community Priorities as part of the 'refresh' of our Community Strategy and Priority Plans, and consequent changes to the Thematic Partnership structures.

The Council was in the process of 'refreshing' both the Community Strategy and Priority Plans. That presented an opportunity to revisit the Community Priorities and Thematic Partnership structures in the light of discussions with the Local Strategic Partnership (LSP) Executive (Agenda Group), 'refresh' of Vision 2026 and the State of the Borough Conference.

In particular, that provided an opportunity to clarify how the 'housing', 'regeneration' and 'environment' agendas in terms of our Community Priorities and Partnership sub-structures were managed.

The suggested way forward was to treat 'Transforming Telford & Wrekin' as an overarching/crosscutting theme for the refreshed Community Strategy, and to create a new 'Housing' Community Priority with its own Priority Plan. That would reflect the additional priority policy objective identified in the draft Service & Financial Planning Strategy. Thematic Partnership structures would then be aligned with that new set of Community Priorities:

- Children & Young People
- Safe, Strong & Cohesive Community
- Healthier Communities & Vulnerable/Older People
- A Sustainable & Quality Environment
- Local Economy & Skills
- *Sustainable Housing Development*

Members welcomed the report.

RESOLVED – that the suggested way forward, as set out in Sections 5.3 and 6.3 of the report, be endorsed and LSP approval sought.

CB-119 PLANNING OF SCHOOL PLACES: STIRCHLEY PRIMARY SCHOOL AND THREE OAKS PRIMARY SCHOOL

Key Decision identified as **Planning of School Places: Co-location of Three Oaks Primary and Stirchley Primary Schools to form a new Primary School at Stirchley District Centre** in the Forward Plan published on 11th December 2008.

Councillor S.Burrell, Cabinet Member: Children & Young People, presented the report of the Corporate Director: Children & Young People that sought approval for the seek approval from the Cabinet for formal consultation to take place in relation to proposals for the merger and co-location of Stirchley Primary School and Three Oaks Primary School to create a new primary school, as part of the Campus Telford & Wrekin vision linked to the Building Schools for the Future building programme.

The Council's policy on school reorganisations determined that reviews should take place, where appropriate, whenever particular circumstances emerge. Those included a pending head teacher retirement or resignation, a significant building issue or where there were an excessive number of surplus places.

It was therefore appropriate to apply the policy in respect of Stirchley and Three Oaks Primary Schools for the following reasons:

- The projected significant increase in the level of surplus places at Stirchley Primary school, over the next five years, together with the

proposals for the Lord Silkin campus as part of the Building Schools for the Future Programme had provided the opportunity for the creation of an all-through 2-19 Learning Community for the Stirchley area.

- The potential for replacement of ageing accommodation at both schools with a purpose built primary school fit for the 21st century. The existing buildings were in the main unsuitable in both size and shape of teaching areas. A new build would not only address those problems, but would also provide the opportunity for creating facilities for enhanced inter-agency support together with the associated education and community benefits.

Meetings had been held with all Telford & Wrekin Headteachers and governors during the past 3 years to share the vision for Campus Telford & Wrekin. Those discussions included the proposals for creating a Lord Silkin Learning Community which incorporated a new primary school to serve the Stirchley area. Further meetings had been held with the respective Headteachers and Chairs of Governors of both primary schools. The conclusion drawn from those meetings was that both schools were supportive of the proposals and wished to work closely with the Council to see the plans implemented.

Members supported the new initiative as being in line with current Council policy to provide enhanced provision for children and young people of the Borough.

RESOLVED –

- (a) **That the Corporate Director: Children and Young People be authorised to engage in formal consultation with key partners and stakeholders in respect of a proposal to merge and co-locate Stirchley Primary and Three Oaks Primary Schools into a new primary school.**

(The first phase would see the newly created primary school established on the Three Oaks Primary school site from September 2010, whilst the Building Schools for the Future work takes place on the Lord Silkin campus site. The second phase would see the creation of a new 360 place primary school as part of the Lord Silkin Learning Community with effect from 2013.)

- (b) **That a further report on the outcomes of consultation be brought to a Cabinet meeting in spring 2009.**

CB-120 BUSINESS CONTINUITY MANAGEMENT STRATEGY

Non Key Decision

Councillor J.M Seymour, Cabinet Member: Adult & Consumer Care, presented the report of the Corporate Director: Adult & Consumer Care, which sought to approve the Business Continuity Management Strategy.

The report stated that the Civil Contingencies Act 2004 required Local Authorities as Category 1 responders to maintain plans to ensure that they could respond effectively in an emergency and continue to deliver their critical services far as reasonably practical. It was also a requirement of the CPA (and CAA after April 2009) for the Council to have a business continuity plan in place for the delivery of all services following any kind of interruption event. As such it was imperative that the Council maintained a prepared and resilient organisation that was able to continue to deliver our identified priority services in the event of a business interruption. Whereas Emergency Planning prepares us for our outward response to the community in the event of an emergency, Business Continuity Planning was our inward response to ensure we could continue to provide our most critical services. The Business Continuity Management Strategy formed the framework for our Business Continuity Plans; those would consist of a Corporate Business Continuity Plan and Service Area Continuity Plans for each Service Area within the Council.

A business interruption could be the result of many things, and the report detailed the key potential risks identified for Telford and Wrekin.

Clearly there were measures in place to manage the risks, but having appropriate business continuity arrangements in place would make the Council more resilient and would ensure compliance with the appropriate legislation.

The report was welcomed by Members, who commented upon the reassurance of continued Council services at times of potential business interruptions.

RESOLVED – that the Business Continuity Management Strategy, as outlined in Appendix 1 of the report, be approved.

CB - 121 APPOINTMENTS TO OUTSIDE BODIES 2008-09

Non Key Decision

Councillor A.J Eade, Leader & Cabinet Member: Chief Executive's Unit, presented the report of the Head of Audit & Democracy which requested Cabinet to appoint replacement representatives to the following Outside Bodies:

- Telford & Shropshire Marketing Partnership
- Racial Equality & Diversity Partnership

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- CVS Projects Ltd.
- CVS Executive Committee
- Telford & The Wrekin Citizens' Advice Bureau
- Community Safety Partnership
- Shropshire Playing Fields Association
- County Sports Partnership
- STW2012 Group
- Shropshire Hills Area of Outstanding Natural Beauty Partnership

Councillor Denis Allen was appointed as the Council's representative on those Outside Bodies by Cabinet on 16th June, 2008. Following his resignation from these bodies, replacements were sought.

The scope of those Outside Bodies fell within the Community Services Portfolio. Councillor Allen was appointed in his own right and not as the Cabinet Member for Community Services, which was the position he held at that date.

To facilitate any future appointments to those Outside Bodies, Members were of the opinion that it was appropriate that the positions be assigned to the relevant Cabinet Member. Should there be any future changes to the holder of those positions; the responsibility for those representations would automatically change without the need to seek a replacement(s) through Cabinet.

RESOLVED – That the Cabinet Member for Regeneration be appointed to the Telford & Shropshire Marketing Partnership, and that the Cabinet Member for Community Services be appointed as a representative on to each of the other Outside Bodies detailed in paragraph 1 of the report for the remainder of the municipal year 2008-09.

CB-122 UPDATE ON THE REGENERATION OF THE SUTTON HILL ESTATE

Non Key Decision.

Councillor E.J.Carter, Cabinet Member: Regeneration and Councillor J M Seymour, Cabinet Member for Adult & Consumer Care, presented the joint report of the Corporate Director: Environment & Regeneration and the Head of Prevention & Protection that provided Members with a general update in connection with the regeneration of the Sutton Hill estate and sought Cabinet approval to specific proposals to enable further progress to be made.

Members were aware of interventions in Sutton Hill aimed at tackling housing and environmental issues to sustain the area in the short-term whilst simultaneously planning for longer-term improvements.

In order to engage local people in longer-term planning for the estate it was proposed to undertake a master-planning exercise. Once completed, it would present options for technical consideration and stakeholder consultation.

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A stock options appraisal (SOA) involved carrying out detailed technical surveys of dwellings. This was to include a representative sample (30%) of all dwellings for which a comprehensive internal, external and thermal efficiency survey was to be carried out. All other dwellings on the Sutton Hill estate would have an external survey only.

Completion of detailed surveys of a representative sample across all dwelling types would help to ensure that potential options for housing improvements were actually deliverable. The external surveys would help verify projections made from the full surveys and would also identify any problem premises.

It was important to get this part of the preparatory work right because the more detailed the SOA the more certain the Council would be about proposed solutions and their costs.

Late in 2007 a company ('the company') secured a contract through competitive tender to undertake a comprehensive cross-tenure stock condition survey across the borough. That work was completed to a high standard and consequently 'the company' were commissioned through an extension of contract to review and update the Council's housing renewal strategy and the Housing Assistance Policy (anticipated Cabinet report in February 2009).

A contract for an SOA in Sutton Hill would ordinarily be tendered in accordance with the Council's contract standing orders as set out in the constitution.

Detailed assessment of a provisional quotation already provided by 'the company' suggested that they were competitive on price, their track record indicated higher quality than their main competitors, they were familiar with the non-traditional construction techniques used in the former new town estates, and they were willing to start the work at relatively short-notice if it was awarded to them.

Alternatively, if contract standing orders were observed the work was unlikely to start earlier than April or May 2009 with projected completion in July to August. This would delay commissioning of the master-planning work and might undermine public confidence in the Council's commitment to regenerating Sutton Hill.

During an extensive debate, Members welcomed the consultation that had been undertaken with the residents of Sutton Hill, that clearly indicated that the Council was working with local people to improve local facilities and the local environment.

RESOLVED –

- a) **That progress to date in connection with the regeneration of the Sutton Hill estate be noted,**

- b) That the reasons for seeking to progress a stock options appraisal in Sutton Hill be noted,
- c) That the waiving of contract standing orders as set out at Part 4, Section 7, paragraph C.1 (a) of the Constitution so that a negotiated arrangement can be made with the company that carried out a borough-wide stock condition survey during 2008 ('the company') be approved,
- d) That proposals to seek tenders in line with contract standing orders at the earliest opportunity for all future work relating to stock condition surveys, stock options appraisals, and neighbourhood renewal assessments be noted,
- e) That the commissioning of a feasibility study into a new road link between Sutton Hill and Madeley be endorsed,
- f) That Delegated Authority be given to the Corporate Director: Environment & Regeneration in consultation with the Cabinet Member for Regeneration to commission studies associated with the local centre,
- g) That Delegated Authority be given to the Corporate Director: Environment & Regeneration, after consultation with the Cabinet Member for Regeneration, to agree protocols for the determination of a small programme of immediate improvements on the estate, in consultation with local residents,
- h) That the acquisition and subsequent demolition of two further dwellings in Sutton Hill be approved,
- i) That expenditure as set out at paragraph 7.2.1. of the report be approved

CB-123 SECTION 100 (4) LOCAL GOVERNMENT ACT 1972

The Chairman made the following statement:

"I am of the opinion that the following item of business should be dealt with as a matter of urgency at this meeting in order to avoid any unnecessary delay that would seriously prejudice the Council's interests."

CB-124 'CREDIT CRUNCH' ADVICE CENTRE – TELFORD TOWN CENTRE

Key Decision not in the Forward Plan where the decision needs to be taken as a matter of urgency. Decision not subject to call-in - with the agreement of the Chairman of the Scrutiny Leadership Board, in accordance with paragraph 18 (a) and (b) of Section 5 of Part 4 (Rules of Procedure) of the Constitution.

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Councillor A.J Eade, Leader & Cabinet Member: Chief Executive's Unit, presented the report of the Head of Customer Services & Business Transformation which requested Cabinet approval for the Council to lease, where appropriate, premises in Telford Town Centre for the delivery of an Advice Centre, that would, in conjunction with partner organisations help residents and businesses of the Borough access services that would assist them in the current economic climate

Asset & Property Management had commenced negotiations for a two year lease for 31 Sherwood Street, Telford Town Centre, with the option to terminate the lease after 12 months by giving three months notice. Negotiations had not yet been concluded as there were other premises available in the Town Centre that the Council may consider.

Telford & Wrekin Council approved the Customer Services Strategy in 2007. The strategy had an objective to deal with as many customer enquiries at the first port of call, at a time and place convenient to customers. One of the actions within the Strategy to support that objective was to introduce series of One Stop Shops branded as First Point at (Name of town), that would help residents and businesses access Council and partner organisation services. The creation of an Advice Centre in Telford Town Centre was therefore in line with that objective.

The need for an Advice Centre in the Borough, that brought together a number of key Council and partner organisation services, had been heightened by the current economic recession and the "Credit Crunch", that were having a significant impact on residents and businesses within the Borough.

The aim of the Advice Centre was to provide residents and businesses with a single point of contact for multiple Council and partner organisation services, that could help them deal with the impact of the current economic recession.

Given the immediate need for the service, and the consequential short timescales for opening the Centre, it was proposed to initially deliver those key services that it was anticipated there would be greatest demand for, or would have the greatest impact on customers experiencing the outcome of the recession.

Those services included: CAB advisors and the full range of services that CAB provide through their existing locations e.g. debt management; Housing & Council Tax Benefits; Free School Meals; Council Tax and Business Rates, dealing with arrears and entitlement to discounts, exemptions and relief's; Welfare Benefits (Attendance Allowance, Carers Allowance, Tax Credits, identifying potential entitlement for customers and helping them claim those benefits; Housing Advice offering advice on housing options, tenants rights; Affordable Warmth offering advice on grants available, ways to reduce fuel bills; Community Learning who were able to provide careers advice, job search and training on basic Maths, English & IT, Writing CV's/Job

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Applications, Dealing With The Credit Crunch, Starting A Business.

The premises hopefully would also include a training room, allowing workshops and short training courses to be provided within the advice centre itself.

In addition, the Centre would have close links with the Department of Work and Pensions DWP, to provide information on accessing their services and the current jobs that are available in the region. The Council were also linking in with Transforming Telford to provide information on the services that were available to businesses in the area, and, in both cases, assisting customers to access those services.

Members were fully in favour of the proposals suggested.

RESOLVED –

- (a) That a lease be entered into for premises in or adjacent to Telford Shopping Centre with the lease being for a maximum of two years.**
- (b) That the Head of Asset & Property Management be authorised to negotiate, agree and enter into the lease on behalf of the Council.**
- (c) That the Head of Legal Services be authorised to agree and execute all necessary documents in relation to the lease.**

The meeting ended at 6.14 p.m.

Signed for the purposes of the Decision Notices

**Ken Clarke
Head of Audit & Democracy
Date: 16th January 2009**

Signed:

Date:

TELFORD & WREKIN COUNCIL

CABINET - 26th JANUARY 2009

RESPONSE TO SCRUTINY COMMISSION REPORT – SCHOOL TRAVEL

REPORT OF CABINET MEMBER FOR ENVIRONMENT AND CABINET MEMBER FOR CHILDREN AND YOUNG PEOPLE

1.0 PURPOSE

To inform members of the response to the recommendations made by the Scrutiny Commission for Children & Young People following their review of School Travel provision in the Borough.

2.0 RECOMMENDATION

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

3.0 SUMMARY

This report summarises the response to the recommendations made by the Scrutiny Commission for Environment and Regeneration. The responses are detailed in Appendix 1. The Commission's review has been thorough in its coverage and assisted by the involvement of a number of internal officers, elected members and external stakeholders including schools.

4.0 PREVIOUS MINUTES

None.

5.0 INFORMATION

School travel is a policy issue that attracts significant interest from schools parents and pupils trying to improve access to school sites to local residents concerned about school gate congestion. Promotion of safe and sustainable school travel is also an increasingly important policy area to address issues such as childhood obesity, reducing road casualties, reducing school gate congestion and supporting the sustainability and climate change agenda.

The Scrutiny Review of School Travel covered three areas: -

- Reviewing the Council's current Education Transport Policy.
- Increasing active and sustainable travel to school.
- The potential to implement a yellow school bus scheme in Telford & Wrekin

In undertaking the review the Scrutiny panel held meetings with Council officers, wrote to schools and colleges to seek views, met with two

schools, looked at travel to school data for Telford and other authorities, looked at good practice from other areas, reviewed a sample of school travel plans and looked at current and emerging legislation and Council policy.

The Scrutiny Review recognised that the provision of parking on or outside schools to levels often expected by parents is neither a practical nor a financially viable option. Addressing school travel issues is not only something that needs to be considered for existing school sites, but is equally important in the planning of new school buildings through the Building Schools for the Future (BSF) programme and the development and implementation of new education policies such as extended schools.

The completion of the Scrutiny Review has resulted in a total of nine recommendations being put forward to improve and support the positive work that is already being undertaken by the Environment and Regeneration and Children and Young People's Portfolios, and to address some gaps in service provision identified through the liaison with schools; the recommendations are included in Appendix 1 of this report.

6.0 EQUAL OPPORTUNITIES

The Education Transport Policy and work on school travel applies to all state schools in the Borough. The Borough has a legal responsibility to provide transport to and from schools at the start and end of the school day for pupils living in Telford and Wrekin who are in the care of the Council or who have a Statement of Special Educational Needs. The Council also has a responsibility to provide transport to school if the nearest school is further away than the statutory walking distance; the Council uses thresholds of 2 miles for Primary Schools and 3 miles for Secondary Schools. There is also provision to support children from low income families with access to school, the details of current policy provision are outlined in the main Scrutiny Report. The provision of support to low-income families extends to 16-19 year olds where not providing transport would mean that pupils would not be able to engage in education opportunities.

The Council also currently provides support to pupils travelling to faith schools in certain circumstances. The review recommends that this policy is reviewed following an Equalities Impact Assessment to ensure there is equitable treatment of pupils with regards to transport provision regardless of faith.

7.0 ENVIRONMENTAL IMPACT

Addressing school gate congestion and supporting sustainable school travel has the potential to significantly support the wider sustainability and climate change agenda. The Council has made good progress in

reducing the proportion of children taken to school by car, but still has a high level of car use for school journeys compared to other local authorities. The Review recommends providing further support to schools in implementing school travel plans to promote sustainable travel; this is argued to be particularly important as lifestyles and future behaviour are often established during school years.

8.0 RISK MANAGEMENT

The review recognised the importance of ongoing communication between portfolios and joint ownership of addressing school travel issues between Council portfolios and schools. A number of recommendations have been made to reinforce the ongoing communication between portfolios. Further risks are based around a high dependency on grant funding for posts and very limited staff resources to support schools in implementing sustainable school travel initiatives. The review recommends providing further staff resources to work with schools, but acknowledges the financial impact this would have. It should be noted that at present if central government funding for school travel planning were to cease the Council would have no capacity to continue to provide support to schools.

9.0 LEGAL COMMENT

The Council has a statutory duty to make such travel arrangements free of charge, in the case of an eligible child, as are considered necessary to secure a child's attendance at the relevant educational establishment. There are a number of categories of eligible children identified in the Education Act 1996 (as amended) including those eligible on the grounds of religion or belief.

10.0 FINANCIAL COMMENT

Current School Travel Plan work is funded through specific central government grants which are available to March 2010. In addition cycle training is funded through a Bikeability Grant which has been confirmed until March 2009 – further grant funding will be available to support additional training places but additional revenue funding will be required to support cycle training beyond 2009. Initially, this will be achieved through PCT funding to support active travel in schools which is available to 2011. If no further grant funding is available continuation of cycle training will need to be considered as part of revenue budget setting process for 2011/12 onwards.

The funding for the new post within recommendation No 2. will come from the DCSF grant for the Sustainable Mode Of Travel Strategy which also forms part of the Area Based Grant, this has been confirmed until March 2012.

Should these grants end, or the Council change its priorities the Council would have to find the resources if it wished to continue to provide school travel plan support services.

Any changes to the Home to School Transport Policy may result in some financial implication for the Council and these will need to be considered as part of any future report to Cabinet on any specific proposed changes to this Policy.

The Transport Review that has currently started will ensure ongoing value for money for the provision of home to school transport.

11.0 WARD IMPLICATIONS

The report relates covers all schools in the borough, however, it is recognised that the impact of school travel on the local community is more acute in some wards.

12.0 LINKS WITH CORPORATE PRIORITIES

The implementation of the recommendations will contribute to the Children and Young People Priority Plan.

13.0 BACKGROUND PAPERS

Scrutiny Commission Report on School Travel – December 2008

Report prepared by Stuart Freeman, Business Manager: Network Management & Policy – Tel: (01952) 384601

Appendix 1

	Scrutiny Commission Recommendations	Response and Summary of Action Being Taken	Timescale	Officer responsible
1	Communication between the two portfolios responsible for School Travel should continue, to ensure co-ordination of effort and maximising the expertise of officers within each portfolio.	<p>Agreed</p> <p>Officer and member representatives from E&R and CYP, plus other stakeholders such as the Police now meet as part of the Congestion Outside Schools Group.</p> <p>The purpose of the group is to focus on strategic school travel issues that impact across portfolios. It is intended that the group should meet four times a year, and should undertake activities such as reviewing the success of particular school travel initiatives, updating the Sustainable Mode of Travel (SMOT) Strategy and considering future programmes of work such as the annual Safer Routes to School programme delivered as part of the Local Transport Plan.</p> <p>Regular monthly meetings are also held to discuss operational matters and financial monitoring in relation to school transport provision involving representatives from E&R, CYP and ACC, these meetings will continue</p>	<p>Ongoing</p> <p>First meeting of 2009 to be held by Friday 20th February</p> <p>Ongoing</p>	<p>Mal Yale & Stuart Freeman</p> <p>Martyn Withnall</p>
2	An additional post should be added to the Road Safety Team to help support schools to implement and review their School Travel Plans. Consideration should be given to	<p>Agreed.</p> <p>The Council receives around £14k per year from the Department for Children, Schools and</p>	Creation of post April 2009	Amanda Roberts

	<p>funding this jointly from the Environment & Regeneration and Children & Young People budgets.</p>	<p>Families (DCSF) to support development and delivery of the Sustainable Mode of Travel (SMOT) Strategy that the Council has a statutory duty to prepare. The £14k forms part of the Area Based Grant and is available to 2012.</p> <p>It is proposed that, subject to financial approval, this funding should be used to support a post in the Road Safety Team to support the existing School Travel Plan Officer in the Road Safety Team. Given the level of funding available it is likely that the post will be a fixed term, part-time, term-time only contract. It is also noted that CYP will work with the Road Safety team ensure efficient communication and liaison with schools, through support from existing members of staff. Should other funding be available the scope of the new post may be increased further, the Council is currently liaising with the PCT over support to promote sustainable and healthy travel in schools which may provide further funding opportunities.</p>	<p>Ongoing support from CYP staff</p>	
<p>3</p>	<p>The Road Safety Team should continue to encourage those few schools without a School Travel Plan to create one, with assurances that they will be well supported to implement the plan with signposting and advice from the Road Safety Team as needed.</p>	<p>Agreed.</p> <p>Good progress has been made in getting schools to develop and implement a School Travel Plan. There are around ten sites that are acknowledged to be difficult to engage in relation to sustainable travel, these are: -</p> <ul style="list-style-type: none"> • The five independent schools in the 	<p>Ongoing</p>	<p>Road Safety Team</p>

		<p>borough</p> <ul style="list-style-type: none"> • The four Pupil Referral Units (PRUs) • The Borough's Special School <p>Although these sites will be difficult to engage the Council will be proactive in offering support on sustainable travel, where appropriate.</p>		
4	The council should work with stakeholders who contribute towards healthy living to identify funding to make cycle training more sustainable. This could include schools, the Primary Care Trust and Parish and Town Councils.	<p>Agreed.</p> <p>The provision of cycle training that is financially sustainable is important. The demand for cycle training will be reviewed following the first year of provision. Options for funding ongoing training provision will be considered by September 2009, future funding should consider opportunities for joint working and funding with other stakeholders such as Parish Councils, the PCT and the Police.</p>	Sept 2009	Amanda Roberts and Stuart Freeman
5	School travel issues should be considered as part of the design of new build schools or changes to the buildings of existing schools, to ensure that the physical measures around the entrances of schools support their travel needs, including provision of bus lay-bys, safe paths and crossings etc.	<p>Agreed.</p> <p>All schools are required to develop a travel plan as part of any planning applications submitted. The current planning legislation is aimed at discouraging excess travel by car to the school gate, and the Council has limited flexibility to vary national planning policy. It is therefore important that schools take ownership of their travel plans and communicate regularly with parents and pupils about any transport issues. The Council should play a supporting role to schools in implementing road safety or sustainable travel measures as part of a travel</p>	Ongoing	

		plan.		
6a	The working group that has been set up to work with individual schools on their travel needs should report the outcomes of their work to scrutiny.	Agreed. The proposal to form a steering group to review prioritised need for individual schemes was initiated by the Lead & Asst C&YP cabinet members following discussion with the Chair of Scrutiny commission. The first meetings have taken place and have contributed to taking forward plans for Redhill School which were in the Safer Routes to School Programme for 2008.		
6b	The working group should consider inviting a representative from the Community Services portfolio to join the group.	Agreed. However, representation from Community Services may not be required at every meeting.	Ongoing	Mal Yale and Stuart Freeman
7	Officers from the Children & Young People and Environment & Regeneration portfolios should undertake more investigation into alternative models for a yellow bus scheme in Telford & Wrekin. This should include looking at using minibuses instead of large buses. A detailed report on the options available, including costs and potential usage, should be presented to scrutiny by the end of June 2009 to enable the Commission to make further recommendations to Cabinet.	Defer for further consideration. Two reports have already been taken to Scrutiny regarding yellow buses. The initial report highlighted limited potential use of the provision in the Newport area. It is recommended that any formal decision be deferred until an announcement is made on the potential opportunity for external funding, this decision is expected by April 2011. The ongoing provision of transport to schools will be considered as part of the wider transport services review that is currently being started. It is recommended that the appropriate results of the Transport Services Review be reported to	Jan – June 09	Helen Hill

		Scrutiny once the review is completed. The outcomes of the review will be widely communicated in due course.		
8	Feedback should be provided to scrutiny on the work that officers are undertaking to reduce the cost of taxis for school transport.	Agreed. There has been substantial work undertaken to procure taxi transport more effectively. Other value for money initiatives will be considered and reviewed as part of the review of transport services that is about to commence. The outcomes of the review will be widely communicated in due course.	Jan – June 09	Martyn Withnall
9	Transport provision for children attending faith schools at their parents' choice should be brought in line with provision given to other parents exercising their choice of school. Where the child lives outside the statutory distance from the school and it is the parents' choice that the child attends, the parents should be responsible for transport provision, unless they are a low income household.	Agreed. The Council should be equitable in how school transport is provided. Any change in policy will subject to an Equalities Impact Assessment and consultation before a final decision is taken.	April 2009	Kathy Swallow

FURTHER INFORMATION

For further information contact:

- **Alison Smith, Scrutiny Manager
01952 383113**
- **Sarah Morris, Scrutiny Officer
01952 383114**

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1 – INTRODUCTION

- 1.1 We decided to carry out a review of School Travel in Telford & Wrekin as it is a major issue which affects many people – primarily children and young people and those who accompany them to school, but also other residents of the borough who face increased congestion during school term times and may experience problems with inconsiderate parking if they live near a school site. School travel is also a key element of some of the Council's, and national government's, aims such as reducing childhood obesity through raising activity levels, and reducing the number of cars on the road to reduce CO₂ emissions and benefit the environment.
- 1.2 An average of 36% of children in Telford & Wrekin travel to school by car, either alone or with children from the same household. This is the most convenient choice for many families where parents may travel on to work after dropping the children off at school. There may also be parental concerns about children's safety if walking or cycling to school. As parents have more choice about which school their child can attend, children may not be attending their local school, and parents may feel it is too far to travel by any mode other than car.
- 1.3 However, we know that many schools face problems with congestion at the start and end of the school day, with some parents arriving half an hour or more before the end of school to be able to park close to the gates. This can cause problems for people living near schools. More cars around the school site can also increase the risk of accident to children as they leave school. It is simply not realistic to expect schools to provide enough parking for the number of parents who want to park outside.
- 1.4 The more realistic and sustainable solution is to reduce the number of cars trying to park at the school site. Furthermore, the Council is under a statutory duty to promote sustainable travel for children of compulsory school age and below, and young people of sixth form age. We have therefore focussed our review largely on looking at how the Council promotes sustainable travel, and have not looked for any solutions to the issue of parking around individual school sites.
- 1.5 We have looked at 3 main areas of school travel:
- The Council's current Education Transport Policy.
 - Increasing active and sustainable travel to school.
 - Potential to implement a yellow school bus scheme in Telford & Wrekin.
- 1.6 We have gathered information for our review in a number of ways, including:
- Meetings with Council officers
 - Writing to schools and colleges to ask their views, and meeting with 2 schools

- Looking at travel to school data for Telford & Wrekin and other Councils
 - Considering good practice from other Councils
 - Looking at legislation, guidance and Council policies
 - Reviewing some Telford & Wrekin School Travel Plans.
- 1.7 We recognise that there are concerns about moving away from car use for school journeys, including:
- Safety – ‘stranger danger’ and accidents involving vehicles
 - Convenience of the car especially when dropping children off at school on the way to and from work
 - Increased parental choice in which school children attend may increase the distance that children travel, making walking and cycling less appealing and less convenient.
- 1.8 However, there are many reasons to encourage children to walk and cycle to school, or to travel by bus or car sharing. This could reduce congestion on roads around schools and in turn make the roads safer for those walking or cycling as there are fewer vehicles on the road. Schools could become better neighbours with fewer cars trying to park near the school at the start and end of the school day. There would be benefits to the environment of reducing vehicle use, and walking and cycling to school provide an opportunity for children to get some exercise every day amid national increases in childhood obesity. It could also help to develop independent, or semi-independent travel, skills in children for later life. In addition it helps children to develop valuable road safety skills.
- 1.9 Sections 2 – 6 of this report summarise the information that we have gathered as part of our review. We would like to thank all those people who have taken the time to meet with us and send in their views. We have made a number of recommendations in Section 7 of the report which we believe will improve the way the Council delivers and supports school travel initiatives across the borough. These recommendations will be presented to the Council’s Cabinet and for those recommendations that are accepted, we will monitor the progress to implement them.

Councillor Joy Francis
Chairman, Scrutiny Commission for Children & Young People

Members of Review Group:

Councillor Joy Francis
 Councillor Gill Green
 Councillor Karen Tomlinson
 Mrs Michelle Sedgebeer – co-opted scrutiny member
 Mrs Mel Ward – co-opted scrutiny member

2 – SCHOOL TRAVEL: THE NATIONAL PICTURE

2.1 Legislation

- 2.1.1 There are a number of pieces of legislation that relate to school travel. The main duties that they contain are summarised here.
- 2.1.2 The **1944 Education Act** requires local authorities to provide free transport to pupils on the grounds of distance from the school.
- 2.1.3 The **Education Act 1996** requires local authorities to take certain factors into account when deciding whether or not it is necessary to provide transport for a pupil.
- 2.1.4 The **Education Act 2002** requires local authorities to assist post-16 students with transport costs.
- 2.1.5 The **Education and Inspections Act 2006** brought in a number of duties for local authorities. There is a general duty for local authorities to promote the use of sustainable travel and transport for home to school travel, before- and after-school activities, and journeys between schools for educational purposes. Local authorities should also promote transport to support choice and flexibility of educational provision. Children from low income households have further rights to free transport to and from school. The Act also empowers head teachers to address poor behaviour that takes place outside of the school premises.

2.2 Education policies and the impact on school travel

- 2.2.1 The Government's **Extended Schools** programme aims for school sites to provide more services to their local communities. This includes access to childcare 8am – 6pm for all parents of primary aged children, and 8am – 6pm access to a range of services for young people on secondary school sites. The DCSF guidance relating to Extended Schools states that schools, in consultation with the local authority, should consider whether the new requirements need any new transport arrangements e.g. where a service is being provided at a site other than the school. The guidance gives particular consideration to rural areas where children may rely more heavily on transport provided by the local authority to get to and from schools. In these cases, it may be necessary to arrange additional transport for earlier and later times, or to use other available local transport.
- 2.2.2 The national **Building Schools for the Future** programme will improve the fabric of all secondary schools across England by 2020. In Telford & Wrekin, every secondary school in the borough will either be rebuilt or remodelled, with £150million investment from the DCSF. The Council is also using this opportunity to benefit many primary schools.

The purpose of renovating or rebuilding schools is so that they meet the current needs of the population, including the children that will use the schools during the day, and the wider community who should be able to utilise the school facilities for lifelong learning and other activities. It will be important that where schools are being rebuilt and renovated that the current travel needs of the schools are also being taken into account, as these may have changed considerably since the sites were first designed.

- 2.2.3 The **14-19 Diploma** which is being introduced from 2008 offers a mix of classroom learning and hands-on experience. Young people studying for a diploma will spend some time in their school as well as spending time in a work environment appropriate to the diploma subject that they are studying. They may also attend some sessions at another school or college in the local area to benefit from the specialisms of different schools, as not all schools will be able to provide for all diplomas. How young people travel between sites for their diploma will need to be considered as more young people move to this form of qualification.

3 – TRANSPORT ASSISTANCE PROVIDED BY TELFORD & WREKIN COUNCIL

3.1 The Education Transport Policy

- 3.1.1 Under the legislation outlined in the Section 2.1, the Council has a legal responsibility to provide help with transport to certain pupils. The help that will be provided and the criteria that govern who can receive this help are laid out in the Council's Education Transport Policy. This policy has recently been revised to include the new duties under the Education & Inspections Act 2006.
- 3.1.2 The Policy applies to pupils living in the Telford & Wrekin area, those who are in the care of Telford & Wrekin Council, and pupils with a Statement of Special Educational Needs. The Council will only provide transport to and from school at the start and end of the school day and not for travel between schools during the day or to after-school activities or extended schools programmes. Each application for help with transport is considered individually on the circumstances of the pupil, but must comply with the criteria set out in the policy.
- 3.1.3 Under the Education & Inspections Act, the Council is responsible for providing transport to a child's nearest suitable school if that school is further than the statutory walking distance from their home. The Act gives these distances as 2 miles for children under 8 and 3 miles for children over 8. The Council policy is slightly more generous than this, setting statutory walking distances of 2 miles for primary school pupils and 3 miles for secondary school pupils. If there are no places available at the nearest school, the Council will consider requests for help with transport to the nearest alternative school.
- 3.1.4 If a parent prefers to send their child to a school which is not the designated or nearest school for their home address, the parent will be responsible for arranging and paying for their child's transport to that school. The exception to this is where a parent prefers their child to attend a faith school which is not in the catchment area for their home address. They may apply for help with transport on the grounds of faith if they can prove that the school provides education which is significantly different from that provided in other schools and adheres to the parent's religion or belief and the family can verify that they adhere to the faith provided by the school. The head teacher must also be satisfied that the family adheres to the faith.
- 3.1.5 If pupils attending faith schools can be accommodated on transport already provided by the Council at no extra cost, they will be allocated a place on that vehicle. Otherwise, primary pupils receive 2/3 refund of public transport fares or equivalent and secondary pupils will receive a full refund of public transport fares or equivalent. Those attending faith

schools post-16 will make the same contributions as other post-16 students (see 3.1.9).

- 3.1.6 Pupils from low income families who are transferring to secondary school from September 2008 onwards are entitled to help with transport to any one of their three nearest suitable schools, if they live between 2 and 6 miles from these schools. Help with transport will be agreed for one academic year, although the family could make applications for help in future academic years. If the family's financial circumstances change and they are no longer eligible, transport will be withdrawn at the end of the academic year.
- 3.1.7 For all applications for school transport help, the type of help given will depend on the needs of each individual pupil, and will also take into account the best use of resources and sustainability. Help with transport is considered in the following priority order
- 1 – Mileage allowance to parents using their own vehicle
 - 2 – A pass for a public bus service (secondary aged pupils only)
 - 3 – A seat on a school bus contracted by the Council
 - 4 – Individual transport e.g. in a taxi.
- Where a pupil has complex medical needs that could not be met by any of this transport provision, a specialist provider may be used.
- 3.1.8 Pupils who have Special Educational Needs may be given help even if they do not live outside the statutory walking distance from the school they attend, if they would not be able to attend school without this help. Most pupils receiving this help travel to school by mini-bus which allows a number of pupils travelling to the same school to share transport. Where pupils have emotional or behavioural issues which prevent them from being able to travel with other pupils, individual taxis are provided. Independent travel is promoted for those pupils that are able, as this may help them to continue travelling independently in later life.
- 3.1.9 Help with transport to post-16 education is provided on a discretionary basis where it will enable attendance of those students who would otherwise not be able to attend. Applications will be considered from 16-19 year olds living more than 3 miles from the nearest appropriate school or college where they attend a full time course. Usually, students will be issued with a travel pass for public service buses, although alternative arrangements will be made if no suitable service exists. Parents make a termly contribution to the cost of the transport, currently £100. The level of contribution is lower for those on low incomes, currently £58.

3.2 Transport provided by Telford & Wrekin Council

3.2.1 The Transport Contracts team manages and procures transport for education, as well as social care transport and some public transport. Education transport provided during 2007/08 included:

- 1,700 pupils per day in mainstream schools
- 1,200 post-16 pupils per day – the majority to TCAT and New College although an increasing number are travelling to colleges outside of Telford & Wrekin including Walford College, Shrewsbury College and Penkridge.
- 450 pupils with Special Educational Needs
- 60 pupils to 4 Pupil Referral Units.

3.2.2 The table below shows how much the Council spent on school transport provision during 2007/08.

Type	Cost (£)
Primary	436,140
Secondary	474,899
SEN (primary & secondary)	873,006
Denominational (primary)	1,108
Denominational (secondary)	148,647
Pupil Referral Units	135,987
Post-16	110,591
Fleet	826,215
TOTAL	3,006,593

3.2.3 There are some areas where demand for transport may increase, and costs may increase with this demand:

- The number of pupils with complex medical needs increases each year, and these pupils generally need to be provided with specialist transport to be able to access education
- The Education and Inspections Act increases parental choice and may mean more children attend schools further than the statutory walking distance, therefore require transport or help with transport costs
- As the new 14-19 Diplomas roll out across the borough, there is likely to be more travel between schools and colleges during the day.

4 – SUSTAINABLE SCHOOL TRAVEL

4.1 How do children in Telford & Wrekin travel to school?

- 4.1.1 The Council has a duty under the Education & Inspections Act to promote sustainable travel to school. Sustainable travel is defined in the Act as modes of travel which may improve the physical well-being of those who use them, the environmental well-being of the local area, or both, for example, walking, cycling, car share and public transport. As well as being a legal requirement, sustainable travel fits with a number of the Council’s priorities around improving the environment and promoting healthy lifestyles.
- 4.1.2 Since 2000, the Council has carried out an annual school travel survey of all schools in the borough. From 2007, this information is being gathered as part of the Pupil Level Annual Census (PLASC). On the day of the census, all pupils are asked how they travelled to school that day, usually by show of hands. The data for 2002 – 2008 is shown in the table below.

Telford & Wrekin Travel to School Data

Year	Walk %	Bike %	Bus %	Train %	Taxi %	Car %	Car Share %	Other
2002	48.0	2.0	10.0	0.2	1.1	38.7	Data previously not collected	n/a
2003	46.1	1.5	7.8	0.4	1.3	42.9		
2004	49.2	1.8	8.0	0.2	1.0	39.7		
2005 May	42.9	1.4	11.9	0.2	1.5	37.8	4.3	n/a
2005 Oct.	41.0	2.1	12.5	0.1	2.9	36.6	4.8	n/a
2006	44.1	2.0	12.3	0.2	1.0	35.9	4.6	n/a
2007	47.4	1.5	11.2	0.6	0.4	34.6	3.4	0.9
2008	46.0	1.4	11.5	0.1	1.0	35.8	3.3	0.1

- 4.1.3 We have compared the 2007 Telford & Wrekin data with the data for some Councils in our “nearest neighbour” comparison group – although not the nearest geographically, these are Councils which have a number of characteristics in common with Telford & Wrekin and therefore provide a good base for comparison.
- 4.1.4 The data below is from 2008 School census from the Department for Transport (DfT). The table uses the DfT categories which are walk, cycling, public transport, car, car share and other. The category for cars includes vans and taxis. The category for public transport includes school bus, public bus, trains and trams.

Comparison with other local authority Travel to School Data

	Car %	Car share %	Public Transport %	Walk %	Cycling %	Other %
Peterborough	25.7	1.2	10.2	55.4	10.8	0.4
Warrington	38.7	2.2	14.1	42.4	2.6	0.1
Halton	34.4	3.3	11.8	49.3	1.0	0.3
Derby	23.7	1.2	13.5	58.8	2.4	0.4
Redcar & Cleveland	21.7	1.9	12.3	61.0	2.5	0.7
Swindon	24.1	2.6	9.9	58.3	5.0	0.1
Telford & Wrekin	35.5	2.9	11.4	48.2	1.5	0.5

4.1.5 Telford & Wrekin compares quite well with these authorities, although the figures do indicate that there is potential to improve. Car use in Telford & Wrekin is among the highest, although car share is also more popular here than in these other authorities. Peterborough and Swindon have particularly impressive cycling levels, while Telford & Wrekin is among the lowest. Walking is around average in Telford & Wrekin, although the comparison authorities indicate that this could be improved upon.

4.2 The Sustainable Modes of Travel Strategy

4.2.1 The Council has produced a Sustainable Modes of Travel Strategy (formerly known as the Sustainable School Travel Strategy) as a requirement of the Education & Inspections Act 2006. The Strategy brings together a number of existing policies and projects relating to school travel and aims to achieve a number of benefits including:

- Educational and health benefits for pupils
- Increasing numbers of pupils making regular sustainable journeys to school
- Reduced congestion at the start and end of the school day
- Improved safety on the home to school journey
- Improved air quality outside local schools
- Improved data collection and analysis
- Development and implementation of a sustainable school travel action plan that links a number of key activities into one document.

4.2.2 There are two key targets in the action plan. Firstly, against a background of predicted population and traffic growth, for there to be no increase in school journeys by car, against a baseline level of 35%,

set in 2005/06. Secondly, for the number of children killed and seriously injured to reduce to no more than 11 each year by 2010.

4.2.3 The detailed action plan in the strategy covers a range of issues integral to encouraging and increasing sustainable school travel, many of which are discussed elsewhere in this report – collection and analysis of data, School Travel Plans, Safer Routes to Schools, road safety education, training and publicity, walking, cycling, bus travel, 14-19 diplomas, extended schools and partnership working. Progress against the action plan is monitored annually and the Strategy is updated to reflect progress.

4.3 School Travel Plans

4.3.1 The national Travelling to School initiative launched in 2003 aimed to reduce car dependency for school journeys as national data had shown a decrease in the proportion of pupils walking to school over the previous decade, and a corresponding increase in the proportion travelling by car. The initiative encourages all schools to develop a School Travel Plan (STP) to identify how the school can reduce car dependency.

4.3.2 Schools which develop a STP that passes the Department for Children Schools and Families (DCSF) quality assessment receive funding for capital work on the school site that was identified in the STP e.g. bike racks or parent waiting shelters. Nursery and primary schools receive £3750, plus £5 per pupil. Secondary schools, special schools and pupil referral units receive £5000, plus £5 per pupil. 2010 is the last year that this capital grant will be available as the DCSF expects all schools to have a STP by 2010. Independent schools are not eligible for the grant but are included in the DCSF target.

4.3.3 The Council has a part time School Travel Plan Co-ordinator as part of the Road Safety Team. The post is funded by the DCSF. The School Travel Plan Co-ordinator provides support to schools to complete their Travel Plans and encourage those schools without a STP to develop one. The Road Safety Team support the “soft” measures of STPs such as walking buses and bikeability. They also assess school sites to identify potential solutions to the problems identified in the STP. Where there are no feasible solutions to a problem, the Road Safety Team will work with the school to communicate this to parents. The Road Safety Team’s role therefore is advisory, and the STP is owned and implemented by the school.

4.3.4 There is a STP template which schools complete. This requires information on the way pupils and staff travel to school, the school’s main travel and transport issues, the objectives of the School Travel Plan, and a detailed action plan for each of the objectives. The STP requires some consultation with stakeholders which could include parents, pupils, staff, governors and local residents, to help identify

needs. There is also a section for the school to record when and how the STP will be monitored and reviewed. The STP must be signed off by the Headteacher, Chair of Governors, School Council, School Travel Plan Working Group and the School Travel Plan Co-ordinator.

4.3.5 The STP is not a technical document. The schools uses the STP to identify the problems they face and some potential solutions. When the STP is submitted to the School Travel Plan Co-ordinator, the Council officers with technical knowledge will identify appropriate solutions to the problems raised. Often, STPs need to be supported by engineering measures on the road and pavements around the school. These are implemented through Safe Routes to Schools (see 4.5).

4.3.6 The chart below shows the number and percentage of schools in Telford & Wrekin which currently have a STP in place. This has increased significantly in the last few years, as the School Travel Plan Co-ordinator has made a concerted effort to encourage schools to develop their STP.

Type of school	Primary	Secondary	Special	PRU	Nursery	Independent	All
Number of STP	60	13	3	0	1	2	79
Number of schools	61	14	4	4	2	6	91
%	98%	93%	75%	0%	50%	34%	87%

4.3.7 The majority of schools with no STP are Pupil Referral Units and independent schools. PRUs have regularly changing pupil populations who often travel from quite a distance. Many of these pupils may rely on taxis for travel either because of the distance that they travel or their individual needs. For these reasons it can be challenging for PRUs to reduce their reliance on cars and therefore they may be reluctant to engage in the STP process. Independent schools may be reluctant to engage with STPs because they are not eligible for the DCSF funding which other schools receive for adopting a STP.

4.4 Initiatives to encourage sustainable travel

4.4.1 The Road Safety Team encourages and supports schools with a number of initiatives to try to increase the number of pupils using sustainable travel methods to get to school. Some of these are summarised below.

4.4.2 There has been increased interest in walking buses over recent years, where children are accompanied by nominated adults, who may be paid or volunteer, to walk from a designated meeting point to the school. 13 schools in Telford & Wrekin have been granted government funding to set up walking buses. This was one-off funding to be used to pay a responsible adult to accompany the walking bus. Schools

must fund the initiative themselves on an ongoing basis, and some have found that this method of funding makes the walking bus unsustainable. 7 schools will continue to receive funding for year 2 as their scheme has been successful. Unfortunately the other 6 schools will not as they were unable to start a walking bus scheme due to lack of interest from parents.

- 4.4.3 We visited Redhill Primary School which had a walking bus starting in the week of our visit. They had decided from the outset to charge a small fee to parents for using the walking bus as this would help to fund and sustain the initiative, and they had also found with other activities that if a small charge is made, pupils are more likely to commit to turn up than if they are provided for free. Park and Stride schemes have also had some success, particularly at rural schools. Parents park in a designated car park e.g. local shops or pub, and walk the remaining distance with their children. Unfortunately the travel information collected through the school census does not recognise park and strides. Therefore, although they contribute to improving health and reducing congestion, they do not have any impact on our travel data.
- 4.4.4 Schools are encouraged to participate in the national Walk to School weeks in May and October, and the Road Safety Team provides resources to help promote this. Between 2000 and 2008, the percentage of primary schools that participated in Walk to School Week increased from 14% to 94%. The national Walk on Wednesday initiative encourages parents who would normally drive their children to school to walk some or all of the journey, aiming to eliminate cars around the school gate for one day a week.
- 4.4.5 Some primary schools use the Smart CATZ initiative. The school agrees a 'Car-free Active Travel Zone' (CATZ) around the school site, and parents and pupils are encouraged to find active ways of travelling into the zone. Each time they do this, they collect points which can be exchanged for rewards. All of the schools that have participated in SmartCATZ have found that levels of active travel have improved.
- 4.4.6 There is very high demand for cycle training. The Council has a Road Safety Officer responsible for co-ordinating cycle training for schools, and is in the process of appointing a number of cycle trainers. There is some additional cycle training provided by officers in Leisure Services and by the Fire Service. There are no revenue resources for offering cycle training and until recently a small charge was made to schools for delivering training to their pupils. Some schools funded this themselves, while others passed some or all of the cost on to parents.
- 4.4.7 The Council has recently been awarded Department for Transport grant funding to recruit instructors and provide free Level 2 cycle training for 800 pupils by March 2009, which is being offered to all primary schools. While such grant funding could be accessed in future

years, it would only fund additional provision i.e. the Council would have to fund the first 800 places.

- 4.4.8 There is currently no pedestrian training provided by the Council. However, it is an action in the Sustainable School Travel Strategy, as it is equally important for children to be trained to be safe pedestrians as safe cyclists.
- 4.4.9 Some of the examples of initiatives used by other Councils to encourage sustainable travel that we found interesting were:
- Peterborough Council demonstrates the high value they place on School Travel Plans by holding an annual awards ceremony for STPs with categories including Best School Travel Plan, Best School Travel Plan Champion and Best Initiative.
 - Redcar & Cleveland Council promotes pedestrian and cycle training as essential elements of a STP.
 - Swindon Council offers pedestrian training to all primary schools, and Peterborough Council to all Reception children.
 - Peterborough Council offers on-road cycle training to all primary school children aged 10 and over.
 - Shropshire County Council will be providing Walking Bus Co-ordinator meetings each summer term as part of their Sustainable School Travel Strategy.
 - Swindon Council offers all primary schools cycle training free of charge and part funds a Bike It officer to work in 10 primary and secondary schools to promote cycling through a range of activities such as Bike Breakfasts and maintenance workshops. This targeted work has been very successful, with one school having 57% of pupils regularly cycling to school.

4.5 Safe Routes to Schools Project

- 4.5.1 Schools which have a School Travel Plan in place may apply for engineering work around the school site under the Safer Routes to School Project for projects such as making improvements to the footpaths around schools to ensure a safe route for a walking bus, installing zebra crossings, or traffic calming schemes on roads leading up to the school. Work on the school site is not covered by Safer Routes to Schools, as this should be addressed through the School Travel Plan. Through the Local Transport Plan the Council allocates an annual sum in the region of of £180k to fund projects under Safer Routes to Schools.
- 4.5.2 All schools with a School Travel Plan have been invited to submit an application to the Safer Routes to Schools project, explaining the changes the school would like to see. 12 schools have responded to the most recent invitation and have been included in a schedule of works where appropriate. Those schools which are not included might be schools where other work is planned in the near future which would

impact on the school's road safety needs, or where the issue in the application can be dealt with in another way.

- 4.5.3 The amount of funding limits the work that can be carried out. For example, a single puffin crossing costs around £40k. Officers will advise on cost effective ways to achieve the result required by the school to try to maximise the impact of the funding.
- 4.5.4 It is important to note that Safer Routes to Schools is aimed at engineering measures to support active travel, not at increasing facilities for car parking outside schools. It is hoped that modal shift away from cars can be encouraged if the walking and cycling routes to schools are improved. The Police are rolling out their Safer Outside Schools programme of enforcement in priority areas where parking is a concern, and yellow lines outside schools are being reviewed and refreshed as part of this, to try to reduce the number of cars at school entrances.

5 – VIEWS OF SCHOOLS

- 5.1.1 The Road Safety team, Transport Contracts team and other teams work with all schools in the borough on travel and transport issues. We wrote to all school headteachers to ask their views on sustainable travel, potential for a yellow bus scheme and the Council's Education Transport Policy. We had responses from five schools and one Pupil Referral Unit. We were disappointed that more schools did not respond, but note that sometimes people are more likely to respond to a consultation if they have issues or problems to raise, therefore the low response may indicate that on the whole, schools are happy with the work being undertaken. The views that we received from schools are summarised here.
- 5.1.2 The schools that responded all gave examples of initiatives that they had started in their schools to encourage sustainable travel, and ways in which they had tried to tackle the wider problems of parking, safe routes etc. A number voiced frustrations at the amount of time it can take for action to be taken.
- 5.1.3 Two of the schools that responded invited us to visit them to see some of the issues for ourselves – Newdale Primary and Redhill Primary. Both schools had very different issues to discuss particular to their school, which emphasised the point that there is not a "one size fits all" solution to school travel. The meetings with the schools enabled us to discuss more fully some of the issues that were raised in the written responses from other schools. We were particularly concerned about the situation at Newdale which is in a poor location, very difficult for pupils to access other than by car, and the facilities for dropping off by car are very limited. The issues raised by both Newdale and Redhill schools were referred to the Leader of the Council as we were concerned that there would be too great a delay in resolving their issues if we waited until the conclusion of our review. A working group has been established to look at the specific school travel issues of a small number of schools, including Newdale and Redhill.
- 5.1.4 School staff spend a considerable amount of time putting together a School Travel Plan in consultation with parents and pupils, but feel frustrated that there is little support from the Council. Some schools reported that none of the actions outside of their responsibility had been taken. Schools have implemented some successful initiatives and continue to reinforce them with parents, but are held back by a lack of action from the Council.
- 5.1.5 The number of cars around school entrances at start and finish times is a potential danger to children as they walk into school. One school felt this was exacerbated by a lack of child friend signage. Parking restrictions are not always adhered to nor enforced. This can lead to complaints from people living in neighbouring houses.

- 5.1.6 The Newport area has very little provision for cycling in terms of safe routes, with high levels of traffic and lack of safe crossing points on the A518. This prevents children being able to cycle to school safely. Parents are unlikely to allow their children to cycle to school if the routes are not safe, and it limits the effectiveness of schools' efforts to encourage sustainable travel.
- 5.1.7 One school contributed some views regarding taxis provided for pupils with Special Educational Needs. The main issues that they had faced were:
- Taxis can arrive as much as 30 minutes early at the start of the school day so children sit waiting in reception for school to start
 - Drivers also arrive early in the afternoon and the parked vehicles add to congestion around the school site
 - Children do not have the same driver every day. The children travelling are young and vulnerable, and can be misunderstood, so require consistency of care
 - The booking system is somewhat inflexible – 'one taxi, one child' is being over-zealously applied and there are instances of children living in the same area being brought in by two different taxis which is not cost effective.
- 5.1.8 The Pupil Referral Unit that responded has particular transport needs because of the type of pupils that attend. The headteacher had concerns about the size of the carbon footprint the PRU has, but as pupils come to the PRU due to their needs rather than a catchment area, very few are likely to be able to walk or cycle in. However, alternative methods of transport could be considered, if they will meet the needs of the pupils. The majority of the transport used is provided through the Community Volunteer Service (CVS). The support of the Council's Transport Contracts team and the CVS is invaluable and the service they provide is friendly and professional. However, there are some in place, including:
- The chain of communication from school to Contracts team to CVS to drivers is long which prevents last minute cancellations or changes from being dealt with efficiently, hinders feedback and can lead to wasted journeys.
 - Some pupils have particular needs which mean they need to travel alone. However, others are able to share vehicles, but the timetable is not co-ordinated to reduce the number of vehicles needed. Where vehicles are shared the route taken can mean that the first child to be picked up has an overly long journey.
 - Occasionally local taxi companies are used but they often run late which can impact on the learning of pupils, can reduce their time at sessions off site and give a poor punctuality record at work experience placements.
- 5.1.9 Some schools felt there was insufficient communication from the Council. Requests for things such as cycling training, or bids for Safe Routes to Schools were not always acknowledged or responded to. It

was felt that it would be useful if the STP lead within each school had a list of contact names and phone numbers for Council officers so that they were able to more efficiently follow up issues for themselves. It would be helpful if the relevant Council officers were involved in School Travel Plan meetings so that issues can be fully discussed and resolved at the meeting.

5.1.10 There is little opportunity to network with colleagues from other schools. A School Travel Plan conference would be helpful to share ideas and best practice.

5.1.11 School staff suggested the following ideas to assist with the travel plan process:

- A mentor / support network to help schools in developing their plans
- A support pack to all schools giving contact names and numbers to aid better communication
- School Travel Plan conference to share ideas and best practice
- More time to draft STP and consult with Council officers, so that it is based on better knowledge
- More support from the Council, including acknowledgement of information or requests submitted.

5.1.12 We had few comments regarding yellow buses. One school did not think a yellow bus scheme would meet their needs as pupils were dispersed across a large area, and would be subject to overly long journeys. They also said that if there were only one bus at the start and end of the school day, additional curriculum and leisure opportunities for using the bus would be restricted.

6 – YELLOW SCHOOL BUS SCHEMES

6.1 What is a yellow school bus?

- 6.1.1 Yellow school buses are more than just a standard bus painted yellow. The vehicles are specially designed for school use with higher capacity, more safety measures and better disabled access than many school buses. Drivers of yellow school buses also receive additional training specific to the school journey. Yellow bus schemes are tailored to meet the needs of the area that they operate in.
- 6.1.2 The **safety** benefits which tend to reassure parents of travel by yellow school bus include providing a near door to door service, consistency of drivers who are CRB checked and trained to deal with behaviour and other issues, and that travel on public transport has been shown to be nine times safer than using a car. By potentially reducing the number of cars on the roads approaching schools, there may also be improved road safety for those children who walk or cycle to school.
- 6.1.3 The potential benefits to **education** are perceived to be that children are better prepared to start the school day as they arrive at school in a disciplined frame of mind when travelling in on a school bus. Having the same passengers and drivers each day can also give early warning signs of truancy.
- 6.1.4 The benefits to the **environment** lie in the potential reduction of individual cars on the road if children use a school bus. This would reduce exhaust emissions and improve the environment and air quality around schools.
- 6.1.5 Generally, in rural areas yellow buses are aimed at those pupils entitled to free transport to improve the quality of provision. In suburban and urban areas, they have tended to be introduced for both entitled and non-entitled pupils, to improve quality of provision and/or to encourage modal shift away from individual car use.

6.2 Staffordshire County Council

- 6.2.1 To get a better understanding of how a yellow bus scheme works in practice, we visited Staffordshire County Council. They set up a yellow bus scheme in 1998 when the cost of the buses they were contracting for the school run began escalating. They started with 7 buses in 1998 and now operate a fleet of 30. Because of the number of schools in the county, the Council does still have to contract in a large number of buses, but have found that having their own fleet in-house has helped to reduce the charges made by external providers.
- 6.2.2 The council fleet provides for 34 home to school contracts for primary and secondary schools. Any school can hire the buses for extracurricular activities and for transporting pupils during the day to

access education at other schools. In general, more secondary schools tend to use the buses for home to school travel and more primary schools use them for school trips. The amount of use on weekends and after school is increasing. The drivers do not currently work shifts but may start to if 'out of hours' work continues to increase. This does have implications for the working hours of the Fleet Management Team too, who have to be available to resolve any problems with failure of vehicles, driver illness etc.

- 6.2.3 The buses are centrally managed by the Council's Fleet Management Team who have the logistical knowledge to effectively manage the buses and adequate knowledge of legislation and maintenance. As all requests for buses come through the same team, they have an overview of where and when each vehicle is being used and can co-ordinate usage effectively. Even the independent schools in the local authority area tend to use the services of Fleet Management, rather than procure their own transport, as they find it easier to do so.
- 6.2.4 For the home to school contracts, route listings are provided by the Pupil Support Unit. All of the children using the route must have a pass to travel. The buses use the existing public bus stops. Wherever possible, the same driver works on the same route each day which helps to build up a relationship with the pupils on that route. This also helps the driver to manage behaviour and to more easily identify truancy. The drivers have contact numbers for the parents of the children on their route and can contact them if needed, for example, if they do suspect that the child is truanting.
- 6.2.5 The buses are held at a depot where the Fleet Management Team and the Fleet Care service, which maintains the buses, are based. There is one spare vehicle in the fleet, so if more than one bus is out of order on any day, a bus may have to be contracted from a local provider.

6.3 The American Yellow Bus System

- 6.3.1 During the course of this review, we were able to gather information on how a yellow school bus scheme is run in Ann Arbor, Michigan. Children are eligible to use the yellow school bus if they live more than 1.5 miles from school. Buses are used by all age groups, but are split into 3 age groups – up to 11, 11-13 and 14-17. The buses are fully funded by the City Council so there are no additional costs to families. The bus stops are at regular intervals, with more frequent stops for buses carrying younger children.
- 6.3.2 The Education Department owns and maintains the buses, which are kept at a depot near the Council offices. The drivers are directly employed by the City Council. They are trained in Health and Safety, First Aid and in dealing with bullying, although instances of bullying have been rare. Drivers work 3 shifts – morning, lunch time and end of day – so little driver time is wasted when the buses are not in use.

- 6.3.3 School start and finish times are staggered. Buses cater for home to school transport and also for after-school clubs and for after-school care at day care facilities. The buses are used during the day, on Saturdays and in holidays for a range of activities including school field trips, sports events and summer camps.
- 6.3.4 American yellow school buses have a STOP arm which extends as children are getting on and off the buses. It is illegal to overtake on either side of a single carriage road when the bus is stopped and carries a driving licence penalty. This law has greatly reduced the number of children injured running out into the road.
- 6.3.5 The main benefits of the system are:
- Parents only have to get their children to the bus stop and know they will arrive safely at school from there
 - Positive impact on attendance, as the school Principal will phone parents to ask why a child was not on the bus
 - It demonstrates to residents that their taxes are put towards a valuable service.

6.4 Department for Transport Evaluation

- 6.4.1 The Department for Transport undertook some research to assess the success of a number of yellow school bus pilots being run in different areas of the UK. The research considered the attitudes of parents and pupils towards the schemes and the vehicles, accessibility and cost. The research found that initial reactions to the yellow bus schemes were largely positive from pupils, schools and parents. There were some initial concerns were around how the scheme would work in practice, for example, timing of buses.
- 6.4.2 Some of the positive attributes of the schemes that were noted were:
- Pick up close to home and drop off close to school – pupils liked the convenience of this, and parents liked the personal and road safety benefits
 - Yellow school buses not being available to the general public reassured parents for safety reasons, and secondary pupils particularly felt it reduced friction between school users and other users
 - Operators, schools and pupils welcomed having CCTV on the buses, to reduce vandalism and bullying and help maintain discipline
 - Each child had a seat, and no standing was allowed.
- 6.4.3 Some **negative views** were expressed, including:
- Secondary aged pupils thought that the colour of the buses made them stand out and was embarrassing
 - Lack of legroom in many of the vehicles

- Yellow buses were not always decreasing congestion around schools, although this was largely due to schools not having sufficient parking bays or other provision for the buses to stop in.

6.4.4 The yellow buses did increase the number of children travelling to school by bus. There was some evidence that pupils had moved away from car use to buses, which is one of the desired effects of introducing yellow buses. However, there was also evidence of pupils who were using the buses rather than walking or cycling to school, and of car use remaining at the same level as before the yellow bus scheme was in place.

6.4.5 The impact of yellow bus services on other local bus services was different in different areas. In Runnymede, for example, pupils transferring from a local bus to yellow bus resulted in the supported local bus service being removed. However, in Greater Manchester, moving pupils from local bus services was intentional to increase capacity on the local buses for other users. Surrey residents reported that the experience of public transport for local bus users had improved as a result of pupils moving onto yellow school buses.

6.4.6 The research also considered the cost of the yellow buses, from the perspective of users and the local authority. In some areas, parents and users felt £1 per day was about the right amount to charge, but in other areas that was thought too expensive for primary pupils. In two of the case study areas, yellow buses were more expensive than local buses which was a deterrent to using them. There appeared to be little difference in the cost to local authorities of operating a yellow bus compared with a conventional coach providing an equivalent standard of service, although the capacity of yellow buses tends to be slightly higher. There were some increased administrative costs for local authorities and schools in some areas, especially if schools were handling pre-payment for journeys, although users preferred paying on the bus to pre-paying.

6.5 Yellow School Bus Commission Report and Recommendations

6.5.1 The Yellow School Bus Commission, led by David Blunkett, was set up to examine the costs and benefits of a nationwide network of home-to-school transport. The Commission has looked at yellow school bus programmes in the UK and at the successful American model. The Commission has also reviewed previous reports on yellow school buses and consulted with operators, authorities, personnel involved in education and with pupils and parents. The Commission has made a number of conclusions and recommendations in their report of September 2008.

6.5.2 Only 5% of **primary school** pupils travel to school by bus, largely due to safety fears. Significant modal shift could be achieved for this age group with dedicated yellow school bus services for those travelling

further than 1 mile. A cost-benefit analysis showed that there would be substantial benefits to a nationwide rollout of yellow school buses for primary aged pupils including:

- A safe and attractive option for home-to-school travel
- Reduction in local traffic congestion
- Environmental benefits – there would be an estimated 20% reduction in car journeys to primary school, equating to 55,000 tonnes of CO₂ emissions per year
- Improved safety and wellbeing
- Financial benefits to road users – the estimated savings to parents as a whole could be around £362million per year and reduced congestion would save other road users around £88million per year
- Anecdotal evidence from schools shows that children on dedicated school bus services arrive at school more alert and ready to learn

6.5.3 The cost of a nationwide network of yellow school buses for primary aged pupils would be around £460million per year. The Commission envisages that this would be part funded by transfer of existing local authority expenditure on school transport, passenger fare revenue and the additional costs of around £154million per year to be invested by central government.

6.5.4 The best potential solution for **secondary school** pupils is to expand and improve public bus services for school transport, as many of these pupils already use either public buses or dedicated school buses. However, there is a strong argument for dedicated school transport such as yellow school bus services for secondary schools where overcrowding, location or behavioural issues create problems on a public bus service.

6.5.5 A system for secondary school pupils could be achieved at a lower cost to the government of between £50million and £100million per year, and with a more flexible approach supported by incentives to schools and operators, and improved procurement. The benefits of a combined approach to secondary school travel (i.e. development and enhancement of public bus services in addition to some dedicated services to meet specific demands) are estimated at between £91million and £194million per year.

6.5.6 The Commission urges decision makers across the political spectrum and throughout the transport industry to implement their recommendations in partnership. The recommendations include:

- Schools should continue to promote walking and cycling for pupils living within 1 mile from primary school and 2 miles from secondary school
- Yellow school bus services should be offered to all primary school children living more than 1 mile from school. These

buses should have dedicated drivers and a range of other optional elements e.g. CCTV, registers and escorts

- Secondary school bus services should be improved by increasing existing bus provision, raising quality standards, enhancing driver training and using technology to promote good on-board behaviour
- Consider providing yellow school bus services for distances greater than two miles to secondary schools, where there are special circumstances such as poor existing bus services and use, serious challenging behaviour of pupils on the public bus network or the potential to link services with suitable primary school provision
- Undertake a phased and properly coordinated expansion of yellow school bus services for primary age pupils over the next five years, with a final annual investment of £154 million revenue per annum at steady state
- Provide additional funding of up to £100 million for the increased availability and quality of school transport for secondary age pupils. Initially, this will use existing public services where available. Dedicated yellow school buses should be considered where issues of behaviour are particularly acute or the public service cannot cater for the demand
- A financial incentive should be given to schools that stagger their hours. The Commission recommends that with a more flexible approach to existing capital grants, annual revenue funding of up to £10,000 per school should be available via Travel Plans for new primary yellow school bus services
- The rollout of improved school transport should be conducted in parallel with continued (and perhaps expanded) capital funding for initiatives to improve walking and cycling, coupled with targets to maintain and improve share of all sustainable modes.

6.6 Could a Yellow Bus scheme work in Telford & Wrekin?

6.6.1 Introducing a yellow bus scheme could have a number of benefits for the borough, over those currently provided through contracts with local companies. The yellow school buses are fit for purpose and have facilities for disabled users, whereas contract vehicles are often older vehicles and without disabled access. The Council would have complete control of the staff and vehicles. There would be potential to use the buses for other school activities during the day, and also for other activities in the community outside of school use. However, some of the benefits yellow school buses offer are already provided by school buses used in Telford & Wrekin, for example CCTV and dedicated drivers who are CRB checked.

6.6.2 There would be a number of additional responsibilities on the Council if they chose to run a yellow bus scheme. Costs such as repairs, servicing, replacement vehicles in case of breakdown, storage of

vehicles, and fuel are currently covered by the company providing the contract vehicles.

- 6.6.3 School start and finish times are fairly rigid in Telford & Wrekin, which means that all schools require transport at the same times of day. If schools could be encouraged to stagger their start and finish times, this would help with the provision of transport. Anecdotal evidence that the Capital & Facilities team have gathered from secondary schools is that individual school minibuses often lie unused during the school day and it would not, therefore, be cost effective to have a fleet of yellow school buses if they were only to be used for home to school transport. However, schools now have a number of additional travel needs, for example to support extended schools and the 14-19 Diploma, which could potentially be provided for with yellow school buses. Implementing a yellow bus scheme would be costly, including the purchase price of the vehicles, maintenance, storage, drivers and so on. To ensure the greatest cost efficiency, the buses would have to be utilised for more than just the home to school journey.
- 6.6.4 Officers in the Capital & Facilities Team have looked at introducing a yellow bus scheme in Telford & Wrekin. The Newport area was identified as a good area to trial a scheme. However, the trial did not take place because the cost of running a trial with a small number of buses was high compared to the estimated low benefits of running a scheme on a small scale. The full benefits of any yellow school bus scheme could only be realised through a more large scale introduction which would have significant cost and policy implications for the Council.
- 6.6.5 Each local authority that has implemented a yellow bus scheme has tailored it to fit their individual needs. Some take full responsibility for the fleet including maintenance, staffing etc while others contract an operator who is responsible for these issues. While we were impressed with the Staffordshire model, we would not recommend replicating it wholesale for Telford & Wrekin. Telford & Wrekin is a smaller and more urban authority and as such a lot of our school pupils live close enough to school to walk or cycle in. We would not want to discourage away from this by introducing a yellow bus scheme, although if children living close enough to school to walk in are choosing to travel by car, it would be preferable to have them use the bus. There may be potential to make a small charge for those pupils who are not entitled to free transport. A yellow school bus scheme could be very effective for the rural areas where pupils have to travel a greater distance, although this would require some detailed work to identify appropriate routes and timings.
- 6.6.6 The Sustainable School Travel Strategy gives a number of potential transport solutions for the needs of Extended Schools, one of which is having yellow buses, or minibuses, based within each school cluster to be owned by the Local Authority but managed by a co-ordinator from

the main school within the cluster. If a yellow bus scheme were to be implemented in Telford & Wrekin, we would strongly recommend that the fleet should be managed by the Council's Transport Contracts team. This team has the necessary logistical knowledge to effectively co-ordinate use of the buses, as well as awareness of legislation and maintenance. We feel that this type of management would be more robust and would result in the vehicles being used more efficiently.

7 – CONCLUSIONS & RECOMMENDATIONS

- 7.1 Responsibility for school transport is split between the Council's Environment & Regeneration and Children & Young People's portfolios. From our investigation, it appeared that joint working between these two departments has in recent years become much more effective. It is important that close working relationships are maintained, as there are different expertise within each portfolio which are crucial to effective planning and delivery of school travel and transport measures, and we would like to see this continue.

RECOMMENDATION 1:

Communication between the two portfolios responsible for School Travel should continue, to ensure co-ordination of effort and maximising the expertise of officers within each portfolio.

- 7.2 It is very encouraging to see that 87% of schools in Telford & Wrekin have a School Travel Plan in place. However, it is important that these are implemented and reviewed regularly to ensure that they remain up to date and a useful tool for the school rather than a one-off exercise to access initial funding. While it is crucial that someone within the school itself leads on the School Travel Plan, it can be difficult for the individuals tasked with this role to maintain momentum and drive forward all of the actions within the plan, as well as getting on with their day job.
- 7.3 There is only one dedicated post for School Travel Plans in the Road Safety Team. With the government setting a target for all schools to have a School Travel Plan by 2010, her primary focus has been on ensuring that all schools have adopted a plan, and this has been very effective, as only a small number of schools currently do not have a School Travel Plan in place.
- 7.4 However, the feedback that we received from schools showed that there is a need for more support in implementing the plans. The lasting impact of School Travel Plans on changing methods of school travel will be greater if schools receive more support to implement the STP. This support should come from within the Council, to provide links to the Council departments that can assist with implementation, and to be able to draw on experiences from other schools. The capacity for the Road Safety Team to provide this additional support is limited, which in turn limits the effectiveness of School Travel Plans on making a real and lasting change to school travel habits.

RECOMMENDATION 2:

An additional post should be added to the Road Safety Team to help support schools to implement and review their School Travel Plans. Consideration should be given to funding this jointly from

the Environment & Regeneration and Children & Young People budgets.

- 7.5 Only 12 out of 91 schools in the borough do not currently have a School Travel Plan. Some of these are traditionally difficult to engage in the School Travel Plan process, such as Pupil Referral Units and independent schools. However, we feel it is important that all schools consider their current travel modes and potential ways to improve, even if this may be limited due to their particular circumstances.
- 7.6 For these schools, there may be a need to provide more tailored encouragement to show some of the benefits that the school could receive. Schools should be assured of the support that they will receive from the Council to implement their plans, and also that the STP is intended to consider and address their individual school travel needs, and they would not be expected to develop sustainable travel more than they could achieve.

RECOMMENDATION 3:

The Road Safety Team should continue to encourage those few schools without a School Travel Plan to create one, with assurances that they will be well supported to implement the plan with signposting and advice from the Road Safety Team as needed.

- 7.7 Provision of cycle training has been limited. However, there seems to be a high demand from schools and it is often included in School Travel Plans. Swindon and Peterborough Councils demonstrate that an authority like Telford & Wrekin can achieve much higher levels of cycling to school, and cycle training is a large factor in this. It is highly desirable that children cycle to school, for their health, independence and to reduce car use. However, it is crucial that children have adequate cycle training first to ensure that they can travel safely.
- 7.8 There seems to be an expectation that cycle training will be delivered and funded by the Council, despite the Road Safety Team having limited resources to do so. This has resulted in patchy provision. We would like to see cycle training provided at all schools, but this will require some work to identify how it could be funded, as the Council would be unable to stand the full cost of this.

RECOMMENDATION 4:

The council should work with stakeholders who contribute towards healthy living to identify funding to make cycle training more sustainable. This could include schools, the Primary Care Trust and Parish and Town Councils.

- 7.9 Schools can apply for engineering works around the school site under the Safer Routes to Schools project. As this work is retrospective, it may not achieve the optimum result for the school. Previously, money has been invested in new build schools to address the routes into the school before the school has opened which can be more effective as the site is more of a blank canvas. Many of the borough's schools are being remodelled or rebuilt as part of the Building Schools for the Future programme and we would like assurances that travel needs will be considered as part of this work.
- 7.10 As a minimum, the walking routes approaching the school should be safe, with adequate pavements and safe crossings. Consideration should also be given to parking for buses. There should be an aim to reduce the number of cars very near to school entrances to improve the safety of those walking onto the school site.

RECOMMENDATION 5:

School travel issues should be considered as part of the design of new build schools or changes to the buildings of existing schools, to ensure that the physical measures around the entrances of schools support their travel needs, including provision of bus lay-bys, safe paths and crossings etc.

- 7.11 We are pleased that out of our consultation with schools a working group has been set up to look at the individual problems experienced at particular schools. We ask that this group reports their findings back to us so that we can monitor progress of the issues raised.
- 7.12 The working groups also addresses strategic issues relating to school travel, but school travel is part of a wider issue of the travel habits of the community as a whole. Without tackling the attitudes towards travel of the wider community, the impact of all the work undertaken to reduce reliance on cars for the school journey will be limited.

RECOMMENDATION 6a:

The working group that has been set up to work with individual schools on their travel needs should report the outcomes of their work to scrutiny.

Recommendation 6b:

The working group should consider inviting a representative from the Community Services portfolio to join the group.

- 7.12 We feel that there is potential for a yellow school bus scheme in Telford & Wrekin. Any scheme developed would have to meet the local needs – we would not argue for a fleet of large vehicles such as that used in Staffordshire as this is not necessary to meet the transport needs of our school population, and indeed might discourage some of those who

currently walk or cycle to school. The Yellow School Bus Commission report echoes our findings, to some extent, that yellow school buses can cater for many needs but may not be necessary for all schools.

7.13 We think the areas of greatest potential for a yellow school bus scheme in Telford & Wrekin are:

- Travel from rural communities to primary and secondary schools
- Travel between schools as part of the 14-19 Diploma
- Use by children and young people's groups and other community groups across the borough on evenings and weekends.

7.14 Given the areas where we think the yellow school buses could add value, it seems more likely that a fleet of smaller vehicles might fit the needs of Telford & Wrekin better. We had hoped to be able to include in our review an analysis of the intended pilot scheme in the Newport area, but in the absence of this pilot, we have been unable to evaluate the success of any scheme run in Telford & Wrekin.

7.15 We had also hoped that analysis of the data gathered to inform the choice of where to run the pilot would enable us to make a more detailed recommendation to the Cabinet regarding a yellow bus scheme for Telford & Wrekin. Although we have spoken to officers about the potential to run a yellow bus scheme, we were disappointed that we have not been provided with any detail regarding the work that has already been undertaken to assess the need for a yellow bus scheme. We require a detailed report to enable us to assess some alternative models for a yellow bus scheme in Telford & Wrekin. This will also indicate the Council's ability to implement the recommendations in the Yellow School Bus Commission report.

RECOMMENDATION 7:

Officers from the Children & Young People and Environment & Regeneration portfolios should undertake more investigation into alternative models for a yellow bus scheme in Telford & Wrekin. This should include looking at using minibuses instead of large buses. A detailed report on the options available, including costs and potential usage, should be presented to scrutiny by the end of June 2009 to enable the Commission to make further recommendations to Cabinet.

7.16 As part of this review we noted that expenditure on taxis for education transport is high. We understand that taxis are only used for home to school transport where necessary, for example for those children and young people unable to travel because of a physical disability or behavioural needs. Taxis are also used during the day particularly by special schools to take pupils home when they are playing up. There were strong views from one school and one Pupil Referral Unit that some operational issues were leading to wasted journeys. Officers are

working to reduce these costs for example by electronic tendering to ensure best value and a trial of a framework agreement for the procurement of taxi services. The outcome of this work should be monitored by scrutiny.

RECOMMENDATION 8:

Feedback should be provided to scrutiny on the work that officers are undertaking to reduce the cost of taxis for school transport.

7.1.17 The Education Transport Policy provides assistance with transport to a faith school which is not the nearest or designated school for a child if the family can prove that the child adheres to that faith. Where parents express choice of school for their child on grounds other than faith, or where the family is of a faith not represented by any other borough's schools, they will not receive the same assistance. In this respect, the Education Transport Policy is inequitable and should be reviewed. A number of other Councils have historically provided similar assistance with transport to faith schools but have recently changed their policy, including Cheshire, Norfolk and Hertfordshire.

7.1.18 We would not want to see transport to faith schools stopped, but think that a charge should be made to parents who choose for their child to attend a faith school if they require transport assistance to facilitate their attendance at that school, as is the case for other families where the child does not attend their nearest or designated school. Any changes to the policy should be widely consulted on.

RECOMMENDATION 9:

Transport provision for children attending faith schools at their parent's choice should be brought in line with provision given to other parents exercising their choice of school. Where the child lives outside the statutory distance from the school and it is the parent's choice that the child attends, the parents should be responsible for transport provision, unless they are a low income household.

SUMMARY OF RECOMMENDATIONS

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.

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: Communication between the two portfolios responsible for School Travel should continue, to ensure co-ordination of effort and maximising the expertise of officers within each portfolio.</p>	Low	High
<p>Recommendation 2: An additional post should be added to the Road Safety Team to help support schools to implement and review their School Travel Plans. Consideration should be given to funding this jointly from the Environment & Regeneration and Children & Young People budgets.</p>	High	High
<p>Recommendation 3: The Road Safety Team should continue to encourage those few schools without a School Travel Plan to create one, with assurances that they will be well supported to implement the plan with signposting and advice from the Road Safety Team as needed.</p>	Low	Medium

<p>Recommendation 4: The council should work with stakeholders who contribute towards healthy living to identify funding to make cycle training more sustainable. This could include schools, the Primary Care Trust and Parish and Town Councils.</p>	Low	Medium
<p>Recommendation 5: School travel issues should be considered as part of the design of new build schools or changes to the buildings of existing schools, to ensure that the physical measures around the entrances of schools support their travel needs, including provision of bus lay-bys, safe paths and crossings etc.</p>	Low	Medium
<p>Recommendation 6a: The working group that has been set up to work with individual schools on their travel needs should report the outcomes of their work to the scrutiny.</p>	Low	Low
<p>Recommendation 6b: The working group should consider inviting a representative from the Community Services portfolio to join the group.</p>	Low	Medium
<p>Recommendation 7: Officers from the Children & Young People and Environment & Regeneration portfolios should undertake more investigation into alternative models for a yellow bus scheme in Telford & Wrekin. This should include looking at using minibuses instead of large buses. A detailed report on the options available, including costs and potential usage, should be presented to scrutiny by the end of June 2009 to enable the Commission to make further recommendations to Cabinet.</p>	Low	High

<p>Recommendation 8: Feedback should be provided to scrutiny on the work that officers are undertaking to reduce the cost of taxis for school transport.</p>		
<p>Recommendation 9: Transport provision for children attending faith schools at their parent's choice should be brought in line with provision given to other parents exercising their choice of school. Where the child lives outside the statutory distance from the school and it is the parent's choice that the child attends, the parents should be responsible for transport provision, unless they are a low income household.</p>	Low	Low

ACKNOWLEDGEMENTS

We would like to thank all those listed below who have contributed their time to participate in this review, and have shared information and views with us.

- Beryl Mason – Chair of Governors, Newdale Primary School
- Alan Hussey – Governor, Newdale Primary School
- Nick Renshaw – Headteacher, Newdale Primary School
- Mandy Ward – Deputy Headteacher, Redhill Primary School
- Ann Garner – Headteacher, Church Aston Infants School
- Sian Deane – Headteacher, Holmer Lake Primary School
- Jane Stimson – Staffordshire County Council Fleet Management Team
- Nigel Austin – Staffordshire County Council Fleet Management Team
- Martyn Withnall – Team Leader: Contracts, TWC
- Ray Faulkner – Fleet Service Manager, TWC
- Heather Bolton – School Travel Plan Co-ordinator, TWC
- Amanda Roberts – Team Leader: Road Safety, TWC
- Stuart Freeman – Business Manager: Network Management & Policy, TWC
- Kathy Swallow – Education Officer: Admissions, TWC
- Mike Moore – Sites & Premises Officer, TWC
- Guy Kershaw – BSF Project Director, TWC
- Damien Madine – Interim Senior School Improvement Manager: Secondary, TWC
- Mal Yale – Capital & Facilities Manager, TWC
- Councillor Miles Hosken – Cabinet Member: Environment, TWC
- Councillor Stephen Burrell – Cabinet Member: Children & Young People, TWC.

We also looked at a range of information including:

- Planning and funding extended schools: a guide for schools, local authorities and their partner organisations, 2006, Department for Children, Schools and Families
- Evaluation of First Yellow School Bus Schemes, 2003, Department for Transport
- Peterborough Interim Sustainable School Travel Strategy
- Swindon Sustainable School Travel Strategy: Progress & Development
- Redcar & Cleveland Access to School: A sustainable modes of travel strategy for Redcar & Cleveland 2007 – 2008
- Shropshire County Council, Sustainable School Travel Strategy 2007 – 2012
- Nottinghamshire County Council, Review of Denominational Home to School Transport
- Shropshire County Council, Home-to-school Transport – report on suitability of yellow school bus scheme for Shropshire, report to Children & Young People Scrutiny Panel, January 2006
- Information gathered at the School Transport Conference 2008.

TELFORD & WREKIN COUNCIL

CABINET - 26 JANUARY 2009

ART 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 For Members to 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, Members, 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 and Member consultation was carried out on the draft strategy with representative groups to draw a sample evaluation of the developed themes. Sample feedback from the public consultation is 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

Member consultation January 8th 2009 – additional Members were briefed following a request from Cabinet. See **Appendix 1** for detail.

End of Report

***Report prepared by Psyche Hudson (82362), Arts and Culture Manager
Update 15.01.09***

Appendix 2 ‘An Engine For Change’ Arts Strategy

The following are samples of collated feedback from public forums held in relation to the Arts Strategy.

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 they answered

- 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. In relation to Your Health?

Mental Health and wellbeing would diminish; people would become paranoid, depressed, and apathetic

Body image issues may decrease as there would be less focus on celebrity

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

Topics of conversation would decrease

People would eat plainer more natural food and may be more healthy

Creativity in food production would decrease and we may be left with food that is bad for you

People may begin to have the same levels of confidence and self-esteem this may be a good thing but it could lead to everyone being depressed!

b. In relation to Your Community?

People's houses would be bland

Some areas do not have much art so not much would be lost

A lot of advertising is art so no one would know what was going on

No community events would mean less social interaction, limited experiences and less sharing of ideas

There would be no life on the streets

Loss of common interests

People would leave Telford to go to somewhere where something was going on

Communities wouldn't function, nothing would fit

People wouldn't be able to build relationships

The same ideas would be repeated everywhere nothing new would come forward

Individuality in terms of fashion would be lost, religious clothing wouldn't be worn

Religious festivals would not be celebrated

Life would be about survival not living

T&W would lose money in terms of tourism

Increase in vandalism and damage to the environment

Less fun and lack of sensory stimulation

We would become like America full of large corporate things 'characteristics' would be lost from communities small shops and businesses would disappear

c. In relation to you Your School?

There would be no point in performing well if life wasn't worth living

Individuality would be gone

Display boards would disappear
School trips wouldn't happen
People would not be educated about art and culture
People wouldn't be as open minded
Art departments would vanish
School would be sad and games would be missing
School buildings would be bland
There would be no history to discuss
There would be no talent to foster
Some people **only** enjoy art a lot of people could hate school
There would be no experimentation
People would become more dependant on religion
There would be more aggression and negativity
Some schools/colleges would crumble as their focus is art
Pupils wouldn't think for themselves
School would be stricter
Pupils would be apathetic and performance would go down
There would be nothing to do after school but homework

d. In relation to your Leisure Time?

People would be bored and angry
No communication or relationship building with friends and family, nothing to talk about
There would be nothing to do at all!
Everything would be neutral
People would loose their jobs in the leisure industry
People's emotional range would decrease nothing would impress/depress you!

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.

- ***More than half of the respondents said that they were not aware of the existence of the community arts team within the council but were keen to know more about what we did and how it could offer opportunities for them.***
 - ***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 caravanners 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 3 An Engine for Change – Arts Strategy

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 1 Arts Strategy An Engine for Change

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

Councillor Stephen Bentley

Councillor Keith Austin

Councillor Ute Sambrook

Councillor Derek White

Councillor Alan Mackenzie

Councillor Angela McClements

Councillor Charles Smith

Councillor Bill Tomlinson

Councillor Vic Tonks

Councillor Gill Green

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 Care

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

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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

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Pro Vice Chancellor, University of Wolverhampton, Telford Campus

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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

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Telford & Wrekin Primary Care Trust

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Community Consultation

Senior Citizens Forum Oct 6th
Young Persons Forum Sept 24th
Public Meeting Oct 13th
Your Community Matters Event Oct 2008

**Partners Against
Hate Crime and Harassment**

**Preventing and Reducing
Hate Crime Together**

**Strategy Against
Hate Crime and Harassment
2008 – 2011**



ACKNOWLEDGEMENTS

The development of the Hate Crime and Harassment Strategy is a joint initiative supported by Safer and Stronger Communities Partnership and the Telford Race, Equality and Diversity Partnership. Both Partnerships along with other key public sector agencies and community organisations have come together for the purpose of reducing and preventing hate crime and harassment across the Borough. This includes:

- Safer & Stronger Communities Partnership
- Telford Race, Equality and Diversity Partnership
- Telford & Wrekin Council
- Gender Matters
- Telford College of Arts and Technology
- West Mercia Crown Prosecution Service
- West Mercia Police
- West Mercia Probation Services
- Age Concern, Shropshire, Telford and Wrekin
- Telford & Wrekin Youth Offending Service
- Terrence Higgins Trust, Shropshire
- Telford African Welfare Association
- Victim Support, Shropshire, Telford and Wrekin
- Wrekin Housing Trust
- HMP Shrewsbury
- Shropshire Fire & Rescue Service

This multi-agency Hate Crime and Harassment Strategy has been developed in consultation with the wider community.

FOREWORD

We are pleased to present the first Telford & Wrekin Hate Crime and Harassment Strategy. This has been developed by the Safer & Stronger Communities Partnership in conjunction with Telford Race, Equality and Diversity Partnership.

We believe that tackling hate crime and harassment is essential to improving the quality of life of our residents. Harassment motivated by hatred and the fear of harassment can cause more psychological damage to a victim than crimes that are not motivated by hatred.

Many people are victims or witnesses of such crime and harassment, which can take place anywhere - at home, in the streets, at work, and in schools and colleges. Nobody should have to live with the fear and anxiety that this causes. It is a vital issue not only because of the long-term effects it has on the individuals and their families who experience it, but also because of the impact it has on communities and social groups.

We are pleased that this strategy has been produced and that our partners will continue to work together to become a leading example of preventative and responsive action measured by a reduction in hate crime and harassment and heightened awareness of its impact.

The actions contained in this Strategy will contribute to our shared vision of:

“a successful, prosperous and healthy community which offers a good quality of life for all the people of Telford and Wrekin”

Every incident of hate crime and harassment requires a response from all relevant partner agencies and for this reason the multi-agency forum Partners against Hate Crime and Harassment Group has been established.

By working together our aim is to not only stop the violence or harassment, but support the victims and deal effectively with the issues. In short, our response must make a timely and positive difference to those involved.

This Strategy lays out the commitment of all our agencies to work together to prevent hate crime and harassment in all its forms and address the harm that it creates. We look forward to its implementation and development to create a safer environment for all.

Steve Wellings

David Lavender

Steve Wellings

Chair of Safer & Stronger Communities Partnership

David Lavender

Chair of Telford Race, Equality and Diversity Partnership

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EXECUTIVE SUMMARY

This Hate Crime and Harassment Strategy has been prepared by the Safer Communities Strategic Unit, and partner agencies, under the auspices of the Telford & Wrekin Safer & Stronger Communities Partnership in conjunction with Telford Race, Equality and Diversity Partnership.

The purpose of this Strategy is to provide information about partner agency services and to drive forward new service developments.

This Strategy is a strand of the Safer & Stronger Communities Partnership Plan and covers the same period of 2008 – 2011.

All agencies included in the Safer & Stronger Communities Partnership and Telford Race, Equality and Diversity Partnership are committed to working together to protect adults and children, and the communities in which they live, from the pernicious harm caused by hate crime and harassment.

This Strategy outlines the actions that will be undertaken in order to offer services to all victims of hate crime and harassment, regardless of gender, race, age, sexual orientation, religion or belief or disability.

Our priorities have been determined by focusing on those actions which will impact most on the experiences of those experiencing and reporting hate crime and harassment. These include:

- 1) **IMPROVE MULTI-AGENCY RESPONSES AND PERFORMANCE IN TAKING ACTION AGAINST PERPETRATORS**
 - a) Develop clear and transparent procedures in dealing with hate crime and harassment incidents to reduce unnecessary contact with services
 - b) Review existing penalties used by partner agencies in response to incidents and assess whether the full range of powers are being used effectively
 - c) Develop a formal multi-agency risk assessment process for higher risk cases
 - d) Establish a multi-agency Hate Incident Panel (HIP) to review hate crime incidents
 - e) Maximise the use of available resources and approaches within Telford and Wrekin to help prevent re-offending and address the behaviours which lead to hate crime and harassment
 - f) Strengthen links with relevant services across Telford and Wrekin to take the appropriate action against perpetrators in particular young perpetrators

2) INCREASE ACCESS AND CONFIDENCE IN REPORTING

- a) Identify local reporting centres across Telford & Wrekin to act as a single point of contact to record and respond to hate crime and harassment incidents
- b) Develop appropriate training programme for volunteers and front-line staff employed at local reporting centres
- c) Develop marketing campaigns to raise awareness of where to report a hate crime or harassment incident within Telford and Wrekin
- d) Ensure processes are in place for victims and witnesses to receive feedback on the outcomes from the Hate Incident Panel or any other partner investigations
- e) Review all reporting processes to ensure they are inclusive and accessible to all communities
- f) Develop systems to ensure all incidents of hate crime and harassment are reported to one single point of contact
- g) Establish ways to make reporting easier for people with a learning disability

3) IMPROVE SUPPORT TO VICTIMS AND WITNESSES

- a) Review existing provision of advice and support services for victims and witnesses to help identify gaps and maximise the use of available resources
- b) Develop a Directory of Support Services for victims and witnesses
- c) Ensure support services are co-ordinated and a multi-agency referral system is in place
- d) Develop victim and witness feedback processes to ensure victims and witnesses are kept fully informed to help achieve satisfactory outcomes
- e) Explore opportunities to involve former victims and witnesses to help in the development of support services

4) IMPROVE STRATEGIC DELIVERY AND EFFECTIVE MONITORING

- a) Expand and strengthen the membership of agencies working together to tackle and prevent hate crime and harassment within Telford & Wrekin
- b) Seek partner endorsement of the Hate Crime & Harassment Strategy across key partnerships within Telford & Wrekin
- c) Develop a Hate Crime & Harassment Charter
- d) Ensure all partners are aware of their role and responsibilities in dealing with hate crime and harassment
- e) Produce quarterly performance reports on hate crime and harassment
- f) Gain support from key partners for incorporating hate crime and harassment training within their Learning and Development Plans
- g) Explore internal and external funding opportunities to support the work in tackling hate crime and harassment across Telford and Wrekin
- h) Develop a multi-agency protocol and training to support people with learning disabilities and other vulnerable adults who report hate crime and harassment incidents
- i) Ensure, when and where appropriate, that clear links are in place between arrangements for handling hate crime and the multi-agency Adult Protection / Safeguarding process

5) IMPROVE COMMUNICATION BETWEEN PARTNERS AND COMMUNITIES

- a) Develop effective ways for members of the public to help shape services and activities in tackling hate crime and harassment and get involved where applicable
- b) Develop effective ways of engaging with vulnerable groups, such as people with learning disabilities, to raise their awareness and empower them in reporting hate crime and harassment incidents
- c) Develop a catalogue of resources including models of good practice from elsewhere about hate crime and harassment for use by partners and local agencies
- d) Develop a marketing campaign to promote awareness of local reporting sites across the Borough, as well as communicating actions taken to address hate crime and harassment
- e) Strengthen links with local media agencies around the reporting of hate crime and harassment incidents

6) IMPROVE PREVENTATIVE MEASURES AND PROMOTE COMMUNITY COHESION

- a) Forge better links with 'emerging' communities who are 'targets' of hate crime and harassment
- b) Strengthen links with relevant organisations and services in developing initiatives to prevent offending and re-offending
- c) Develop links with relevant strategies and other associated areas of work within Telford and Wrekin to maximise the use of available resources to tackle hate crime and harassment
- d) Involve local schools, youth centres and local communities in developing best practice initiatives to improve hate crime and harassment reporting arrangements in these settings
- e) Promote resources for schools and youth centres, such as the 'Victim Support' educational programmes, for inclusion in curriculum and other activities.
- f) Develop best practice guidelines to assist harassment policies and procedures amongst partner agencies
- g) Engage with self and citizen advocacy groups for people with learning disabilities and other vulnerable adults and their carers, to promote hate crime and harassment prevention messages

LEARNING FROM OTHERS

This Strategy has recognised through the above actions that further work is required to develop the infrastructure within Telford & Wrekin to ensure there is a victim-centred approach in tackling hate crime and harassment.

Using other models of best practice from across England such as the one used in other parts of Shropshire and the one used in Southampton we will endeavour to incorporate elements from these to develop a local approach. The following diagrams show the Shropshire and Southampton models (refer overleaf.)

SHROPSHIRE MODEL

Hate Crime incident made known to the Receiving Agency

- Reporting Form completed by the Receiving Agency
- Receiving Agency considers whether or not to adopt a multi-agency approach

Receiving Agency considers that multi agency approach is not appropriate

Receiving Agency action only in accordance with own policy and procedures

Changes to information or circumstances may result in Receiving Agency considering a multi agency approach more suitable

Hate Crime incident resolved in accordance with the Receiving Agency's own policy and procedure

Receiving Agency considers instigating a multi agency approach through the local network

Receiving Agency consults with other appropriate agencies to instigate the multi agency approach

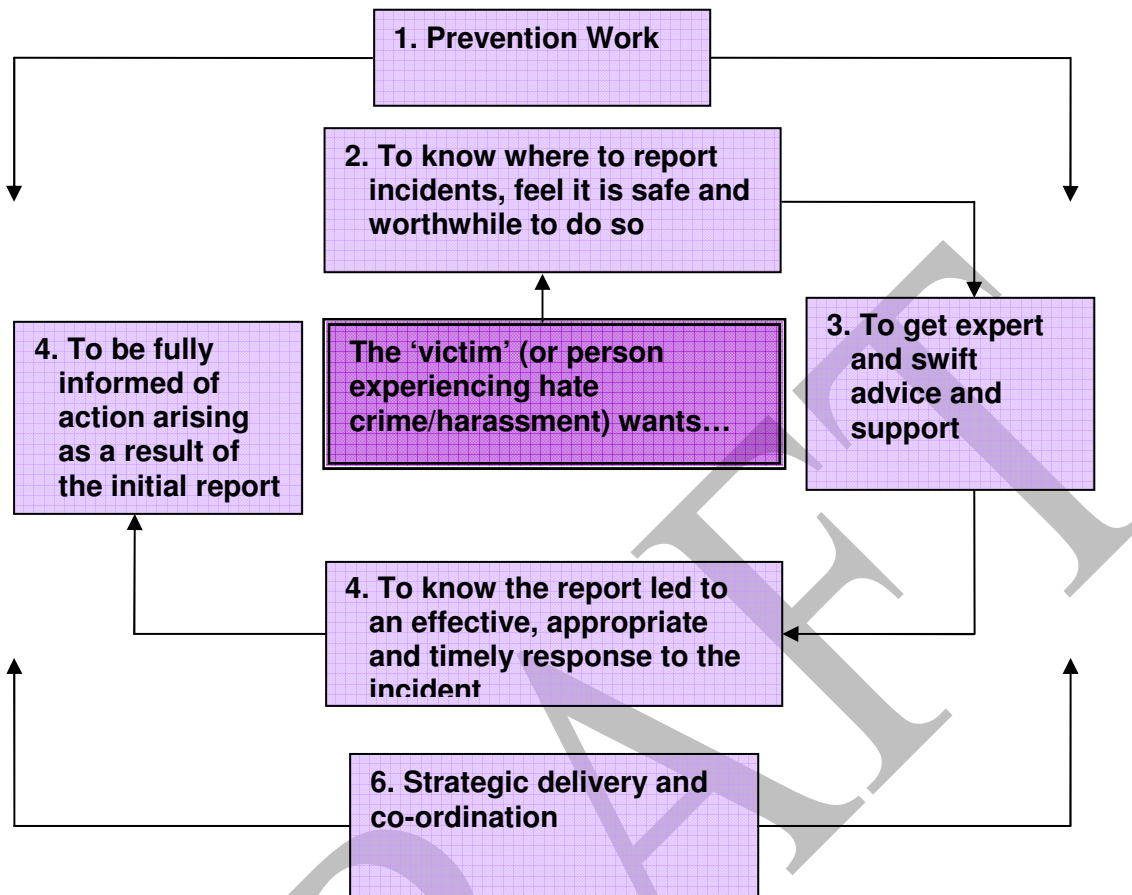
Receiving Agency also notifies:

- Monitoring Agency
- Responsible Person within own organisation

Multi-agency case conference convened, facilitated and chaired by the Receiving Agency

Further action determined by the participants of the case conference to effect a satisfactory resolution

SOUTHAMPTON MODEL - THE "VICTIM" CENTRED APPROACH



It would be prudent to use the Shropshire model (where applicable) since there are a number of benefits in using a similar approach that some of Telford & Wrekin Council's partners are familiar with. Equally, it will be beneficial to have a similar approach with a neighbouring local authority due to overlapping court jurisdictions.

In developing a victim-centred approach it would be beneficial to use (where applicable) the Southampton model, especially when Telford & Wrekin Council and its partners are required to be compliant with the 2006 Victim Code of Practice that was introduced in 2006 as part of the Domestic Violence, Crime and Victims Act 2004. This gives victims of crime the right to information about the crime within specified time scales, including the right to be notified of any arrests and court cases. It also sets out the minimum levels of enhanced services that should be offered to 'vulnerable' victims of crime by criminal justice agencies (including the Police and Crown Prosecution Service). Those classed as 'vulnerable' include victims of a sexual or racial offence and those singled out because of their sexual orientation or religion.

1.0 SETTING THE SCENE

- 1.1 Hate Crime and Harassment is a serious social issue which has a significant impact on its victims, families, and the wider community within Telford & Wrekin.
- 1.2 Everyone should be treated with dignity and respect. Harassment is now recognised as one of the major contributing factors to unnecessary stress. It often leads to depression for the victim and can have a devastating effect on their quality of life. The same can be said for hate crime victims.
- 1.3 Hate crime victims feel the added trauma of knowing that the perpetrator's motivation is an impersonal, group hatred, relating to some feature that they share with others. This factor may be greatest where the hatred is directed against a visible feature such as skin colour, physical disability, or relating to core personal values such as religion or belief or to someone's sexuality. A crime that might normally have a minor impact becomes, with the hate element, a very intimate and hurtful attack that can undermine the victim's quality of life.
- 1.4 This impact is amplified further because hate crime is one of the most underreported categories of incident. An offender can often keep the same victim or group of victims locked in isolation and fear by keeping the physical extent of each attack at a level where it is unlikely to be reported.
- 1.5 When a victim is finally moved to report a hate crime, their trauma and distress are likely to reflect the combined fear, misery and despair from a catalogue of previous victimisation. In any close community, the impact of hate crime on quality of life extends to the victim's family, broader circle of friends, acquaintances and the whole community. For every primary victim there are likely to be numerous secondary victims. The perception of the victim is the reality that determines the impact of hate crime on quality of life. This is of paramount importance. Assessing the gravity purely by the physical extent of what has happened can be meaningless¹.
- 1.6 Hate Crime & Harassment has a direct and indirect impact on five of the six shared community priorities within Telford & Wrekin:
 - **A Modern City**
 - **A Strong and Inclusive Community**
 - **A Learning Community**
 - **A Safe, Healthy and Caring Community**
 - **An Enterprising and Innovative Community**
- 1.7 This Strategy will improve peoples' life chances which in turn will help transform Telford and Wrekin by 2026 into a 'successful, prosperous and healthy community which offers a good quality of life for all the people of Telford & Wrekin.

¹ Association of Chief Police Officers (ACPO) Hate Crime Manual, 2002

2.0 HOW THE STRATEGY WAS DEVELOPED

- 2.1 This Strategy has been developed on behalf of the Safer & Stronger Communities Partnership by Partners Against Hate Crime & Harassment Group (a sub-group of the Crime Reduction and Anti Social Behaviour Joint Action Group.)
- 2.2 This work will contribute to the Safer & Stronger Communities Partnership's overall vision:

“A community that feels safe and protected”.

- 2.3 This is a three year strategy and will be reviewed on an annual basis using intelligence from the Police and Safer & Stronger Communities Partnership Joint Strategic Assessment.
- 2.4 The Hate Crime and Harassment Strategy will focus its attention across the diversity strands, which include: race; age; gender; disability; religion or belief; sexual orientation and transgender.
- 2.5 The Partnership will focus on the following themes:
- Action against perpetrators
 - Confidence in reporting and responding
 - Support to victims and witnesses
 - Multi-agency responses to hate crime and harassment
 - Information and raising awareness
 - Prevention
- 2.6 The Hate Crime and Harassment Strategy links closely with:
- Community Strategy
 - Transforming Telford
 - Community Cohesion Strategy (to be developed)
 - Anti-Social Behaviour Strategy (to be developed)
 - West Mercia Criminal Justice Board Plan
 - Domestic Abuse Strategy
 - Adult Protection Strategy
 - Equality & Diversity Schemes
 - Newcomers Strategy
 - Children and Young People Plan
 - Anti-Bullying Strategy

3.0 LEGISLATION

- 3.1 Recent changes in legislation relating to Hate Crime and Harassment shows the Governments commitment to engage in these issues and reinforce legal remedies available to individuals.
- 3.2 Outlined below are some of the key pieces of legislation. This is not exhaustive list of legislation covering hate crime and harassment
- 3.3 In April 2006 the **Victim's Code of Practice** came into force and is implemented in the **Domestic Violence, Crime and Victims Act 2004**.
- Victims of crime are given the right to information relating to the crime within specified time scales including the right to be notified of any arrests and court cases.
 - Sets out minimum levels of enhanced services that should be offered to 'vulnerable' victims of crime by Criminal Justice Agencies (including Police & Crown Prosecution Service) – vulnerable includes victims of sexual or racial offences, and victims singled out because of sexual orientation or religion.
 - Provision of Witness Care Units.
- 3.4 **Protection from Harassment Act 1997**
- Allows courts to grant an injunction to restrain any actual or threatened harassment.
 - Break of this injunction is a criminal offence and allows the court to award damages to the victim.
- 3.5 **The Disability Discrimination Act 1995**
- Provides protection against discrimination and provides further protection against harassment and victimisation on the grounds of disability (including mental health).
- 3.6 **The Employment Equality (Sexual Orientation) Regulations 2003**
- Provides protection against discrimination, harassment and victimisation on the grounds of sexual orientation.
- 3.7 **The Sexual Discrimination Act: as amended 2005**
- Unlawful for employers and other organisations to discriminate against men and women, to harass or subject them to victimisation in the area of employment.
 - Provides protection against harassment or victimisation on the grounds of marriage, pregnancy, maternity leave, or because someone intends to undergo or is undergoing or has undergone gender reassignment.

3.8 **Crime and Disorder Act 1998**

- Introduced racially aggravated offences for racist violence and harassment.

3.9 **The Anti Terrorism, Crime and Security Act 2001**

- Expanded the above offences to cover religiously aggravated offences.

3.10 **Criminal Justice Act 2003**

- Increased sentences for racially and religiously aggravated offences, or offences aggravated by sexual orientation or impairment.
- Obliges courts to treat as an aggravating factor when considering the sentencing of an offender the fact that race or religion was a factor in the commission of the offence. It does the same for disability and sexual orientation.

3.11 **Race Relations (amendment) Act 2000**

- Provides protection against discrimination and victimisation on the grounds of colour or nationality.
- The regulations that amended the Act – Race Regulations 2003, provides a stand-alone right to protection from harassment on the grounds of race and ethnic or national origin.

3.12 **The Employment Equality (Religion or Belief) Regulations 2003**

- Provides protection against discrimination, harassment and victimisation on the grounds of religion or belief.

3.13 **The Employment Equality (age) Regulations 2006 and The Employment Equality (age) amendment Regulations 2007**

- Provides protection for employment and training.
- Prohibits unjustified direct and indirect age discrimination, and all harassment and victimisation on grounds of age, of people of any age – young or old.

3.14 **Human Rights Act 1998**

3.15 Under Article 3 of the Human Rights Act of 1998, inhuman and degrading treatment is prohibited. The Human Rights Act may also have some bearing on other aspects of harassment, including sexual orientation, in that Article 8 provides a right to respect for private and family life.

4.0 DEFINITION OF HATE CRIME & HARASSMENT

4.1 A **hate crime** is defined as:

‘Any incident which constitutes a criminal offence that is perceived by the victim or any other person as being motivated by prejudice or hate’

4.2 It is important to understand that all hate crimes are hate incidents, but not all hate incidents are hate crimes, as they may not constitute a criminal offence. However, all incidents are important and should be reported.

4.3 The definition of hate crime and harassment originate from legislation such as the Crime & Disorder Act 1998 (amended by the Police & Justice Act 2006), the Crime and Security Act 2001 and the Criminal Justice Act 2003. Together, this legislation requires that the motivation of racial hatred, hatred of religion or hostility towards sexual orientation or disability be considered when courts sentence an offender.

4.4 Supporting this, the MacPherson Inquiry, which followed the racist murder of Stephen Lawrence in 1993, developed the definition of a racially motivated crime as, ‘**any incident which is perceived to be racist by the victim or any other person**’.

4.5 The Association of Chief Police Officers (ACPO) has adopted the same approach for crime or behaviour motivated by religion, sexual orientation, disability, age or ‘any person targeted because of their status, group characteristics or affiliation’.

4.6 A **hate incident** is defined as:

‘Any incident which may or may not constitute a criminal offence that is perceived by the victim, or any other person as being motivated by prejudice or hate’

4.7 The Protection from Harassment Act 1997 defines **harassment**, as a ‘deliberate action designed to cause alarm or distress’. As with hate crime, if the action is perceived by the victims to be motivated by hatred or prejudice, it is considered to be hate-driven harassment.

4.8 The key element of harassment is that it does not have to be intentional to be judged as harassment. Even if someone had no intention of causing offence, if the recipient perceives it as such, it may well be harassment.

4.9 Hate crime & harassment takes many forms, including:

- Physical attacks
- Rubbish dumped on doorsteps
- Malicious complaints
- Threatening behaviour
- Arson
- Neighbourhood disputes
- Abusive or obscene phone calls, texts or emails
- Graffiti scrawled on property, including disturbing leaflets or posters.
- Verbal abuse

- Bullying at school, workplace or in the community
- Emotional and psychological abuse

4.10 The Partners against Hate Crime & Harassment Group have agreed to adopt a shared definition of hate crime and harassment in line with guiding documents and legislation.

Definition

Hate crime and harassment is defined as any behaviour, physical or verbal, that is perceived by the victim or any other person as being motivated, in whole or in part, by hatred, bias, or prejudice, based upon the actual or perceived race, colour, religion, national origin, gender, transgender, age, disability, or sexual orientation of another individual or group

The hatred can be motivated against:

- Race
- Sexuality
- Gender
- Disability
- Age
- Religion and belief
- Gypsies and Travellers
- Other vulnerable groups/individuals

Domestic abuse is addressed via a specific Domestic Abuse Strategy.

5.0 NATURE AND EXTENT

National picture

- 5.1 Nationally, in 2006-07, police reported 5,619 hate crimes in which someone was injured, 4,350 hate crimes without injury, and 28,485 cases of racially or religiously motivated harassment (Home Office). There were also 3,565 cases of criminal damage related to hate crimes.
- 5.2 The majority of hate crimes happen near to the victim's home while they are going about their daily business, and an offence is most likely to be committed between 3pm and midnight. Most hate criminals live in the same neighbourhood as their victims.
- 5.3 The police believe that most racist, religious and homophobic hate crime, is not reported because the victim is either too frightened or too embarrassed to tell someone what had happened. (Hate Crime: Delivering a Quality Service ACPO 2005).

Local picture

- 5.4 The Borough has below the national average of residents from diverse minority ethnic backgrounds. In 2001, only 5.2% of its residents fell into this category, most living in two wards – College (34%) and Hadley (17%). The largest ethnic groups in Telford and Wrekin are Asian and Mixed Asian. The figures for children and young people between 0 and 19yrs are higher than the national average, with 3,273 (8.1%) of the 40,141 young people from a minority ethnic group.
- 5.5 In addition, Telford and Wrekin has an increasing number of migrant workers from Eastern Europe and other parts of the world.
- 5.6 From January 2007 to December 2007, there were a total of 205 (78%) incidents of racially motivated hate crime and harassment reported to the Hate Crime Unit. We have seen a steady rise in the numbers of reports received over the past three years with a 15% increase in 2007.
- 5.7 The ethnicity of those reporting the most racial harassment and hate crimes in 2007 were Asian and White other (this would include migrants from Eastern Europe).

Victims and perpetrators

- 5.8 Victim's profiles locally show that in 2007/08 63% of victims were male and 37% female. The main age group of victims is 20-29yrs, closely followed by 30-39yrs.
- 5.9 Of the perpetrators prosecuted 83% were male and 17% female. The main age group of perpetrators is 10 -19yrs, closely followed by 20 -29yrs.
- 5.10 Local and national statistics show that the ethnicity of known perpetrators is predominantly white British.

Hate Crime Reporting, Detection and Prosecution

- 5.11 In 2007, 262 records in total had hate crime interest flags attached, of these 178 offences and 84 incidents.
- 5.12 Telford and Wrekin Police set an annual target in relation to the detection of racially aggravated offences. In 2007/8 the detection rate was set at 47.3%, which has been exceeded by 1.1%.
- 5.13 It is emphasised that these statistics are those recorded by the police and do not include any reports from other agencies. Therefore these figures should be read on the premise that it is an indication of what is going on in the community rather than a complete reflection on actual behaviour.
- 5.14 According to West Mercia Crown Prosecution Services' Performance Assessment (2007), the proportion of successful outcomes in racially and religiously aggravated cases are below those found nationally, although services has shown continuing improvement over recent years. Fewer cases involving homophobic crimes were successfully prosecuted in 2006-07 compared with 2005-06, although the numbers involved were small.

Other information

- 5.15 Based on information from the last Safer & Stronger Communities Partnership Strategic Intelligence Assessment 2007/08, there are a number of key findings. These include:
- Peaks in hate crime volume are evident during the summer months, mirroring national trends in relation to harassment.
 - Saturday and Sunday have been identified as peak days for offending, and 17:00 – 21:59 as the most problematic time-period.
 - The majority of incidents have been racist in nature, and over half of all offences have been racially aggravated. Specifically in relation to racially aggravated offences, the highest number of victims were of Black Caribbean ethnic origin.
 - The highest volume of hate crime has been committed in Haygate and Ercall Local Policing Area, an area which has a higher proportion of minority ethnic populations.
 - An emerging trend involving Eastern European migrant workers has been identified in South Telford. Offences targeting this community have increased in severity during the time period considered, ranging from racist graffiti to assault and arson.
 - The age profile in relation to offenders is younger than that of victims; 66% were aged 25 or under.

6.0 ACTION

- 6.1 The actions identified takes into account best practice and the needs of those who experience hate crime and harassment. This has been informed by wider community consultation.
- 6.2 The priorities have therefore been determined by focusing on those actions which will impact most on the experiences of those experiencing and reporting hate crime and harassment.

ACTION AGAINST PERPETRATORS

Current Issues

- 6.3 The need for a speedy, visible and restorative justice system is essential and central to ensuring that communities report hate crime and harassment. Victims and communities alike need to know that all reports are treated seriously and that the investigating agency does all it can to establish the facts so that the problem can be resolved to the victim's satisfaction. It is therefore vital that vulnerable communities and individuals are assured that the full range of appropriate enforcement actions open to partner agencies are currently being used to full effect in deterring either single or repeat perpetrators.

Achievements

- 6.4 The Safer & Stronger Communities Partnership has made a firm commitment to ensure that hate crime and harassment are dealt with appropriately and swiftly. The Police Hate Crime Unit already work to achieve this goal and they place a high priority on taking action against perpetrators of hate crime and harassment. The Police will pursue and arrest on conviction where possible, and the courts are able to consider racial, religious, sexual orientation and disability hostility as aggravating factors when deciding on the sentence for any offence.
- 6.5 The development of the Partners Against Hate Crime & Harassment Group, a joint initiative formed by the Safer & Stronger Communities Partnership and Telford Race, Equality and Diversity Partnership, established in 2007, has enabled stronger links between communities and partner agencies in tackling hate crime and harassment. This is evident through the development of this Strategy.
- 6.6 Police and Criminal Justice Scrutiny Group was formed by Telford Race, Equality and Diversity Partnership in 2006. It has brought together all the criminal justice agencies to share local intelligence and data on hate crime and harassment. This sharing has enabled partner agencies to better co-ordinate existing information and recognises the value of greater transparency in monitoring hate incidents locally.

Gaps

- 6.7 From our research we have recognised that there are some areas in our actions against perpetrators that would benefit from strengthening. One of these is the lack of an inter-agency agreement as to how agencies will respond to hate crime at different levels.

- 6.8 Further research is needed to explore the feasibility of taking more enforcement action against perpetrators such as Anti-Social Behaviour Orders, Acceptable Behaviour Contracts, Criminal Anti Social Behaviour Orders, and working with social landlords and other agencies to take action that affects perpetrator/s tenancy agreements.
- 6.9 In order for agencies to work more effectively when tackling complex or high risk cases it would be useful to have policies and protocols in place to guide multi-agency risk assessment conferences (MARAC) and other appropriate actions.
- 6.10 The sharing of intelligence initially started by Partners against Hate Crime and Harassment Group and Police and Criminal Justice Scrutiny Group needs to be further strengthened by regular reviews of hate crime and harassment incidents locally involving all existing Partners against Hate Crime and Harassment Group members and wider community representation.

Objective

- 6.11 Improve multi-agency responses and performance in taking action against perpetrators

Key Actions

- Develop clear and transparent procedures in dealing with hate crime and harassment incidents to reduce unnecessary contact with services
- Review existing penalties used by partner agencies in response to incidents and assess whether the full range of powers are being used effectively
- Develop a formal multi-agency risk assessment process for higher risk cases
- Establish a multi-agency Hate Incident Panel (HIP) to review hate crime incidents
- Maximise the use of available resources and approaches within Telford and Wrekin to help prevent re-offending and address the behaviours which lead to hate crime and harassment
- Strengthen links with relevant services across Telford and Wrekin to take the appropriate action against perpetrators in particular young perpetrators

CONFIDENCE IN REPORTING

Current Issues

- 6.12 It is acknowledged both nationally and locally that the majority of hate crimes and incidents go unreported due to numerous factors, such as:
- Fear of retribution.
 - Distrust of the police and other agencies.
 - Fear of not being taken seriously
 - Not realising a crime has taken place.

- Failure in securing a conviction – feeling perpetrators ‘get away with it’
- 6.13 Therefore if a victim or witness of hate crime and harassment wants to report it they will need to:
- Be confident that reporting is worthwhile
 - Feel safe to report it
 - Know how and where to report the incident
 - Who to report it to
- 6.14 From our local analysis of the hate crime statistics, the Police and Criminal Justice Scrutiny Group, and Partners against Hate Crime & Harassment Group, suspect that there is under-reporting in many areas of hate crime and harassment.
- 6.15 It is recognised that if we are to have an accurate local picture of the extent of hate crime and harassment across all its forms then there is a need to ensure confidence in the reporting, recording and referral systems that are in place.
- 6.16 Reporting arrangements for incidents of hate crime and harassment will be developed across Telford & Wrekin. As part of this work an assessment criteria will be developed to assist organisations and their front line staff to determine the appropriate course of action for reported incidents of hate crime and harassment. The criteria will be developed to ensure fairness for both the victim and the named perpetrator/s.
- 6.17 Authorities will need to take into account the public benefit in investigating incidents which may be malicious or vexatious. The assessment criteria will be developed which take this into account so that authorities can be seen to be treating all hate crime and harassment incidents in a fair and balanced way.
- 6.18 Hate crime manifests itself by exposing victims to acts of harassment and victimisation including intimidation and abuse. It is vital this is clearly understood. Hate crime and harassment is deeply damaging to the individual, their family and the community. Telford & Wrekin Council and its partners have a responsibility to proactively deal with all incidents of hate crime and harassment.
- 6.19 It is imperative that all cases are investigated as thoroughly as possible to obtain whatever evidence is available whilst we remain objective and maintain a victim-centred approach. All attempts should be made to gather independent evidence, although there may be cases in which it is necessary to make a judgement as to what has happened, and what course of action is required. This is even more important when there are counter allegations to consider.

Achievements

- 6.20 The Safer and Stronger Community Partnership have created a Reassurance and Marketing Joint Action Group.
- 6.21 In early 2008 Telford Race, Equality and Diversity Partnership secured funding from West Mercia Police Authority to recruit additional community reporting centres and train volunteer reporters.

Gaps

- 6.22 Currently there is limited hate crime and harassment reporting, where reporting takes place this is limited to Police locations and some social housing offices. From our research there is a need to establish wider access to reporting centres across Telford & Wrekin, in both statutory agencies and community venues.
- 6.23 The form currently available for self-reporting is the 'True Vision' packs however these do not currently cover all forms of hate crime and harassment. There are difficulties for people with learning disabilities in particular to access such forms. Other inclusive systems need to be explored to ensure appropriate to ensure reporting processes are fully inclusive and accessible.
- 6.24 The reporting centres need to be perceived by victims as safe places where they will receive appropriate responses from staff. At present there is variable training available to front-line staff on how to respond to victims reporting hate crime and harassment. What is available will often be provided in-house and conform to the needs of that particular organisation. This raises concerns about consistency in the quality of the responses victims may receive. Therefore by agreeing content and delivery of a hate crime and harassment training programme all partners can develop greater consistency in the quality of experience that victims or witnesses will have wherever they chose to report the incident

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Objective

6.25 Increase access to and confidence in reporting.

Key Actions

- Identify local reporting centres across Telford & Wrekin to act as a single point of contact to record and respond to hate crime and harassment incidents
- Develop appropriate training programme for volunteers and front-line staff employed at local reporting centres

Develop marketing campaigns to raise awareness of where to report a hate crime or harassment incident within Telford and Wrekin

- Ensure processes are in place for victims and witnesses to receive feedback on the outcomes from the Hate Incident Panel or any other partner investigations
- Review all reporting processes to ensure they are inclusive and accessible to all communities
- Develop systems to ensure all incidents of hate crime and harassment are reported to one single point of contact
- Establish ways to make reporting easier for people with a learning disability

SUPPORT FOR VICTIMS AND WITNESSES

Current Provision

- 6.26 National research undertaken by Victim Support has shown that many victims of racist and homophobic crime do not report their experiences to the Police and often suffer ongoing victimisation which they regard as part of everyday life.
- 6.27 Local research suggested that members of the public and victims are unaware of where to go to for help and support if they experience hate crime and harassment. It is policy however that when the Police are involved, referral to Victim Support is offered to victims of hate crime and harassment.
- 6.28 In addition there can be a culture of 'silence' with witnesses not feeling safe to come forward to give evidence or wanting to report for other reasons. This can result in cases where there is insufficient evidence to prosecute. Support is available for witnesses but it is unclear as to whether people are sufficiently aware of this service.

Achievements

- 6.29 There are many services open to victims and witnesses locally. These include security improvement to homes, help lines, alarms, mobile phones, victim packs etc, trained staff for advice and counselling, a dedicated support worker and assistance with attending court.

- 6.30 Victims are supported through a range of agencies. Victim Support plays an important role in providing knowledge, emotional support and access to legal advice and counselling for victims. Funding has been secured for the training of a number of Victim Support staff and volunteers to specialise in supporting victims of hate crime and harassment.
- 6.31 The Lesbian, Gay, Bi-Sexual and Trans community is able to obtain emotional support and practical advice through agencies, such as Terence Higgins Trust and Gender Matters.
- 6.32 Supporting People services have limited available accommodation for vulnerable people, which may include victims of racial or homophobic crime. They also offer floating and residential support to other vulnerable people, who may be victims of hate crime and harassment such as people with a disability or people with mental health problems.

Gaps

- 6.33 There is a need to ensure that existing dedicated and indirect advice and support service provision is maximised. Awareness of what support is available has not always come to the attention partner organisations. Likewise victims do not have access to an information pack which informs them of where they can go for help and support locally.
- 6.34 By bringing partner agencies involved in supporting victims together through Partners against Hate Crime and Harassment Group, we can explore how we can better co-ordinate existing support and identify any gaps. For instance by strengthening links between agencies such as Victim Support where we can ensure that there is a clear referral processes in place for when hate incidents and harassment are reported.
- 6.35 Ensuring victims have feedback is critical to achieving satisfaction. This requires that across the investigating agency there are effective systems and resources in place to enable timely and appropriate feedback to happen and for the monitoring of client satisfaction. There is no external scrutiny or monitoring of victim satisfaction with the support and services they have received.
- 6.36 It may be interesting in particular to share the experiences of former victims of hate crime and harassment to enable the key agencies to continue to learn and develop victim centred services.
- 6.37 Witnesses are often critical to enabling cases to be prosecuted however it is sometimes difficult to find witnesses willing to stand up in court due to fear for their personal safety. There is a need to look at what can be done to support witnesses more and reduce the climate of fear.

Objective

6.38 Improve support to victims and witnesses

Key Actions

- Review existing provision of advice and support services for victims and witnesses to help identify gaps and maximise the use of available resources
- Develop a Directory of Support Services for victims and witnesses
- Ensure support services are co-ordinated and a multi-agency referral system is in place
- Develop victim and witness feedback processes to ensure victims and witnesses are kept fully informed to help achieve satisfactory outcomes
- Explore opportunities to involve former victims and witnesses to help in the development of support services

MULTI-AGENCY WORKING

Current Issues

- 6.39 The benefits of working together are self-evident but it is not without problems. Success in some of the key actions will be dependent on other thematic partnerships and agencies playing their part and allocating resources to support the actions.
- 6.40 Hate crime and harassment does not belong to simply one thematic partnership but it crosses nearly all. Being able to make effective links across Telford & Wrekin Council Portfolios and other agencies is not easy and is time consuming.
- 6.41 While there has been a great deal of positive work relating to hate crime and harassment, it is widely acknowledged by agencies and communities that there are needs and gaps that could be addressed through improved multi agency work.

Achievements

- 6.42 The formation of Partners against Hate Crime and Harassment Group in 2008 has been welcomed by all partners. It has brought together key agencies to share the responsibility for developing this Strategy and implementing its agreed actions.
- 6.43 Partners against Hate Crime and Harassment Group have also developed initial links with the local Anti-Bullying Strategy which will in the future enable more effective communication and partnership working in areas of joint concern.
- 6.44 There have been other good examples of multi-agency working such as the use of Multi-Agency Risk Assessment Conferences (MARAC) in response to hate crime.

Gaps

- 6.45 There is a need to ensure that the community, voluntary and faith sectors are able to engage effectively with Partners against Hate Crime and Harassment Group.

Objective

- 6.46 Improve strategic delivery and effective monitoring

Key Actions

- Expand and strengthen the membership of agencies working together to tackle and prevent hate crime and harassment within Telford & Wrekin
- Seek partner endorsement of the Hate Crime & Harassment Strategy across key partnerships within Telford & Wrekin
- Develop a Hate Crime & Harassment Charter
- Ensure all partners are aware of their role and responsibilities in dealing with hate crime and harassment
- Produce quarterly performance reports on hate crime and harassment
- Gain support from key partners for incorporating hate crime and harassment training within their Learning and Development Plans
- Explore internal and external funding opportunities to support the work in tackling hate crime and harassment across Telford and Wrekin
- Develop a multi-agency protocol and training to support people with learning disabilities and other vulnerable adults who report hate crime and harassment incidents
- Ensure, when and where appropriate, that clear links are in place between arrangements for handling hate crime and the multi-agency Adult Protection / Safeguarding process

INFORMATION & RAISING AWARENESS

Current Issues

- 6.47 Local research indicated that the public is largely ignorant about the existence of hate crime and especially in all its forms of hate crime and harassment, in particular disablist hate crime. This calls into question whether sufficient efforts have been made to raise awareness about the nature of hate crime and harassment, or try and challenge the public prejudice which feeds such crimes.
- 6.48 The Valuing People Support Team nationally has made considerable efforts to raise the profile of hate crime and harassment amongst people with learning disabilities by funding projects across the UK. We need to build on the learning these projects have achieved and apply them to the needs of local people with learning disabilities.

Some valuable training packs and websites have been developed along with other helpful resources.

- 6.49 A lack of awareness or information can impact on both victims and perpetrators. It means that perpetrators, in particular those who are young, may be unaware of the impact their behaviour is having on the victim or the community. They may also be unaware of the consequences of their actions. Whereas victims, in particular those new to the Borough, may be unaware of where to go to for help and support or why they should report hate crime and harassment.
- 6.50 The influence of marketing tools on preventing and investigating hate crimes should also be recognised. The media is critical in shaping public attitudes about the crime, its perpetrators, and the law enforcement response.

Achievements

- 6.51 At the beginning of this year, the Safer & Stronger Communities Partnership launched its myth busting campaign including posters and a website www.tacklemyth.com targeting the misinformation and misconceptions about new migrant communities. It was in response to two drivers, 1) a number of racist incidents and 2) the recognitions by the Newcomers Strategy Group of the need to reduce community tensions by publicly tackling the myths that fuel these tensions.

Gaps

- 6.52 The initial Partners against Hate Crime and Harassment Group Road Show displays highlighted the limitations of existing community engagement around hate crime and harassment. Those participating in the consultation were not aware of the impact of hate crime and harassment locally or the full range of agencies they could report to for support and help. There is a need to consider how we communicate the messages Partners against Hate Crime and Harassment Group want to convey to both the public and local agencies.
- 6.53 There have been concerns locally and nationally about the role that the media play in heightening community tensions. It is invaluable to develop links with the local media to discuss their role in promoting community cohesion.
- 6.54 Overall, local communities need to be more aware and empowered to be able to influence all partner activities in tackling hate crime and harassment

Objective

- 6.55 Improve communication between partners and communities

Key Actions

- Develop effective ways for members of the public to help shape services and activities in tackling hate crime and harassment and get involved where applicable

- Develop effective ways of engaging with vulnerable groups, such as people with learning disabilities, to raise their awareness and empower them in reporting hate crime and harassment incidents
- Develop a catalogue of resources including models of good practice from elsewhere about hate crime and harassment for use by partners and local agencies
- Develop a marketing campaign to promote awareness of local reporting sites across the Borough, as well as communicating actions taken to address hate crime and harassment

PREVENTION

Current Issues

- 6.56 Best practice teaches us that tackling prejudicial attitudes has to begin at an early age. Young people can be the victims of hate crime and harassment as well as being perpetrators. National research also highlights the need for raising more awareness amongst young people that hate crime and harassment is illegal and that support for victims is available. All schools have an anti-bullying policy and many adopt an anti-discriminatory policy. However our knowledge of what preventative measures have been tried to reduce hate crime and harassment and their success is somewhat limited.
- 6.57 When looking at the profile of perpetrators we can see a need for collaborating with schools and youth services if we are really serious about tackling this problem. Schools and local communities need to work with Partners against Hate Crime and Harassment Group to confront and eliminate harassing, intimidating, violent, and other hate-motivated behaviour among young people. We need to have a debate and discussion which will lead to planning, immediate action and long-term responses to hate crime. By understanding what hate-motivated behaviour is and how best to respond to it, schools together with communities have the potential of becoming a powerful force in bringing such incidents to an end.

Achievements

- 6.58 Fifteen public sector agencies of the Local Strategic Partnership between 2004 and 2006 participated in play and theatrical workshops to deliver diversity training to approximately 3,000 staff. This project challenged the issues and perceptions surrounding diversity - including race, sexual orientation and disability - with the aim of stimulating debate.
- 6.59 A number of primary and secondary schools within Telford and Wrekin have over the past 3 years participated in the Heartstone project. This has offered a direct way through which to challenge racism and xenophobia. The process also ensures that victims can be supported, their isolation and fear reduced and experiences shared in a positive way. This programme has now come to an end.
- 6.60 Bridging Communities – Inter-Agency Strategy for Newcomers has recognised the need for tackling hate crime and harassment amongst the new migrant communities. Joint efforts between the Council and Police through Partners and

Communities Together (PACT) meetings and other neighbourhood initiatives have helped to identify the problems and develop appropriate action plans to address them.

Gaps

- 6.61 Emerging communities settling within the Borough are often seen as different and vulnerable to hate crime and harassment. They are not always aware of personal safety measures which may help them avoid being targeted, where they can report it or receive support and help as a victim.
- 6.62 While local schools may currently be engaging in activities through its citizenship programme which promote an anti-hate crime environment there is currently no mechanism for monitoring how local communities are involved or the degree of its success.
- 6.63 Guidance is required to assist local organisations in ensuring effective anti-harassment policies are in place.

Objective

- 6.64 Improve preventative measures and promote community cohesion

Key Actions

- Forge better links with 'emerging' communities who are 'targets' of hate crime and harassment
- Strengthen links with relevant organisations and services in developing initiatives to prevent offending and re-offending
- Develop links with relevant strategies and other associated areas of work within Telford and Wrekin to maximise the use of available resources to tackle hate crime and harassment
- Involve local schools, youth centres and local communities in developing best practice initiatives to improve hate crime and harassment reporting arrangements in these settings
- Promote resources for schools and youth centres, such as the 'Victim Support' educational programmes, for inclusion in curriculum and other activities.
- Develop best practice guidelines to assist harassment policies and procedures amongst partner agencies
- Engage with self and citizen advocacy groups for people with learning disabilities and other vulnerable adults and their carers, to promote hate crime and harassment prevention messages

7.0 PERFORMANCE MANAGEMENT

Performance and Review

- 7.1 To ensure the priorities identified in this Strategy are translated into meaningful and practical outcomes, there needs to be clear and co-ordinated processes in place to support its implementation.
- 7.2 This Strategy will be monitored and delivered through an action plan based on the priorities that have been agreed by the partner agencies.
- 7.3 Individual agencies will need to take responsibility for ensuring their actions are completed within the agreed timescales.
- 7.4 The management of the Strategy and development of the action plan will be integrated within the SSCP performance management framework, which will use a quarterly monitoring process (current arrangements are under review.)
- 7.5 Quarterly monitoring reports will be presented to the Partners against Hate Crime & Harassment Group, the Chair of which will report back the Safer & Stronger Communities Partnership to provide information on progress on agreed actions and overall performance, to assess whether partner activities are making a difference.
- 7.6 The Partners against Hate Crime & Harassment Group will review progress on a quarterly basis and develop a revised action plan annually.
- 7.7 The Hate Incident Panel when it is established will as part of its functions review local hate crime and harassment statistics and monitor any complaints. It will review any learning and feed into the Partners against Hate Crime & Harassment Group.
- 7.8 Overall responsibility for the implementation of this Strategy will be delegated to the multi-agency Partners against Hate Crime and Harassment. This Group will ensure that relevant communities are involved and engaged in the process.
- 7.9 The Partners against Hate Crime & Harassment Group will produce an annual progress report to celebrate achievements, identify current issues, gaps and revise the action plans contained within this Strategy. The Stronger and Safer Communities Partnership and Telford Race, Equality and Diversity Partnership will receive the annual progress report, and a public report on Hate Crime and Harassment will be displayed on partners' websites.
- 7.10 The revised action plans will be agreed by the Partners against Hate Crime & Harassment Group via consultation with relevant stakeholders, including local residents and fed into the Safer & Stronger Communities Partnership Plan.
- 7.11 A bi-annual event on hate crime and harassment will be held. The focus of this event will be to share with local and regional partners our successes and the learning that has been achieved through implementing the Strategy.

Resources

- 7.12 The implementation of the Strategy and action plans will be carried out within existing resources for hate crime and harassment work in the Borough, with some external funding being sought where necessary to support areas of new work.
- 7.13 Partner organisations will be asked to officially sign up to the Charter against Hate Crime and Harassment within Telford & Wrekin. This Charter will require each organisation to identify resources to achieve successful outcomes.

Measuring success

- 7.14 The Stronger & Safer Communities Partnership and Telford Race, Equality and Diversity Partnership, through the Partners against Hate Crime and Harassment Group, will be accountable for measuring the success of this Strategy and its action plans. Key measures of success have been identified within the action plans.
- 7.15 The Chair / Vice Chair will be required to report on performance to appropriate structures within the Safer & Stronger Communities Partnership on a quarterly basis, through this may change to monthly reporting arrangements subject to the availability of intelligence from partners.
- 7.16 Performance monitoring will be carried out using existing and developing new performance indicators (PIs). The PIs will be aligned to Local Area Agreement priorities and the National Indicator Set. The National Indicator Set is a list of 198 indicators introduced at the start of 2008/09, which has been designed to measure progress on national priorities where they are delivered by local councils acting alone or in partnership. The five relevant indicators are:
- NI 1 - % of people who believe people from different backgrounds get on well together in their local area
 - NI 2 - % of people who feel that they belong to their neighbourhood
 - NI 23 - Perceptions that people in the area treat one another with respect and dignity
 - NI 69 – Children who have experienced bullying
 - NI 138 - Satisfaction of people over 65 with both home and neighbourhood
- 7.17 Progress will also be assessed through a series of supporting measures including:
- The number of recorded hate crime incidents within the Borough. The number is calculated per 100,000 of the population
 - How many hate incidents have resulted in further action
 - The percentage of reported hate incidents where further investigative action is taken
 - The number of recorded hate related bullying in schools
 - Satisfaction feedback from victims
 - Government Office Tension Monitoring Reports

Action Plan 2008-2011

The dates contained in the Hate Crime & Harassment Strategy are indicative. These dates will be reviewed annually along with other strategies of the Safer & Stronger Communities Partnership.

Theme 1: Action against perpetrators

Objective: Improve multi-agency responses and performance in taking action against perpetrators

Action	Lead	Timescale	Measures	Success Factors
Identify roles of all agencies in responding to different levels of actions	Telford & Wrekin Council Safer Communities Strategic Unit	July 2009	Flow chart, assessment criteria and partnership protocols developed and endorsed by all relevant agencies	All agencies aware of their role and responsibilities
Undertake a review of existing penalties used by partner agencies in responses to incidents	Telford & Wrekin Council Safer Communities Strategic Unit	November 2009	Review completed and recommendations reported to Partners against Hate Crime & Harassment Group and Safer & Stronger Communities Partnership	Partners are fully conversant with all the powers and legal obligations to address hate crime and harassment
Explore feasibility of a MARAC style or Hate Incident Panel approach for Hate Crime and harassment.	Hate Crime Unit - Police	March 2009	Feasibility study completed and recommendations reported to Partners against Hate Crime & Harassment Group and Safer & Stronger Communities Partnership	Established forum and systems in place to review hate crime and harassment cases.

Theme 2: Confidence in reporting

Objective: To increase access to and confidence in reporting

Action	Lead	Timescale	Measures	Success Factors
Identify and implement local reporting centres across the Borough	Telford Race, Equality and Diversity Partnership	March 2010	Reporting centres identified and agreed by the Partners against Hate Crime Group	Endorsement of the location of reporting centres by the Safer & Stronger Communities Partnership Board, Telford & Wrekin Council and other relevant parties Increase levels of reporting
Develop infrastructure to support local reporting centres	Partners against Hate Crime & Harassment Group	December 2009	Infrastructure established to support local reporting centres	Endorsement of the infrastructure by the Safer & Stronger Communities Partnership Board, Telford & Wrekin Council and other relevant parties
Develop flexible training programme for volunteers and front-line staff at reporting centres and within key partner agencies	Telford Race, Equality and Diversity Partnership & TCAT Partners against Hate Crime & Harassment Group	October 2009	Audit of current staff and volunteer training on reporting hate crime and harassment incidents locally.	Completed audit.
		February 2010	Agree training programme	Training materials and content agreed by members of the Partners against Hate Crime & Harassment Group.
		March 2010	Localised training programme/pack developed	Training programme developed and implemented.

Action	Lead	Timescale	Measures	Success Factors
Work with agencies to ensure that all reporting forms are inclusive and accessible	Telford & Wrekin Council Equality and Diversity Team & Social Inclusion Team	September 2009	Access to community languages and information in accessible formats Guidelines produced and distributed to agencies	Information more accessible to all communities
Produce an Anti Hate Crime and Harassment Charter for Telford & Wrekin.	Telford & Wrekin Council Safer Communities Strategic Unit	March 2009	Number of organisations signed up to the Anti Hate Crime and Harassment Charter	Public launch of the Anti Hate Crime and Harassment Charter with an official signing by partner agencies Partner/agencies commitment to Charter
Explore the benefits of 24 hour helpline for victims	Telford Race, Equality and Diversity Partnership and Telford & Wrekin Council Safer Communities Strategic Unit	March 2009	Proposals developed and presented to be presented to Safer & Stronger Communities Partnership and Partners against Hate Crime & Harassment Group	Partner endorsement and commitment in implementing the proposals Increase in reporting and support to victims

Theme 3: Support to victims and witnesses

Objective: To improve support to victims and witness

Action	Lead	Timescale	Measure	Success Factors
Undertake a review of existing provision of advice and support services for victims and witnesses to maximise the use of available resources.	Telford & Wrekin Council Safer Communities Strategic Unit & Victim Support	October 2009	Review completed and report to Partners against Hate Crime & Harassment Group and the Safer & Stronger Communities Partnership Board. Subject to comments, recommendations are implemented	Improvement in the consistency and accessibility of advice and support given to victims and witnesses. Reducing/removing barriers to report incidents More effective use of partner resources.
The development of a accessible Directory of Services for victims and witnesses	Wrekin Housing Trust	March 2009	Directory of Services produced and available in all reporting centres and websites.	Victims and witness have access to all relevant and appropriate services. Increase in take up of services
Develop multi-agency referral systems for support services	Telford & Wrekin Council Equality and Diversity Team	September 2010	Multi-agency referral system in place	Increase in take up of services, awareness and satisfaction levels

Theme 3: Support to victims and witnesses

Objective: To improve support to victims and witness

Action	Lead	Timescale	Measure	Success Factors
Develop and establish and feedback systems to monitor victim evaluation and satisfaction levels	Victim Support	March 2010	<p>Feedback monitoring systems in place across all agencies</p> <p>Regular reports to Partners against Hate Crime & Harassment Group</p> <p>Annual hate crime and harassment report.</p>	Increase in satisfaction levels
Explore opportunities for victims to be involved in future development of support services	Victim Support	December 2009	<p>Focus groups with victims held.</p> <p>Questionnaire to victims undertaken</p> <p>Compile feedback results from victims.</p>	Improved support services to victims, witnesses and advocates

Theme 4: Multi-agency responses to hate crime and harassment

Objective: To improve strategic deliver and effective monitoring

Action	Lead	Timescale	Measure	Success Factors
Improve membership of Partners against Hate Crime & Harassment Group through wider representation across all key community groups and organisations	Co- of Partners against Hate Crime & Harassment Group	March 2009	Increase in the number of community groups and organisations attending/becoming members of Partners against Hate Crime & Harassment Group.	More diverse group addressing hate crime and harassment
Raise awareness around the roles and responsibilities of Partners against Hate Crime & Harassment Group members in reporting hate crime and harassment	Co-Chairs of Partners against Hate Crime & Harassment Group in conjunction with Telford & Wrekin Council's Safer Communities Strategic Unit	June 2009	Protocols developed and rolled out to all members of Partners against Hate Crime & Harassment Group	Members have clear guidance about their roles and responsibilities
Develop monitoring systems to capture partner data on hate crime and harassment	Police and Criminal Justice Group	April 2009	Monitoring systems in place and shared with partner agencies Reports presented to Partners against Hate Crime & Harassment Group.	Hate crime and harassment data analysed to inform Partnership action

Theme 4: Multi-agency responses to hate crime and harassment

Objective: To improve strategic deliver and effective monitoring

Action	Lead	Timescale	Measure	Success Factors
Map existing Borough-wide training on hate crime and harassment	Telford & Wrekin Council Equalities & Diversity Team	March 2009	Mapping exercise completed and outcomes and development needs reported to Partners against Hate Crime & Harassment Group	Comprehensive list of existing training resources available for all partners
Develop a range of training briefs to meet the information and development needs identified from the mapping exercise	Telford & Wrekin Council Equalities & Diversity Team	December 2009	A range of training briefs available for partners agencies for inclusion in training programmes	The workforce of partners are informed and trained in dealing with hate crime and harassment cases
Gain support from key partner agencies to incorporate Hate crime and harassment training into service specific training	Partners against Hate Crime & Harassment Group	December 2009	Hate crime and harassment incorporated into the training and development programmes of partner agencies.	The workforce of partners are informed and trained in dealing with hate crime and harassment cases

Theme 4: Multi-agency responses to hate crime and harassment

Objective: To improve strategic deliver and effective monitoring

Action	Lead	Timescale	Measure	Success Factors
Work with agencies to ensure that hate crime and harassment is integrated into key strategies, plans and activities across a range of service areas.	Partners against Hate Crime & Harassment Group in conjunction with Telford & Wrekin Council's Safer Communities Strategic Unit	September 2009 April 2009	Confirmation note from partner agencies that the strategy and action plan has been adopted. Ensure, when and where appropriate, that clear links are in place between arrangements for handling hate crime and the multi-agency Adult Protection / Safeguarding process	Joined up approach within partner organisations to tackle hate crime and harassment
Develop a multi-agency protocol and training to support people with learning disabilities and other vulnerable adults who report hate crime incidents	Partners against Hate Crime & Harassment Group	March 2010	Multi agency protocol to support people with learning disabilities and other vulnerable adults and appropriate training materials developed	People with learning disabilities and other vulnerable adults are able to report hate crime and harassment incidents

Theme 5: Information and raising awareness

Objective: To improve communication between partners and communities

Action	Lead	Timescale	Measures	Success Factors
Develop communication campaign to promote the Road shows and encourage local communities to be involved	Telford Race, Equality and Diversity Partnership in conjunction with Safer & Stronger Communities Partnership Marketing & Reassurance Joint Action Group	June 2009	Communication process in place. Road show/events programme agreed.	The number of different communities in attendance as a result of the campaign
Work with relevant and appropriate groups and organisations to raise awareness and empower vulnerable groups in challenging hate crime and harassment (such as people with learning disabilities)	Telford Race, Equality and Diversity Partnership /Telford & Wrekin Council Equality and Diversity Unit	April 2009	Number of groups or organisations visited to discuss this issue. Needs identified and guidance protocols developed to support vulnerable groups and people with learning disabilities. Protocols distributed	Increase in number of people with learning disabilities and vulnerable groups reporting hate crime and harassment incident
Produce a catalogue of available resources for partners	Telford Race, Equality and Diversity Partnership	July 2009	Catalogue published and distributed to partners	Partners have access to a range of resources to support them in combating hate crime and harassment

Theme 6: Prevention

Objective: Improve preventative measures and community cohesion

Action	Lead	Timescale	Measures	Success Factors
Visit and forge links with new and emerging communities.	Telford & Wrekin Council's Locality Management Team	April 2009	Number of meetings attended with new and emerging communities	Confidence raising of new and emerging communities in reporting hate crime and harassment Increase in reporting from new and emerging communities
Engage with Youth Offending Services to develop preventative initiatives and activities to challenge offending behaviour – linked to geographical areas where need is identified	Telford & Wrekin Council's Locality Management Team	June 2009	Meetings held with Youth Offending Services Preventive measures identified. Programme of targeted work within geographical areas developed	Reduction in the number of victims and reported cases

Theme 6: Prevention

Objective: Improve preventative measures and community cohesion

Action	Lead	Timescale	Measures	Success Factors
Strengthen links with the Borough Anti-Bullying Group	Telford & Wrekin Council Children and Young People Portfolio	September 2009	<p>Strategy approved and implemented across the Borough.</p> <p>Meetings held with key officers at the Local Education Authority.</p> <p>Representative from the Local Education Authority to sit on the Partners against Hate Crime & Harassment Group to report progress on the Anti-Bullying Strategy</p> <p>Evidence of policies tackling bullying and harassment in schools and other settings working with young people.</p>	Joint reporting and monitoring

Theme 6: Prevention

Objective: Improve preventative measures and community cohesion

Action	Lead	Timescale	Measures	Success Factors
Promote to schools and youth centres what existing resources are available on hate crime and harassment for inclusion and building on the work around PSHE, Citizenship and anti-bullying curriculum activities	Telford Race, Equality and Diversity Partnership	October 2009	Publicity distributed Number of schools requesting use of available resources.	Increase in awareness and reporting
Develop best practice guidelines on harassment for inclusion in employer policies and procedures.	Wrekin Housing Trust in conjunction with Telford & Wrekin Council's Safer Communities Strategic Unit	December 2009	Guidelines produced and distributed copies available via the website of the Safer & Stronger Communities Partnership website Guidelines in place in all private and public organisations	Consistency across organisations in dealing with harassment cases in the work place
Publish annual statistics about the prevalence of hate crime and harassment and the work of the Partners against Hate Crime & Harassment Group	Telford & Wrekin Council's Safer Communities Strategic Unit	April 2009	Publish annual statistics and annual report	Promotes hate crime and harassment and the work of the Partners against Hate Crime & Harassment Group

Theme 6: Prevention

Objective: Improve preventative measures and community cohesion

Action	Lead	Timescale	Measures	Success Factors
Engage with self and citizen advocacy groups for people with learning disabilities and other vulnerable adults and their carers, to promote hate crime and harassment prevention messages	Partners against Hate Crime & Harassment Group	September 2009	Increased awareness of prevention messages amongst individuals and advocacy groups for people with learning disabilities and other vulnerable adults.	Individuals and advocacy groups for people with learning disabilities and other vulnerable adults are enabled to take appropriate action.

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APPENDIX 1 – POTENTIAL ACTIONS AGAINST OFFENDERS

Consideration will be given to individual cases as to their suitability for the use of the following remedies:

Alternative Dispute Resolution (ADR)	Way of settling disputes without going to court. Mediation is the most popular form of ADR and involves a trained mediator (impartial third party) guiding those involved to a settlement upon which they all agree.
Acceptable Behaviour Contracts (ABCs)	Written voluntary agreement between the perpetrator and the appropriate agencies limiting the perpetrator's behaviour.
Undertaking	A promise to the court given by the perpetrator as to their future conduct. Breach of an undertaking is considered to be contempt of court and the perpetrator could therefore face an unlimited fine or up to two years imprisonment.
Injunctions	An order granted by the County Court (civil), which compels the perpetrator to do something or forbids the perpetrator from acting in a certain way. Can include a power of arrest or a term excluding the perpetrator from entering a certain area. Breach of an Injunction could result in an unlimited fine or up to two years imprisonment for contempt of court.
Anti-Social Behaviour Order (ASBOs)	An order granted, usually by the Magistrates Court (criminal), restricting the behaviour of the perpetrator. Breach of an ASBO is a criminal offence, which carries a maximum sentence of 5 years imprisonment.
Demotion Orders	An order granted in the County Court (civil) applicable where the perpetrator is an assured or secure tenant. The order brings that tenancy to an end and replaces it with a less secure demoted assured shorthold tenancy, removing various rights and benefits, for a period of 12 months. Breach of the assured shorthold tenancy within the 12-month period can result in the landlord obtaining possession.
Possession Orders	An order granted by the County Court (civil) requiring the occupant of a property to vacate that property by a certain date. The enforcement of a possession order can be postponed or suspended upon terms where appropriate.
Forfeiture of Lease	A landlord can seek to end the lease and repossess the property because the lease conditions have been broken. As this applies to leaseholders who in effect own their homes this remedy is only likely to succeed in very serious cases.

APPENDIX 2 – TELFORD RACE, EQUALITY & DIVERSITY PARTNERSHIP BOARD MEMBERSHIP

Organisations represented on TREDP Board of Trustees

- Telford and Wrekin Council
- West Mercia Police
- Wrekin Housing Trust
- Telford College of Arts and Technology
- Telford and Wrekin Council for Voluntary Service
- Telford Christian Council
- Telford African Welfare Association
- Telford West Indian Association
- Shropshire Bangladeshi Welfare Society
- Sikh Community
- UK Telford Chinese School

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APPENDIX 3 – SAFER & STRONGER COMMUNITIES PARTNERSHIP BOARD MEMBERSHIP

Safer & Stronger Communities Partners include:

- Telford & Wrekin Council
- West Mercia Constabulary
- Telford & Wrekin NHS PCT
- Shropshire Fire & Rescue Services
- West Mercia Probation Service
- Telford Race, Equality and Diversity Partnership
- HM Prison Service
- Shropshire Chamber of Commerce
- Stonham
- Telford & Wrekin Youth Offending Service
- Wrekin Housing Trust
- Victim Support Shropshire
- West Mercia Crime Prevention Panel
- West Mercia Police Authority
- Crown Prosecution Service
- Bromford Housing Trust
- Bourneville Housing Trust
- TTC 2000

This list of organisations does not cover all those that are involved in the work of the Safer & Stronger Communities Partnership through its various thematic and sub group activities.

TELFORD & WREKIN COUNCIL

CABINET - 26th JANUARY 2009

STRATEGY AGAINST HATE CRIME AND HARASSMENT

REPORT OF CORPORATE DIRECTOR: COMMUNITY SERVICES

1. PURPOSE

- 1.1 To inform Cabinet of the production of a strategy against Hate Crime & Harassment 2008-2011 for Telford & Wrekin and to seek Cabinet endorsement for the strategy.

2. RECOMMENDATIONS

Cabinet is asked to:

- 2.1 **Recognise the contributions made by all of the partners who have assisted in the development of the strategy;**
- 2.2 **To support the promotion of the support services that are available to victims of hate crime and harassment;**
- 2.3 **Formally approve the Strategy.**

3.0 BACKGROUND

- 3.1 Hate Crime and Harassment is a serious social issue that has a significant impact on its victims, families, and the wider community within Telford & Wrekin.
- 3.2 Everyone should be treated with dignity and respect. Harassment is now recognised as one of the major contributing factors to unnecessary stress. It often leads to depression for the victim and can have a devastating effect on their quality of life. The same can be said for hate crime victims.
- 3.3 Hate crime victims feel the added trauma of knowing that the perpetrator's motivation is an impersonal, group hatred, relating to some feature that they share with others. This factor may be greatest where the hatred is directed against a visible feature such as skin colour, physical disability, or relating to core personal values such as religion or sexuality. A crime that might normally have a minor impact becomes, with the hate element, a very intimate and hurtful attack that can undermine the victim's quality of life.

4.0 INFORMATION

- 4.1 The development of the Hate Crime and Harassment Strategy is a joint initiative supported by Safer and Stronger Communities Partnership (SSCP) and the Telford Race, Equality and Diversity Partnership (REDP). Both Partnerships along with other key public sector agencies and community organisations have come together for the purpose of reducing and preventing hate crime and harassment across the Borough.
- 4.2 This multi-agency Hate Crime and Harassment Strategy has been developed in consultation with the wider community.
- 4.3 The Hate Crime and Harassment Strategy will help to maximise the potential in transforming Telford and Wrekin into
- “a successful, prosperous and healthy community which offers a good quality of life for all the people of Telford and Wrekin”**
- 4.4 The purpose of this Strategy is to provide information about partner agency services and to drive forward new service developments.
- 4.5 It is linked to the SSCP Plan and covers the same period of 2008 – 2011.
- 4.6 All agencies included in the SSCP and TREDP are committed to working together to protect adults and children, and the communities in which they live, from the pernicious harm caused by hate crime and harassment.
- 4.7 This Strategy outlines the actions that will be undertaken by the Partnership in order to offer services to all victims of hate crime and harassment, regardless of gender, race, age, sexual orientation, nationality or disability.
- 4.8 Our priorities have been determined by focusing on those actions which will impact most on the experiences of those experiencing and reporting hate crime and harassment. These include:
- a) Improve multi-agency responses and performance in taking action against perpetrators
 - b) Increase access to and confidence in reporting
 - c) Improve support to victims and witnesses
 - d) Improve strategic delivery and effective monitoring
 - e) Improve communication between partners and communities
 - f) Improve preventative measures and promote community cohesion

An executive summary of the document is attached as Appendix 2

Appendix 1

1.0 EQUALITY AND DIVERSITY

- 1.1 A key component of the new Hate Crime & Harassment Strategy will be to support vulnerable victims and to improve response to hate crime and harassment.
- 1.2 A full Equality Impact Assessment has been undertaken that has ensured that consideration has been given to the six diversity strands: race; age; gender; sexuality; disability; religion and belief. .

2.0 ENVIRONMENTAL IMPACT

- 2.1 Hate Crime and Harassment has significant implications on the quality of life and life chances for residents and has a direct bearing on building sustainable, cohesive and vibrant communities within Telford & Wrekin.

3.0 LEGAL COMMENT

- 3.1 The Council has a duty under section 17 of the Crime and Disorder Act 1998 to exercise its various functions with due regard to the likely effect of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area.
- 3.2 The Safer & Stronger Communities Partnership Hate Crime and Harassment Strategy does not form part of the Council's budget and policy framework and therefore it is not reserved to Full Council. Cabinet therefore have the authority to make the decision.
- 3.3 Any actions taken under the strategy will need to be proportionate and in accordance with the law.
- 3.4 A non exhaustive list of current legislation is contained within the body of the report.

4.0 LINKS WITH CORPORATE PRIORITIES

- 4.1 Hate Crime & Harassment has a direct and indirect impact on the Council's Community Priorities within Telford & Wrekin.
 - Transforming Telford & Wrekin
 - Giving Children & Young People the Best Possible Start in their lives
 - Maintaining a High Quality, Attractive and Sustainable Environment
 - Creating a Safe, Strong and Cohesive Community
 - Promoting Healthy Communities and Improving the Quality of Life of Vulnerable and Older People
 - Strengthening the Local Economy & the Skills of Local People

- 4.2 This Strategy with help improve peoples' life chances and transform Telford and Wrekin by 2026 into a 'successful, prosperous and healthy community which offers a good quality of life for all the people of Telford & Wrekin.

5.0 OPPORTUNITIES AND RISKS

- 5.1 There is a risk that if inadequate action is taken to combat hate crime and harassment in Telford & Wrekin, there could be a negative impact on community cohesion in the Borough. This will have implications for the Council's vision:

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

- 5.2 Opportunities and risks associated with this decision have been identified and assessed. Arrangements will be put in place to manage the risks and maximise the opportunities that have been identified.

6.0 FINANCIAL IMPLICATIONS

- 6.1 The development of the strategy against hate crime and harassment has been delivered from within existing resources. However there are financial implications arising directly from this report in the development of an infrastructure to support local reporting centres such as appropriate training. This is a corporate training issue and links directly to the community cohesion work of the Council. The extent and cost of training has not yet been quantified however this will need to be funded from within existing training budgets held by Portfolios.

7.0 WARD IMPLICATIONS

- 7.1 District Wide Implications

8.0 BACKGROUND PAPERS

- 8.1 'Cutting Crime – a new partnership', Home Office, 2008

End of Report

***Report prepared by Alex Urka, Performance & Strategy Manager,
Safer Communities Strategic Unit, Tel: 01952 382109***

Appendix 2

EXECUTIVE SUMMARY

This Hate Crime and Harassment Strategy has been prepared by the Safer Communities Strategic Unit, and partner agencies, under the auspices of the Telford & Wrekin Safer & Stronger Communities Partnership in conjunction with Telford Race, Equality and Diversity Partnership.

The purpose of this Strategy is to provide information about partner agency services and to drive forward new service developments.

This Strategy is a strand of the Safer & Stronger Communities Partnership Plan and covers the same period of 2008 – 2011.

All agencies included in the Safer & Stronger Communities Partnership and Telford Race, Equality and Diversity Partnership are committed to working together to protect adults and children, and the communities in which they live, from the pernicious harm caused by hate crime and harassment.

There is an expectation that all signatories to the strategy have internal policies in place to deal with harassment and discrimination within their respective organisations.

This Strategy outlines the actions that will be undertaken in order to offer services to all victims of hate crime and harassment, regardless of gender, race, age, sexual orientation, religion or belief or disability.

Our priorities have been determined by focusing on those actions which will impact most on the experiences of those experiencing and reporting hate crime and harassment. These include:

1 IMPROVE MULTI-AGENCY RESPONSES AND PERFORMANCE IN TAKING ACTION AGAINST PERPETRATORS

- a) Develop clear and transparent procedures in dealing with hate crime and harassment incidents to reduce unnecessary contact with services
- b) Review existing penalties used by partner agencies in response to incidents and assess whether the full range of powers are being used effectively
- c) Develop a formal multi-agency risk assessment process for higher risk cases
- d) Establish a multi-agency Hate Incident Panel (HIP) to review hate crime incidents

- e) Maximise the use of available resources and approaches within Telford and Wrekin to help prevent re-offending and address the behaviours which lead to hate crime and harassment
- f) Strengthen links with relevant services across Telford and Wrekin to take the appropriate action against perpetrators in particular young perpetrators

2) INCREASE ACCESS AND CONFIDENCE IN REPORTING

- a) Identify local reporting centres across Telford & Wrekin to act as a single point of contact to record and respond to hate crime and harassment incidents
- b) Develop appropriate training programme for volunteers and front-line staff employed at local reporting centres
- c) Develop marketing campaigns to raise awareness of where to report a hate crime or harassment incident within Telford and Wrekin
- d) Ensure processes are in place for victims and witnesses to receive feedback on the outcomes from the Hate Incident Panel or any other partner investigations
- e) Review all reporting processes to ensure they are inclusive and accessible to all communities
- f) Develop systems to ensure all incidents of hate crime and harassment are reported to one single point of contact
- g) Establish ways to make reporting easier for people with a learning disability

3) IMPROVE SUPPORT TO VICTIMS AND WITNESSES

- a) Review existing provision of advice and support services for victims and witnesses to help identify gaps and maximise the use of available resources
- b) Develop a Directory of Support Services for victims and witnesses
- c) Ensure support services are co-ordinated and a multi-agency referral system is in place
- d) Develop victim and witness feedback processes to ensure victims and witnesses are kept fully informed to help achieve satisfactory outcomes
- e) Explore opportunities to involve former victims and witnesses to help in the development of support services

4) IMPROVE STRATEGIC DELIVERY AND EFFECTIVE MONITORING

- a) Expand and strengthen the membership of agencies working together to tackle and prevent hate crime and harassment within Telford & Wrekin
- b) Seek partner endorsement of the Hate Crime & Harassment Strategy across key partnerships within Telford & Wrekin
- c) Develop a Hate Crime & Harassment Charter
- d) Ensure all partners are aware of their role and responsibilities in dealing with hate crime and harassment
- e) Produce quarterly performance reports on hate crime and harassment
- f) Gain support from key partners for incorporating hate crime and harassment training within their Learning and Development Plans
- g) Explore internal and external funding opportunities to support the work in tackling hate crime and harassment across Telford and Wrekin
- h) Develop a multi-agency protocol and training to support people with learning disabilities and other vulnerable adults who report hate crime and harassment incidents
- i) Ensure, when and where appropriate, that clear links are in place between arrangements for handling hate crime and the multi-agency Adult Protection / Safeguarding process

5) IMPROVE COMMUNICATION BETWEEN PARTNERS AND COMMUNITIES

- a) Develop effective ways for members of the public to help shape services and activities in tackling hate crime and harassment and get involved where applicable
- b) Develop effective ways of engaging with vulnerable groups, such as people with learning disabilities, to raise their awareness and empower them in reporting hate crime and harassment incidents
- c) Develop a catalogue of resources including models of good practice from elsewhere about hate crime and harassment for use by partners and local agencies
- d) Develop a marketing campaign to promote awareness of local reporting sites across the Borough, as well as communicating actions taken to address hate crime and harassment

- e) Strengthen links with local media agencies around the reporting of hate crime and harassment incidents

6) IMPROVE PREVENTATIVE MEASURES AND PROMOTE COMMUNITY COHESION

- a) Forge better links with 'emerging' communities who are 'targets' of hate crime and harassment
- b) Strengthen links with relevant organisations and services in developing initiatives to prevent offending and re-offending
- c) Develop links with relevant strategies and other associated areas of work within Telford and Wrekin to maximise the use of available resources to tackle hate crime and harassment
- d) Involve local schools, youth centres and local communities in developing best practice initiatives to improve hate crime and harassment reporting arrangements in these settings
- e) Promote resources for schools and youth centres, such as the 'Victim Support' educational programmes, for inclusion in curriculum and other activities.
- f) Develop best practice guidelines to assist harassment policies and procedures amongst partner agencies
- g) Engage with self and citizen advocacy groups for people with learning disabilities and other vulnerable adults and their carers, to promote hate crime and harassment prevention messages

TELFORD & WREKIN COUNCIL

CABINET - 26th JANUARY 2009

ANNUAL YOUTH JUSTICE PLAN

REPORT OF THE CORPORATE DIRECTOR CHILDREN & YOUNG PEOPLE

1.0 PURPOSE

- 1.1 The purpose of this report is to present to Cabinet the annual Youth Justice Plan for Shropshire, Telford & Wrekin Youth Offending Service and to highlight the key performance areas that ultimately inform the council's corporate performance assessment.

2.0 RECOMMENDATIONS

A) Cabinet is asked to note the contents of the report and endorse the Plan for 2008.

B) Cabinet is asked to delegate the monitoring of the Plan to the Youth Offending Management Board and the Children's Trust

3.0 SUMMARY

- 3.1 This report sets out the key achievements for 2007/2008 and key priorities for 2008/2009 for the Shropshire Telford and Wrekin Youth Offending Service.

4.0 BACKGROUND

- 4.1 The Youth Offending Service operates on behalf of statutory partners across Shropshire Telford and Wrekin. The YOS Management Board is responsible for the overall management of the Service and is currently chaired by the Directors of Children's Services Shropshire County Council. The Chair arrangements alternate between the 2 authorities
- 4.2 This year the Youth Offending Service has been subject to an inspection by Her Majesty's Inspectorate of Probation (HMIP). The 2008 joint inspection was a welcome independent assessment of the quality of the YOS and its key partners. The positive strengths found by the inspectors far outweighed the area for improvement- as evidenced by only 5 recommendations identified for the YOS to

address. This inspection process fed into the Local Authorities Joint Annual Review (JAR) and has been reported separately to Cabinet

4.3 The Youth Justice Board have implemented a new planning framework for 2007/2008. It is primarily designed for local management purposes and is focused on outcomes. The new plan includes an annual self assessment and this informs the wider local authority self assessment that is part of the Comprehensive Area Assessment Process (CAA).

4.4 The new local performance management framework has created a focus on the efforts of the wide partnership working to reduce offending by children and young people, make communities safer and get young people on the path to success. Six of the indicators set nationally to support local area agreements relate to youth justice.

The framework is designed to enable the YOS to tell their local story about youth justice performance including the narrative behind the data. The plan is based on the YJBs 2008-2011 strategic objectives:

- Preventing offending
- Reduce offending
- Ensure safe and effective use of custody
- Increasing victim and public confidence

4.5 The Youth Justice Capacity and Capability Plan (the Youth Justice Plan) contain 6 sections and it is intended that it will enable YOTS to identify success factors and to increase the chances of identifying the true root causes of problems that can be targeted for improvement.

- Section A - The national and local context of youth justice
- Section B - Use of resources and value for money
- Section C - Capacity and capability
- Section D - Business change and innovation
- Section E - Risk to future delivery assessment summary
- Section F- Lessons learnt completing the YJ (Capacity and Capability) Plan

4.6 The plan was signed off and validated by the Youth Justice Board in November and graded as 4, "Performs Excellently". A copy of the plan is attached at appendix 1.

5.0 FIRST TIME ENTRANTS

5.1 The YOT partnership continues to make significant contributions in the reduction of first time entrants. In 2007/08 Shropshire Telford and Wrekin YOS achieved a 20.7% reduction in first time entrants compared to a national target of 5%.

Thus far performance has continued to improve year on year and the introduction of the 2008-011 Youth Crime Prevention Strategy aims to continue the trend. This will require the on-going development of effective partnership work and closer integration between YOS and the Community Safety Partnership

6.0 RE-OFFENDING

- 6.1 A 12 month follow up of the 2006 recidivism cohort has revealed an overall re-offending rate of 28.1%. This represents a drop in re-offending which is considerably above the 5% target set.

The YOS believes that reductions in re-offending are most effectively achieved by targeting those most at risk and by working to improve outcomes for young people. The 2008/2009 STW Youth Justice Plan includes improvement plans aimed at improving outcomes with a particular focus on improving access to Education Training and Employment, access to health services, access to suitable accommodation and effective parenting services.

The YOS is also committed to develop a comprehensive evaluation framework aimed at evidencing the extent to which the Service is reducing re-offending and improving outcomes for young people. As a critical part of this development the YOS is participating in a Youth Justice Board sponsored outcomes study following on from the Scaled Approach pilot and a d Displaying Effectiveness independent outcomes research project.

7.0 CUSTODY

- 7.1 The YOS has performed well in terms of reducing the use of custody in 2007/2008. It has exceeded the YJB national target through a combination of pro-active and positive partnership work with local criminal justice partners and robust and effective community alternatives to custody at both re pre court and post conviction stage.

Maintaining the low use of custody will remain an important focus in 2008/2009 and this will be achieved by the successful implementation of a robust action plan which includes the ongoing development of the risk led approach to reducing offending and the implementation of the provisions within the 2009 Criminal Justice and Immigration Act including the implementation of the Youth Rehabilitation Order.

8.0 RISK OF SERIOUS HARM AND SAFEGUARDING

- 8.1 Over the last three years the YOS has developed risk led youth offending services locally, and as a result of this success, on a national basis, was chosen to be one of the four pilot areas for the Youth Justice Board. This has required the development of comprehensive

risk assessment processes and as a result the YOS has contributed to the development of local serious harm procedures both internally and externally with its key partners. The YOS is a proactive member of the Safeguarding Board.

9.0 PUBLIC CONFIDENCE

- 9.1 This is a new measure for the YOS and it aims to make a direct contribution to delivering on this commitment in 2008/2009 with a robust action plan. The YOS recognises the need to more effectively promote the successes of the Service and to ensure clear communication with all key stakeholders including local communities within which it operates. On this basis the key action is the development of a comprehensive communication strategy.

10.0 IMPROVING VICTIM SATISFACTION

- 10.1 The YOS has performed well in this area of practice. In 07/08 40% of victims participated in restorative process – exceeding the YJB target of 25%.

11. KEY PRIORITIES FOR 2008/2009

- Prevent offending and reduce first time entrants
- Reduce re-offending and improve outcomes for young people
- Continue to develop risk led youth offending services
- Prepare for the implementation of the Youth Rehabilitation Order
- Improve access to full time education, training and employment
- Develop the STW YOS workforce

A 2008/2009 priority action plan has been prepared for each of the six priority areas defined above, the delivery of which will be overseen by the YOS Management Board.

12. FINANCIAL IMPLICATIONS

The Youth Justice Board require Youth Offending Services to submit an annual plan which includes financial information.

The gross budget for 2008/09 is £1.955m which is funded by contributions from the following:-

Telford & Wrekin	£450k
Shropshire County Council	£373k
Police	£130k
Probation	£152k
PCT – T&W and Shropshire	£86k
Youth Justice Board and other grants	£764k
Total budget 2008/09	£1,955k

This service will be delivered within these budgets which are monitored monthly by the YOS Manager and reported to the YOS Management Board on a quarterly basis.

13. ENVIRONMENTAL IMPLICATIONS

There are no implications to the environment.

14. LINKS TO COUNCIL PRIORITIES

Priority 2 – giving children and young people the best start in their lives.

Priority 4 – creating a safe, strong and cohesive community

15. LEGAL IMPLICATION

It is the duty of each Local Authority under Sections 40 and 40A of the Crime & Disorder Act 1998 (as amended ,and with certain exemptions for excellent authorities) to formulate and implement a youth justice plan each year (after consultation with relevant persons and bodies) dealing with the issues prescribed by Sections 40, 40A and any regulations and guidance issued thereunder.

Local Authorities are required to submit their youth justice plans to the Youth Justice Board and to publish them as the Secretary of State may direct.

16. WARD IMPLICATION

Borough wide.

Report Author

Mrs L Burrows

Business Manager

Youth Offending Service



for Shropshire, Telford & Wrekin

Youth Justice Plan 2008-2009



SECTION A – THE NATIONAL AND LOCAL CONTEXT OF YOUTH JUSTICE

A1 What are the strategic aims and priorities of the youth justice system in England and Wales?

The 2008-11 strategic aims are to:

- prevent offending
- reduce re-offending
- ensure the safe and effective use of custody
- increase victim and public confidence.

A2 What are the strategic aims and priorities of the local youth justice system (the story of place)?

The following locally defined vision guides the development of Shropshire Telford & Wrekin Youth Offending Service:

“Shropshire Telford and Wrekin YOS are committed to working in partnership to prevent and reduce youth crime and achieve safer inclusive communities by helping young people realise their full potential”

Whilst Shropshire Telford & Wrekin (STW) Youth Offending Service share the strategic aims and priorities of the youth justice system in England and Wales, the Management Team have recently undertaken planning for 2008/9 and have identified the following local priorities:

- prevent offending and reduce first time entrants
- reduce re-offending and improve outcomes for young people
- continue to develop risk led youth offending services
- prepare for the implementation of the Youth Rehabilitation Order
- improve access to full time Education Training & Employment
- develop the STW YOS workforce

A 2008/9 priority action plan has been prepared for each of the six priority areas defined above and has been incorporated into this wider 2008/9 Youth Justice Plan. Other priorities from this youth justice planning process have been added to this:

- maintain the low use of custody
- contribute to effective risk of serious harm management
- contribute to effective safeguarding procedures
- deliver effective victim services
- implementation of Criminal Justice Simple Speedy Summary (CJSSS)

This gives a total of eleven priority areas for the YOS in 2008/9 each of which has an associated improvement plan. All the actions associated with these priorities are included in this Youth Justice Plan in addition to all the improvement actions arising from the recent YOS Inspection.

Shropshire Telford & Wrekin YOS is a jointly commissioned service providing youth offending services to both Shropshire County Council and the Telford & Wrekin Borough Council. The YOS makes a direct contribution to the Local Area Agreements (LAA) in both authorities. In Shropshire, the soon to be completed LPSA includes 3 targets which are directly shared by the YOS and local authority – around reducing first time entrants, reducing offending and reducing the proportion of Looked After Children who Offend. Analysis of 2007/8 YOS performance demonstrates that it has achieved both the first time entrant and recidivism target. Further partnership work is required however to achieve the LAC target as offending for Looked After Children has increased in both authorities. The YOS is currently negotiating indicators and targets to be included in the Shropshire LAA which will include the continuation of first time entrant (National Indicator 111) and re-offending (NI19) measures. Whilst the YOS has not previously had any explicit shared targets in Telford & Wrekin, the development of positive partnership working has set the baseline for 2008/9 with the agreement that either one or both of the first time entrants and recidivism measures will be included in the Local Area Agreements for both authorities. In addition the YOS will continue to report to both local authorities on reducing the proportion of Black and Minority Ethnic Young People (NI44), reducing the use of custody (NI43), improving the proportion of young people in full time education (NI45) and in suitable accommodation (NI46) and Children in Care.

The YOS also has shared targets with its criminal justice and community safety partners via shared 'Assessment of Policing and Community Safety' targets. In particular, the YOS has made a direct contribution with its partners to reducing the number of days from arrest to sentence and in the definition and tracking of Prolific and Other Priority Offenders. This will continue in 2008/9 with particular emphasis on implementing the Criminal Justice Simple Speedy Summary (CJSSS) initiative. 2007/8 has also seen improved working with the Safer and Stronger Communities Partnership (Telford & Wrekin) and the Safer Shropshire Partnership with the development of a jointly funded post and the publication of a 2008-11 Youth Crime Prevention Strategy which aims to integrate and rationalise partnership work targeting young people at risk of offending or anti social behaviour. The development of clearly defined shared targets in 2008/9 will assist with the ongoing development of this important aspect of partnership work.

The purpose of the 2008-11 Youth Crime Prevention Strategy is to make a direct contribution to the reduction of first time entrants and the associated risk of offending and engagement in anti social behaviour of young people in STW. This will be one of the key drivers in developing partnership work in the two authorities with particular emphasis on ensuring there is full integration between the YISP / TAC / Cluster models and effective partnership work between the YOS, Police and Community Safety. The reduction in first time entrants and associated reductions in recorded and detected crime are indicators that prevention work thus far is making an important contribution to demonstrating effectiveness.

The YOS Management Board will continue to ensure there is rigorous and effective governance of the Service. The only change to the Board in the coming year is the phased introduction of a new Chair to build on the significant progress the Board has achieved over the past 3 years. The 2008 Joint Inspection of STW YOS found that 'a complex yet coherent strategic framework enabled the delivery of youth justice services across a large and diverse geographical area. The YOS had adapted to the differing needs of the two LAs and had worked with both LAs to ensure YOS services were provided at the local level through the available structures'.

The YOS aims to build on this solid foundation of effective governance and positive partnership work in 2008/9. In particular, by demonstrating the contribution it makes to achieving partnership targets and achieving improved positive outcomes for young people. Progress against this will be measured by the creation of a new 'YOS Effectiveness Framework' which will move beyond the previous Performance Framework. This will include participation in two outcomes research projects, the introduction of local effectiveness indicators and the ongoing development of a comprehensive case management quality assurance framework.

SECTION B - USE OF RESOURCES AND VALUE FOR MONEY

B1 Assess the extent to which the YOT's financial, staff, programme and ICT resources have been used to deliver quality youth justice services.

FINANCIAL

Shropshire County Council and Telford and Wrekin Council use a locally agreed funding formula that determines the percentage contributions from each agency. This year's inflation has been applied across all partners' contributions at 2.4%. The ISSP programme is delivered through West Mercia ISSP Consortium covering both YOTs and the four Local Authorities within a single police/LCJB area. For the purpose of drawing down funding Hereford and Worcester YOT are the lead agency and the accountable body. STW allocation of funding is £135,235.

The following resource issues will have an impact on the YOS in 2008/9:

- The three year allocation of prevention grant has been cash limited to 2007/08 allocation levels.
- The recent YOS inspection identified the need for the health provision to the YOS to be reviewed
- The YOS anticipates investing considerable resources in the development of a comprehensive quality assurance framework in the next 12 months – one key priority will be a complete check of YOS/Police data to ensure performance reporting around re-offending and first time entrants is reliable – this will impact on both management team and information team capacity
- The local implementation of national initiatives (for example Criminal Justice Simple Speedy Summary) will require ICT enhancements which will need to be resourced
- The continued development of the risk approach is likely to lead to an alternative service delivery model for low risk young people which will require some redistribution of YOS resources

All these factors are addressed in the associated improvement plan below.

STAFF

Key workforce development issues relating to this plan are identified in Sections D and E of this plan and are linked directly to the Telford & Wrekin Workforce Development Strategy. One of the key changes over the last 12 months has been the attainment of a full staffing group with early evidence that the retention of staff is becoming less of a problem than in previous years. Differential pay and conditions do remain an issue in this respect. The YOS will continue to invest in proactive recruitment and retention and this remains a key aspect of the 2008/9 YOS Workforce Strategy. A second fundamental change over the last two years has been the increasing ratio of qualified to unqualified staff with the significant majority of the current YOS workforce holding appropriate qualifications. The YOS continues to develop comprehensive career pathways for its staff group as illustrated by the number of staff completing sponsored qualifications and performing acting up roles which have often led to longer term promotion. The numbers of BME staff have dropped in the last 12 months and actions to ensure the staff group are, wherever possible, reflective of the local communities are identified in the Workforce Strategy.

Workforce development is underpinned by a comprehensive and costed training plan. A review of the 2007/8 training plan shows that approximately 80% of the identified training was delivered and, in addition, many other training opportunities not evident when the plan was initially drafted were also taken. Both Shropshire and Telford authorities continue to be proactive in providing access to relevant learning opportunities for YOS staff. The funding of a half time training manager shows the YOS' ongoing commitment to prioritising the development of its workforce. Whilst national training opportunities scheduled for 2008/9 are welcome (e.g. in the YJB Scaled Approach) the YOS will continue to invest in its staff group over and beyond these opportunities particularly given the extensive skills already developed in delivering risk led youth justice services.

As part of this development, the YOS will respond to the small number of workforce issues identified in the recent inspection – in particular the need to

review professional links for its specialist education staff with Shropshire Telford & Wrekin Schools and the School Effectiveness Team. In the drafting of this plan associated workforce development actions have been considered and clearly identified across all areas of practice.

ICT

The creative use and development of information technology underpins the work carried out by the YOS, with a significant amount of time and resources dedicated to providing the best solutions to reduce the burden of workload for staff. In addition to the introduction of several Wiring Up Youth Justice initiatives within the last 12 months, the YOS has continued to invest in the purchase of laptops to facilitate flexible working. The YOS has an ongoing rolling ICT renewal programme which reflects the YOS' recognition of information technology as a core component of service delivery.

Requests for performance, management and practice data from the YJB, both local authorities, key partners, the YOS Management Team and Practitioners are received on a frequent basis and will continue to grow particularly with the development of a local effectiveness framework which aims to build upon the previous performance framework with a substantial move towards more outcome focussed targets and improvements in associated quality assurance processes, the data produced will provide a valuable driver for practice improvement. This complements the existing methodology behind all YOS development, with data analysis central to the evolution of service provision.

Secure email remains a core business tool, with sensitive information shared through this medium whenever possible. The processes associated with the EYE project have been successfully integrated into the working methods of all case managers, significantly improving communication with the secure estate. Feedback from the YJB has indicated that STW YOS is well along the path to effectively implementing the necessary procedures.

Further improvements to the speed with which information can be provided to both the secure estate and the courts were explored throughout the latter months of 2006/07, with time dedicated to assessing the remote working potential at both Shrewsbury and Telford youth courts. Unfortunately following the completion of this research and a successful initial bid funding did not become available from the YJB. Whilst the advice to seek other funding has been duly noted, the likelihood of sourcing this piece of work remains low.

The YOS will continue to seek innovative developments in the use of ICT in 2008/9. Two specific projects will be considered – one focussing on the introduction of a new range of electronic risk screening tools to be used at court, final warning and prevention stages and the other assessing the value of the DVICE software in terms of increasing the use of interactive tools in our direct work with young people. More consistent use of the Viewpoint programme for gathering young people's feedback will also be a priority during 2008/09 with a bespoke questionnaire designed specifically to improve service evaluation.

B2 Identify risks to future use of resources and value for money and plans to overcome the risks				
Risk	Action	Success Criteria	Owner	Deadline
Lack of clear pathways to all aspects of health provision	The joint commissioners from STW to review the health provision to the YOS in the light of the inspection findings	Review completed and any recommendations implemented	YOS Management Board	March 09
YOS information system does not accurately reflect local criminal justice data	Identify resources to ensure the YOS database is updated to accurately reflect local police data	Ongoing audits demonstrate YOS / Police systems hold compatible data	YOS Manager	Dec 2008
Lack of investment in robust QA processes means these are not achieved consistently	Review resources required (info team, management) to deliver a comprehensive and robust QA framework which is linked to T&W Quality Assurance process	Sufficient resources identified to implement QA framework	YOS Manager	Sept 2008
Inadequate ICT infra structure does not support full CJSSS implementation	Explore funding streams for ICT developments to support CJSSS implementation	Additional funding stream identified	YOS Manager	Dec 2008
Low risk young people do not receive an effective service and/or require a high level of YOS resources	If the service delivery review identifies a need, identify dedicated resources for delivering a service to low risk young people	A new model of service delivery will be introduced for this group of young people with its own clearly defined resources	Intervention Team Manager	Review by Sept 2008
B3 YJB risk to future delivery assessment comments				

B4 Youth offending team budget sources for the financial year 2008/09

Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Police	£82,970	£47,310		£130,280
Probation	£73,610	£78,210		£151,820
Health	£62,695	£23,655		£86,350
Local Authority	£659,340	£100,645	£63,255	£823,240
YJB	£752,480			£752,480
Other	£11,310			£11,310
Total	£1,642,405	£249,820	£63,255	£1,955,480

B5 Services planned for the financial year 2008/09

Core Activity	Total Budget (£)
Preventive services	£304,120
PACE services	£17,770
Pre-Court services	£179,705
Remand services	£69,120
Court services	£205,380
Community based services	£938,460
Through care / after care (including RAP)	£84,915
Other	£156,010

B7 Staff in the youth offending team (by headcount)												
	Strategic Manager		Operations Manager		Practitioner		Administration		Sessional	Student	Volunteer	Total
	PT	FT	PT	FT	PT	FT	PT	FT				
Permanent		2	4	4	1	24	1	5	10	0	68	119
Fixed Term						1						1
Outsourced												
Temporary								2				2
Vacant						4		2.5				6.5
Children												
Police						2						2
Health						2						2
Education						2						2
Connexions												
Other												
TOTAL		2	4	4	1	35	1	9.5	10	0	68	134.5

B8 Staff in the youth offending team by gender and ethnicity based on census 2001 categories																
	Strategic Manager		Operations Manager		Practitioner		Administration		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British		2	1	7	14	18	1	7	7	3			18	47	41	84
White Irish																
Other white																
White and Black Caribbean																
White and Black African																
White and Asian													2		2	
Other Mixed														1		1
Indian								1								1
Pakistani																
Bangladeshi																
Other Asian																
Caribbean																
African																
Other Black																
Chinese																
Other ethnic group																
Not given																
Total	0	2	1	7	14	18	1	8	7	3	0	0	20	48	43	86
Welsh Speakers																

SECTION C1 – FIRST-TIME ENTRANTS

C1.1 Assess the extent to which the YOT partnership has contributed to reducing first-time entrants into the youth justice system and reducing any disproportionality including children and young people from Black Minority Ethnic (BME) backgrounds

The YOT partnership continues to make a significant contribution to the reduction in first time entrants. In 2007/8 Shropshire Telford & Wrekin achieved a 20.7% reduction in first time entrants compared to a national target of 5%. This performance significantly exceeds the national trend (8% reduction), the West Midlands (4.9% reduction) and STWs associated family of YOTs (2.2% reduction). In addition, analysis of the proportion of BME young people in the offending population shows that there is no over-representation of any group as compared to the general BME population of STW. In fact offending data confirms that most of these groups are under-represented in the Youth Justice System.

Local analysis suggests that there is a need to improve the quality and completeness of YOS first time entrants' data and the YOS is proactively working with West Mercia police to achieve this. The cross referencing of the YOS database with the Police National Computer on an ongoing basis will increase the reliability and validity of this data to ensure that effectiveness is being measured accurately. The ongoing reliable sharing of information will be incorporated into a written agreement with the West Mercia Constabulary in 2008/9. On a wider level there are positive local protocols in place through the ISA which allow, for example, for the production of multi agency TAC/MAT plans for those young people being worked with jointly at prevention level.

Thus far performance has continued to improve year on year and the introduction of the 2008-11 Youth Crime Prevention Strategy aims to continue this trend. This will require the ongoing development of effective partnership work and closer integration between the YOS and the Community Safety Partnerships is a priority area. In addition, resolution of other contradictory partnership targets are essential - for example, the police 'Offences Brought to Justice' versus the reduction in first time entrants targets. It is a key priority within the Youth Crime Prevention Strategy to develop in partnership with the police, the Community Resolution Model, which will hopefully be introduced across West Mercia. This is a restorative approach delivered at the pre reprimand stage which could be effective in deflecting the need for a formal criminal justice intervention and thus contribute to the ongoing reductions in first time entrants. The YOS will continue to closely monitor the local BME population to ensure the under-representation trend continues and take appropriate action if necessary.

The success in reducing first time entrants is associated with the high priority that the YOS and its partners have given to developing effective preventative services in STW. The 2008 Joint Inspection rated the overall quality of services to those young people at risk of offending as 'good' and identified the following strengths:

- the 'trailblazers' and beacon status of both local authorities in developing integrated children's services
- the effective integration of YISP services with the Common Assessment Framework, the Team Around the Child, the Cluster/MAT and lead professional models. This was assisted by the location of YISPs in local multi agency teams
- the appropriate use of YISP services by key partners with clearly defined referral criteria, an Onset assessment typically completed to a good standard and the delivery of a timely and good quality intervention plan. This typically involved parents/carers, had accurately screened for risk of harm and vulnerability and had assessed and addressed diversity issues
- the development of a prevention strategy which provided a broad based approach to preventing children and young people becoming involved in anti social and offending behaviour – including parenting, YISP and Prevent & Deter strands

The strengths identified not only reflect the positive partnership work at the prevention stage but also the significant investment the YOS has made in developing robust quality assurance processes to ensure the service provided to young people and their families achieves required standards. Inspection areas for improvement to be addressed in 2008/9 included the need to more effectively demonstrate improved outcomes for young people and to ensure evidence of full participation by the young person and their families (e.g. via signed intervention plans). Ensuring referral rates are maintained and refusal rates by young people and their families are kept to a low level will also be priorities, as will the need to ensure there is appropriate access to mainstream services – especially ETE and CAMHS services. The move to bring the YISP provision in-house in 2008/9 is also aimed at continued improvement in the quality of service delivery assisted by the evidenced based targeting of resources into identified hotspots.

2008/9 should also bring greater clarity regarding the YOS involvement in the development of Targeted and Integrated Youth Support Services in both authorities together with the Service's responses to changes on a national level with the introduction of the Youth Taskforce Action Plan and the Youth Crime Action Plan.

C1.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
2008-11 Prevention Strategy is not implemented	Complete the key actions identified in year 1 of the 2008-11 Prevention Strategy Delivery Plan and develop and implement localised (i.e. BTW and SCC) action plans that are owned by all partners.	Quarterly reviews of progress against the delivery plan will provide evidence that actions achieved	YOS Prevention Manager	March 2009
Inappropriate targeting of prevention services	Extend the use of the YOS risk led approach into the prevention arena including the introduction of the use of a 'risk of offending' screening tool	All young people referred to YISP have a full risk assessment as part of the Onset process leading to a 'tiered' intervention based on risk	YOS Prevention Manager	December 2008
Prevention Services not coherently linked to services for YP who offend	Integrate and raise the profile of prevention services within the YOS and identify opportunities to ensure closer integration of prevention/YOS services	There are coherent processes linking prevention and YOS statutory work and examples of joint service delivery	YOS Prevention Manager	March 2009
Inaccurate data undermines ability to measure effectiveness	Improve information sharing processes with police to ensure that the YOS is notified of all offences / arrests / charges / outcomes – to include the development of electronic info sharing	Monthly check of offending data indicates YOS and PNC hold the same criminal justice data & evidence of electronic sharing	YOS Performance Manager	August 2008
Current YOS data is inaccurate so can not be used to report current FTE or re-offending performance	Complete Police/YOS cross reference of criminal justice data and update the YOS database to ensure it accurately reports on performance. Repeat this check on a monthly basis to ensure database remains accurate	Quarterly QA checks show that police and YOS data are the same	YOS Performance Manager	Sept 2008
Potential for duplication of	Integrate the YOS delivery of parenting interventions with the Local Authorities Parenting	YOS young people and their families will be accessing a range of parenting	YOS Prevention	December 2008

parenting resources and subsequent inappropriate targeting of resources	Strategies	services from a range of sources across the LA	Manager	
Lack of clarity regarding YOS position in developing Targeted and Integrated Youth Support	Establish the position and role of the YOS within the developing Targeted Youth Support and Integrated Youth Support Developments in both Local Authorities	Targeted and Integrated Youth Support Strategies will make direct reference to the role of the YOS	YOS Manager	March 2009
Lack of evidence that YOS prevention services are effective in improving outcomes for young people in STW	Develop a framework for measuring improved outcomes for young people subject to prevention interventions and ensure the requirement to monitor these is included in the SLA	The YISPs are able to demonstrate in their 2008/9 performance reports that they are achieving improved outcomes	YOS Prevention Manager	March 2009

C1.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Effective intervention planning	All new YOT staff and all preventions staff	1 day workshop on effective intervention planning	YOS Training Manager	March 2009
Delivering risk led prevention services	All prevention staff	1 or 2 day training event on implementing risk led prevention services including use of new screening tools etc	YOS Prevention Mgr	March 2009
Working with Parents of YP at risk of offending & anti social behaviour	All prevention staff	Review current skills level and identify appropriate learning opportunities	YOS Training Manager	March 2009

C1.4 YJB risk to future delivery assessment comments

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SECTION C2 – REOFFENDING

C2.1 Assess the extent to which the YOT partnership has contributed to reducing proven reoffending by children and young people and reducing any disproportionality including children and young people from Black Minority Ethnic (BME) backgrounds

Although the YJB do not require information on the 2006 recidivism cohort, Shropshire Telford & Wrekin YOS have undertaken this exercise for the purposes of local evaluation and measuring its contribution to the two authority LAA/LPSAs.

A 12 month follow up of the 2006 recidivism cohort (i.e. young people subject to a pre-court outcome, a court outcome or released from custody between October and December 2006) has revealed an overall re-offending rate of 28.1%. This represents a decrease in re-offending of 4.3% compared with the 2005 cohort. Using the YJB methodology this would represent a drop in re-offending which is considerably above the 5% target set.

In terms of the four cohorts, pre court offending rates have risen slightly from 18.5% (2005) to 20.2% (2006). The biggest rise in re-offending is for young people receiving final warnings with an intervention. An increase in offending for this group would be expected given the requirement from 2006 onwards that only those young people presenting the highest risk would be offered an intervention – hence we have significantly fewer interventions targeted at those young people most likely to offend. However, the increase in offending may also provide evidence that there is a need to review the delivery of final warning interventions and ensure these are fully integrated into the YOS risk based approach.

First tier re-offending rates have fallen significantly from 44.9% (2005) to 32.7% (2006) and community penalty re-offending rates have also fallen from 65.9% (2005) to 50% (2006). These reductions in re-offending correspond to the first year of the risk pilot which would have resulted in medium and high risk young people typically being seen more frequently than pre pilot. Whilst caution must be adopted in drawing any wide ranging conclusions it is positive that the overall re-offending trend is downwards in the first year of implementing risk based national standards.

Whilst re-offending rates for the custody cohort have also dropped, the small numbers involved makes it difficult to draw any clear conclusions.

With regard to BME young people, analysis of their recidivism patterns suggests that as an overall group the re-offending rates associated with the 2006 cohort are significantly lower than the 'White British/European' population – the BME re-offending rate was 17.6% (3/17) compared with the overall cohort total of 28.1%. All re-offending for BME young people was in the pre court cohort. Whilst the small numbers suggest caution in interpreting trends, there is no evidence that any particular BME group is over-represented in the re-offending population.

In terms of further analysis of re-offending patterns in both Shropshire and Telford & Wrekin, the overall trends are apparent in both authorities with some small variations. Most significantly re-offending rates in Telford & Wrekin have dropped more (from 33.5% in 2005 to 27.4% in 2006) than in Shropshire (from 31.3% in 2005 to 29.4% in 2006).

With regard to other indicators of improved outcomes for young people, performance against NI46 – the proportion of young people in suitable accommodation – has been very positive. In 2007/8 the YOS consistently exceeded the national target with 96.4% of young people in suitable accommodation at the end of their YOS intervention. This slightly exceeds both the national performance (94.8%) and the associated family of YOTs (95.7%). Conversely performance against NI 45 – the proportion of young people in full time ETE – needs to improve with only 72.8% of young people achieving this at the end of their intervention in 2007/8. Whilst exceeding the national (71.1%) and family (69.8%) performance, this falls significantly below the YJB target of 90%. This is also an area where there is significant variation across the two authorities with 77.7% of

Shropshire young people in full time ETE at the end of their intervention compared to 67.1% of young people in Telford & Wrekin. Improved performance with regard to young people accessing ETE has been identified by the Management Team as a 2008/9 priority and the YOS has drafted an ETE improvement plan which will be fully revised and updated in 2008/9 and linked to the two authority plans to reduce the proportion of NEET young people. It is also currently negotiating revised improvement targets with each authority given the removal of national targets for the coming year. 2007/8 performance also indicates the YOS continues to access substance misuse and CAMHS service in a timely manner although the performance data does not provide evidence on the quality or effectiveness of these services.

The YOS have previously stated their concerns regarding the accuracy of the methodology used for the collation of this recidivism data, primarily due to the small numbers within the identified cohort and the subsequent unreliability of percentage data. The YJB have acknowledged a need for change in the way this target is monitored with the introduction of revised counting rules for the 2008/09 period.

The 2008 Joint Inspection rated the overall quality of services to those young people at risk of re-offending as 'good' and identified the following strengths:

- ☑ The long term development of a risk led approach to delivering youth justice services which had culminated in the YOS being chosen as one of 4 national pilots for the YJB Scaled Approach
- ☑ the associated focus on high quality risk assessment processes including the use of a Case Planning Forum chaired by the Deputy Manager for co-ordinating the delivery of services to high risk offenders
- ☑ the use of a wide range of intervention methods with young people including intervention centres, a group work intervention programme and the use of a range of cognitive behavioural programmes and resources
- ☑ the accurate assessment of risk and the consideration of diversity in most assessments which was followed by a timely and good quality intervention plan aimed at preventing re-offending and addressing victim awareness issues
- ☑ Comprehensive review processes in most cases and where needed a high priority given by the YOS to compliance and enforcement issues
- ☑ Appropriate consideration of safeguarding issues in two thirds of cases with three quarters of appropriate cases having a vulnerability management plan produced to a good standard
- ☑ Evidence of pro-active and effective work with regard to access to accommodation, joint work between YOS case managers and health workers, attempts to implement the YOS ETE improvement plan and the active engagement of parents in the work undertaken with young people

Inspection strengths associated with work with young people in the community are reinforced by the outcome of the 2008 West Mercia ISSP validation exercise by the YJB regional team. STW ISSP services were awarded the maximum score of 3 based on: a comprehensive risk procedure and associated policies; an excellent level of resourcing within the YOS including a full range of specialist services and a clear procedure for assessment and referral; good partnership working with Social Care and private providers; good partnership working with the Police and Courts at a strategic level; experienced, high quality staff and good structures for staff development and support; a low level of remands and custody cases; and clear lines of communication between the YOS, YSS and ISSP staff.

Areas for improvement identified by the inspection include the need to systematically evidence improved outcomes and use this information for

service development; to ensure the comprehensive health needs of young people are addressed through effective commissioning arrangements; to ensure information on safeguarding interventions is recorded and accessible and to ensure risk of harm assessments adequately address victim issues. There are actions to address all of these areas in the Inspection Improvement Plan which has been fully incorporated into this 2008/9 Youth Justice Plan.

The YOS believes that reductions in offending are most effectively achieved by targeting those most at risk of re-offending and by working to improve outcomes for young people. The strengths identified above highlight how the inspectors believe the Service is achieving this. The 2008/9 STW Youth Justice Plan includes improvement plans aimed at improving outcomes with a particular focus on improving ETE, access to health services, access to suitable accommodation and effective parenting services.

The YOS is also committed to develop a comprehensive evaluation framework aimed at evidencing the extent to which the Service is reducing re-offending and improving outcomes for young people. As a critical part of this development the YOS in 2008/9 is participating in both a YJB sponsored outcomes study following on from the Scaled Approach pilot, and a 'Displaying Effectiveness' Independent Outcomes Research Project. As part of the methodology for the second research project there will be a more sophisticated analysis of local re-offending patterns together with the measurement of specific indicators of improved outcomes for young people including changes in start to end Asset scores, measurement of progress against intervention plans and feedback from young people and their families on the impact of the YOS.

C2.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks				
Risk	Action	Success Criteria	Owner	Deadline
Lack of evidence that the YOS is reducing offending and improving outcomes for young people	Participate in both the YJB Outcomes study and the independent 'Displaying Effectiveness' Outcomes Research	Clear evidence will be produced of the extent to which the YOS is reducing offending and improving outcomes	Deputy YOS Manager	March 2009
YOS not able to prove that it is improving outcomes for young people	Agree a range of local 'effectiveness' indicators that measure progress against improving outcomes over and above the performance indicators included in the national indicator set	Indicators identified and quarterly reports to Management Board show YOS progress against these	Deputy YOS Manager	Sept 2008
Outcomes data not used to influence service development	Produce quarterly reports to Mgt Board on evidence of effectiveness associated with improving outcomes for young people and how this is impacting on service development	Management Board minutes record examples of how YOS service has developed based on findings from outcomes data	Performance Manager	March 2009
Lack of time/focus on developing specific areas of YOS practice where evidence suggests there is an un-met need	Establish a practice-focussed group to review key areas of service delivery aimed at developing effective and creative practice drawing on national research – Prioritise services for young women as an initial	YOS can evidence change in practice and the development of specific initiatives as a result of this group	Deputy YOS Manager	August 2008

	focus of this group			
Comprehensive health needs of young people are not satisfactorily addressed by the YOS	Via the creation of protocols with the NHS trusts, ensure appropriate targeting of health resources to: improve emotional / mental wellbeing; reduce harm from substance misuse; provide appropriate screening and access to physical health services; and health promotion (actions to include: negotiate improved access to physical health service with commissioners; develop screening tool for physical health needs; establish common referral processes; establish stronger links with custodial institutions; establish clearer referral routes for forensic services; promote healthy lifestyles)	Increased number of young people accessing health services leading to evidence of improved outcomes for young people in this area	Deputy YOS Manager / Partnership Manager	October 2008
YOS young people not accessing full time ETE provision	Refresh and implement the YOS 2008/9 ETE Improvement Plan	Evidence from quarterly review that actions in plan have been achieved	Partnership Manager	Sept 2008 (Refresh) March 2009
YOS has no comprehensive framework for measuring quality of services to young people	Develop and implement a comprehensive YOS Quality Assurance Framework across both preventative and statutory work linked to the two authority quality assurance frameworks	QA sampling is in place across the YOS and shows consistent delivery of high quality services	Performance Manager	December 2008
Management Team and Management Board not aware of (and therefore not able to help remove) barriers to meeting need	Develop and implement a formal process for escalation at all levels associated with cases where 'unmet need' is identified by YOS staff to ensure action is taken to address this	Case studies showing that escalation process has been used and that this has led to resolution	Head of Service / Deputy YOS Manager	August 2008
Young people are not provided with the opportunity to fully participate in either their intervention or the wider development of the YOS	Develop a YOS Participation Strategy which links directly to the two authority strategies and which addresses the development issues highlighted by the 2008 Inspection	YOS shows improved YP's participation in their case (e.g. higher numbers of Over to You, signed Intervention Plans, completed Viewpoints) and can evidence examples of Service Delivery based on feedback	Partnerships Manager	December 2008
YOS not able to demonstrate the way its specialists contribute	Develop simple assessment and action plan templates to record the specialist	YOS can demonstrate how the specialist work is contributing	Partnership Manager /	October 2008

directly to the work with young people	assessments and work plans (ETE, SM, MH etc) and introduce a process whereby this is fully co-ordinated by the case manager and copied into the relevant Asset / Intervention sections	directly to the young person's assessment and intervention	Specialists	
Progress against improving ETE performance hindered by difficulties associated with rural access	Include strategies to address the problems associated with young people living in rural areas into the ETE Improvement Plan	Evidence that distance / transport is not acting as an ongoing barrier to accessing ETE	Partnership Manager	Sept 2008
Assessments of insufficient quality to effectively underpin successful work with young person	Implement the Asset Improvement Plan	Progress against the Asset improvement plan can be evidenced	Intervention Manager	March 2009

C2.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
ETE workers professional development	ETE Workers	Establish a professional link for the ETE specialists back to the appropriate LA Education Depts / Connexions	Partnership Manager	August 2008
Understanding of YP's learning styles	All Case Managers	Hold a morning workshop on using the Learning Styles Assessment	ETE Specialists	December 2008
Understanding of SQUIFA Screening Tool	All Case Managers	Hold a SQUIFA workshop to improve the quality of completion of the Screening Tool	CAMHS specialist	December 2008
Effective quality assurance particularly in relation to APIS practice	Managers / Senior Practitioners	Hold workshop on effective gatekeeping / QA practice	Prevention Manager	December 2008
Effective Case Management	All Case Managers	All staff to attend effective Case Management workshop	Training Manager	March 2009
Engaging and Enabling compliance	All practitioners	In-house practice development workshops	Interventions Manager	March 2009
Promoting participation	All practitioners	Workshops on the implementation of the participation strategy	Training Manager	March 2009

C2.4 YJB risk to future delivery assessment comments

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SECTION C3 – CUSTODY

C3.1 Assess the extent to which the YOT partnership has contributed to reducing the use of youth custodial remands and sentences and reducing any disproportionality including children and young people from Black Minority Ethnic (BME) backgrounds

involving all key partners. This Shropshire Telford & Wrekin YOS has performed well in terms of reducing the use of custody in 2007/8. On both these measures it has exceeded the YJB national target through a combination of pro-active and positive partnership work with its local criminal justice partners (courts, police, crown prosecution service) and robust and effective community alternatives to custody at both the pre and post conviction stage.

8.8% of young people at risk of custody were subject to custodial remands in 2007/8. This is lower than the YJB target of 9% and is an improvement on the 9.5% of custodial remands in 2006/7. It is also considerably below the custodial remand levels nationally (15.9%), for the West Midlands region (16%) and that of the associated YOT family (11.1%). This performance is supported by positive outcomes from the 2008 inspection which identified the following strengths:

- bail work was delivered via the dedicated assessment team with staff trained to undertake bail assessments
- the integration of bail and remand work into the wider YOS risk led approach
- the positive working relationship between YOS court staff, the police and the courts
- the use of a Case Planning Forum to review high risk bail and remand cases
- the proactive communication between the YOS and relevant custodial establishments
- the presence of a comprehensive remand management strategy which pulled all these strands together.

A lack of suitable accommodation particularly for vulnerable young women was highlighted as an important area for improvement at the bail and remand stage. There will be ongoing discussions with both authorities Children's Services in 2008/9 regarding the feasibility of developing remand and intensive fostering initiatives particularly in the light of potential requirements within the impending new Youth Rehabilitation Order.

3.8% of young people received custodial sentences in 2007/8. Whilst this is a higher proportion than 2006/7 (3.1%) it remains within the YJB target (5%) and lower than the national (5.7%) and West Midlands region (5.6%) performance in this area. The increase from 2006/7 can largely be accounted for by one unrepresentative quarter when 15 young people were sentenced to custody. As with all custodial cases, these were reviewed via the YOS Post Custody Review Panel which highlighted that there was little the YOS could have done to prevent these custodial sentences due to the seriousness of the offence and/or as a result of appropriate YOS enforcement for serious breaches of compliance. The YOS is carefully monitoring the quarterly trends to ensure that this high use of custody remains atypical of the overall trend. The YOS will also undertake a broader analysis if increased custody trends are evident will include the identification of strategies aimed at the ongoing development of targeted work aimed at the deter cohort of young people (i.e. the highest risk young people) in both authorities.

In terms of disproportionality, there were no BME young people either remanded into custody or sentenced to custody in 2007/8.

The historical low use of custody in Shropshire Telford & Wrekin is directly associated with the high quality of services provided to

young people in the community (see section C2) and the subsequent low re-offending rates demonstrated for the 2006 cohort. The introduction of risk led youth offending services and the provision of effective services to the highest risk young people (as evidenced by the very positive ISSP validation) have made a significant contribution. Underpinning this is the positive partnership work the YOS achieves with its criminal justice partners, with the work with the courts being a particular priority throughout the introduction of risk led services. This has been reinforced by findings from the 2008 inspection in terms of work with the courts which identified: experienced and knowledgeable YOS staff undertaking court roles; positive liaison via Youth Court User Groups, Magistrates Training events, Local Criminal Justice Board Meetings and other YOS/Magistrates events; positive liaison with the Crown Court Judge; an up to date Court protocol; and good quality pre sentence reports which addressed diversity, clearly outlined risk and provided realistic proposals to the court commensurate with that risk. In 2008/9 the YOS will respond to the Inspection findings by introducing a robust process for ensuring sentencers receive progress reports and ensuring there is an increase in the proportion of pre sentence reports that include appropriate victim information.

Maintaining low use of custody will remain an important focus in 2008/9 and this will be achieved by both the successful implementation of the Re-Offending improvement plan (see section C2) and the preparation the YOS undertakes with its partners in readiness for:

- The ongoing development of risk led youth offending services and the introduction of the Scaled Approach
- The 2009 Criminal Justice and Immigration Act including the implementation of the YRO
- The implementation of CJSS

This 2008/9 Youth Justice Plan includes action plans to address all of these.

C3.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Agreed protocols do not reflect current practice	Review and update the remand protocol to reflect recent practice changes particularly linked to remand prevention	Remand levels remain low or drop	Assessment & Courts Manager	December 2008
Lack of appropriate remand accommodation options increases the risk of custody	Review all possible options for establishing remand fostering provision	Review completed with clear identification of possible future options	Head of Service	March 2009
Lack of joined up work between specialists within custody and in the community	Ensure there is ongoing liaison between YOS Substance Misuse Staff and Custodial Health / SM Centres if identified as needed in the intervention plan	QA of Case Management records provide evidence of joined up work	Partnership / Intervention Mgrs	December 2008
Lack of joined up work evident between DTO Training Plan and Licence Intervention Plan	CPF to ensure the community intervention plan continues appropriate actions from the	QA of DTO cases shows continuation of planning	Deputy YOS Manager	August 2008

	DTO training plan			
DTO work not giving high enough priority in the YOS	Increase the profile / importance of DTO & Resettlement work in the YOS including the establishment of a Multi Agency Resettlement Panel	Panel in place and effectively contributing to licence planning	Intervention Manager	Oct 2008
The two authority prevent and deter strategies are not fully developed and/or integrated with the YOS risk led approach	Undertake an analysis of options to further develop and implement the prevent and deter strategies and actions to ensure these are fully integrated with the YOS risk led approach	The YOS CPF and authority prevent and deter processes are integrated and proactively targeting the same high risk young people	Deputy YOS Manager	Dec 2008

C3.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Advanced knowledge of effective DTO / Resettlement Planning	DTO Senior Practitioner	Develop skills / knowledge base to lead effectively on DTO/Resettlement work	Intervention Manager	Oct 2008
Understanding of throughcare /sentence planning for all staff particularly partnership staff	All staff	DTO Senior Practitioner to deliver learning through series of workshops	Training Manager	March 2009
Remand management for all court staff and managers.	Court staff and all operational managers	Courts Manager / Court Senior Practitioner to deliver remand management workshop	Training Manager	March 2009

C3.4 YJB risk to future delivery assessment comments

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SECTION C4 - RISK OF SERIOUS HARM

C4.1 Assess the extent to which the YOT partnership has contributed to addressing risk of serious harm to the public through local application of YJB risk of serious harm procedures

Of the 835 start assessments associated with YOS interventions in 2007/8, 86% of these young people had a risk of serious harm rating. This is a significant improvement on 2006/7 when only 52% of start assessments had an appropriate risk of harm rating. Of those with a serious harm rating in 2007/8, 74% were low risk (also 74% in 2006/7), 21% were medium risk (9% in 2006/7), 4.5% were high risk (9% in 2006/7) and 0.2% were very high risk (4.5% in 2006/7). Whilst initial analysis suggests that the YOS is working with fewer high risk of serious harm young people, it is likely that the change is equally related to more confidence in the serious harm assessment process and improved quality assurance processes.

In 2006/7 only 3 (2%) young people from a BME background were assessed as medium, high or very high risk of serious harm to others. This has risen to 8 young people in 2007/8 – 4.2% of the total number of young people assessed as medium risk or above.

In terms of completing the specialist risk of serious harm assessment (ROSH), only 37% of medium, high or very high risk of serious harm young people had the associated ROSH completed in 2006/7. Practice has improved considerably in 2007/8 with 77% of appropriate cases having a ROSH. The YOS aims to build on this improvement in 2008/9 to ensure that all appropriate young people have a completed ROSH. It also aims to improve on the proportion of ROSHs counter-signed by a line manager as only 55% of assessments had evidence of this important quality assurance process in 2007/8.

Over the last three years Shropshire Telford & Wrekin YOS have developed risk led youth offending services both locally, and as a result of this success, on a national basis, by being chosen as one of the four pilots for the YJB Scaled Approach. This has required the development of comprehensive risk assessment processes which separately address risk of offending, risk of causing serious harm to others and the young person's risk of vulnerability. The result of this has been that the YOS has taken a lead on directly contributing to the development of local serious harm procedures both internally and externally with its key partners. The structure of the YOS has also contributed to the development of robust practice in this area. For example the Assessment Team Manager is responsible for ensuring that all pre sentence reports adequately address serious harm issues and the Intervention Team Manager is responsible for reviewing and counter-signing all risk of serious harm assessments and risk management plans for high risk young people. Intervention Team Manager also acts as the gateway to the Multi Agency Public Protection Arrangements thus ensuring appropriate young people are referred into this process. The YOS is fully represented at all appropriate MAPP meetings and full records are stored on the local server in dedicated MAPP folders. Whilst historically the YOS has only had a small number of Level 3 young people, there is evidence that joint partnership work has contributed to the effective management of these cases. The YOS will need to implement the revised MAPP guidelines in 2008/9 and also produce a dedicated public protection policy linked to the wider risk guidance.

In relation to the YOS contribution to addressing risk of serious harm to the public through local application of YJB risk of harm procedures, the 2008 joint inspection found the following strengths:

- The YOS Risk Led Model ensured that resources were targeted at young people with the highest assessed risk of harm
- Practice guidance outlined what was expected of staff in terms of a comprehensive assessment linked to an assessment of risk of harm
- The Case Planning Forum chaired by the YOS Deputy Manager oversaw the planning and review of all high risk young people (including those young people solely assessed as high risk of serious harm to others)
- A full risk of harm assessment was completed as part of the bail assessment

- ☑ High risk of harm bail or remand cases were reviewed at the YOS Case Planning Forum
- ☑ Three quarters of PSRs differentiated between the likelihood of offending and the risk of harm to others
- ☑ Almost all prevention cases had an accurate screening of Risk of Harm and all had the correct classification of risk of serious harm
- ☑ Three quarters of cases associated with young people in the community had evidence of an accurate screening, assessment and classification of risk of serious harm to others
- ☑ A review of risk of serious harm was seen in three quarters of cases at review point
- ☑ Compliance and enforcement issues were a high priority for the YOS
- ☑ DTO Asset and Risk Management Plans were regularly shared with custodial institutions
- ☑ Almost three quarters of Risk Management Plans were completed to a high standard

These findings provide a firm basis from which the YOS seeks to improve practice in this area – in particular to ensure that all cases are subject to a comprehensive risk of serious harm screening and assessment, that Risk Management Plans are always prepared and reviewed where required and that the risk of serious harm assessments more adequately address victim issues (as recommended in the Inspection). An additional key development for 2008/9 is the current change to the organisational structure of the YOS with the combination of the High and Intermediate Risk Teams into one Intervention Team. Whilst care is required to ensure that the close focus given to high risk young people is maintained this provides an important opportunity to deliver more flexible interventions whilst developing the skills and expertise of senior practitioners to effectively case manage and supervise a broader range of staff. It also provides important development opportunities for the wider staff group to work with young people across a range of risk levels.

To ensure the improvements and risks identified are addressed and in preparation for the introduction of the 2009 YJB Scaled Approach, the YOS has made the ongoing development of risk led youth offending services a priority for 2008/9. The YOS also intends to develop and implement a comprehensive quality assurance process to ensure the positive findings from the inspection can be maintained and developed.

C4.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
The current YOS risk approach is not fully compatible with the YJB Scaled Approach	Review the current STW YOS risk approach against the final YJB Scaled Approach model and make any necessary modifications to the STW model	The STW YOS and YJB Scaled Approach will be fully compatible	Intervention Team /Deputy YOS Manager	March 09
The YOS Public Protection Policy is not fully articulated in the current Risk Guidance	Develop and implement a STW YOS Public Protection Policy	Policy will exist and evidence of its implementation in practice will be detected via QA processes	Intervention Team Manager	January 2009
Ensure that high quality services are extended to all cases.	Conduct a review of the impact of the organisational change on the efficacy of service in terms of delivering risk led youth offending services	There is no evidence of increased offending or reduced quality of service to high risk young people	Intervention Team Manager	April 2009
The YOS is not accurately identifying the risk levels of young	Develop and implement the use of risk screening at prevention, final warning and	Change in YOS assessment practice at the final warning and	Assessments & Courts	December 2008

people at all stages and therefore not accurately targeting resources	court stages	court stage is evident	Manager	
The YOS does not provide the most effective service to low risk young people whilst minimising use of resources to those needed	Identify dedicated resources and an appropriate model of service delivery for low risk young people which is directly linked to the development of Targeted Youth Support Services	A new model of service delivery will be introduced for this group of young people with its own clearly defined resources	Intervention Team Manager	Review by Sept 2008
Insufficient attention paid to victims in Risk Assessments	Include checks to ensure that victim issues are being addressed in the ROSH within the 2008/9 QA framework and ensure that ROSHs are not countersigned until this has been confirmed	QA forms analysis will confirm that victim issues are being addressed	Performance Manager	March 2009

C4.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
ROSH assessment for managers and staff.	All managers and staff	Implement any workforce development issues identified from the application of the 2008/9 QA framework	Training & Intervention Managers	March 2009
Supervision skills for Senior Practitioners to ensure effective management oversight of risk practice	Senior Practitioners	Complete the Supervision Skills Course	Training Manager	March 2009

C4.4 YJB risk to future delivery assessment comments

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SECTION C5 – SAFEGUARDING

C5.1 Assess the extent to which the YOT partnership has contributed to keeping children and young people safe from harm

Offending rates for Looked After Children in both authorities as measured by the C18 indicator (the percentage of children who have been looked after continuously for at least 12 months who were given a final warning/reprimand or convicted during the year for an offence whilst they were looked after) have increased in 2007 compared to 2006. In Telford and Wrekin this has increased from 7/96 young people (7.29%) in 2006 to 16/111 young people (14.4%) in 2007. In Shropshire this has increased from 14/109 young people (12.8%) in 2006 to 19/116 young people (16.4%) in 2007.

Both Local Authorities have developed action plans in partnership with the YOS to reduce offending of Looked After Children. Key strands include the development of Restorative Justice in Children's Homes and a focus on YISP interventions for LAC young people. These action plans are well supported at a strategic level, being monitored and supported by a multi-agency panel that is a sub group of the YOS Management Board

Of the 836 start assessments associated with YOS interventions in 2007/8, 86.5% of these young people had a vulnerability rating. This is a significant improvement on 2006/7 when only 49% of start assessments had an appropriate vulnerability rating. Of those with a vulnerability rating in 2007/8, 65% were low risk (70% in 2006/7), 23.5% were medium risk (17% in 2006/7), 10.3% were high risk (8% in 2006/7) and 1.3% were very high risk (4.4% in 2006/7). This initial analysis suggests that the vulnerability levels of YOS young people increased in 2007/8 although the number of very high risk young people has dropped. Further analysis suggests that out of county young people are significantly over represented in the medium, high and very high vulnerability bracket. Whilst out of county young people make up 11.3% of all YOS young people with a vulnerability rating, 24% of assessments leading to a medium, high or very high rating were associated with out of county young people.

In 2006/7 only four young people from a BME background were assessed as medium, high or very high risk of vulnerability. This has risen to 7 young people in 2007/8 – 2.6% of the total number of young people assessed as medium risk or above.

The development of the STW YOS risk led approach (described in C4) has also ensured a focus on Safeguarding issues within the Service. The YOS risk assessment includes a dedicated vulnerability assessment and where required (for those young people assessed as medium risk or above) a Vulnerability Management Plan is produced, implemented and reviewed. Young people assessed as high risk of vulnerability will have their case referred to the YOS Case Planning Forum (CPF). For young people assessed as high risk of vulnerability the CPF is often focussed on trying to ensure there is effective partnership work in place to address the safeguarding issues identified. Whilst young people assessed as highly vulnerable are defined as high risk they are not subject to the same level of compulsory contact as other high risk young people as it is not necessarily through direct YOS intervention that the identified vulnerability issues can be addressed. This focus on Safeguarding is reflected at the prevention stage where integrated services ensure there is effective partnership working between the YISPs and TAC/Clusters. This facilitates joint work to address vulnerability issues and also provides for a continuity of services as young people not eligible for an intervention at final warning stage are referred into the TAC processes instead.

The YOS is represented on both Safeguarding Boards and is a proactive member making a direct contribution to the implementation of the improvement plan arising from the recent Section 11 audit. Proactive involvement is further evidenced by, for example, the Deputy YOS Manager chairing the crime subgroup in Shropshire and attending the equivalent forum in Telford & Wrekin. The YOS makes a financial contribution to both boards and a member of the YOS staff group is also part of the pooled resource for training on child protection. The YOS has trained its staff in each of the two authority safeguarding policies and YOS internal safeguarding procedures mirror these. In the last twelve months the YOS has directly sought to alter the balance of its staff group and now has a higher proportion of social work qualified staff than at any other time in its

existence. Where required the YOS will refer case studies of young people with clearly defined vulnerabilities to the YOS Management Board for discussion and if necessary resolution.

In relation to the YOS contribution to keeping children and young people safe from harm, the 2008 joint inspection found the following strengths:

- ☑ There are a low number of custodial remands and sentences in STW
- ☑ Joint working protocols were in place between the YOS with both Children's Services Departments regarding the remand of young people to the care of the Local Authority and for young people in the Looked After System
- ☑ All YOS staff in post in October 2007 had had Safeguarding training and newly appointed staff would receive this as part of their induction
- ☑ Vulnerability issues that applied to the young person were addressed in almost all pre sentence reports and over three quarters of reports outlined the potentially adverse impact of custody
- ☑ Both authorities held Beacon status in developing integrated children's services and had worked to achieve a single model of early assessment that linked the YISP to the Common Assessment Framework, the TAC/MAT and lead professional model
- ☑ Almost all prevention cases and all statutory cases had evidence to show the YOS had checked the status of the case with the Children's Services Department
- ☑ There was positive, proactive and timely joint working between the YOS and local children's services at the prevention stage and over three quarters of cases had evidence that action taken in respect of vulnerability issues was appropriate
- ☑ Vulnerability Management Plans had been produced in over three quarters of cases for statutory and custodial young people and almost all of these were of a good standard
- ☑ Two thirds of community cases and three quarters of custodial cases showed that work in respect of safeguarding issues was appropriate to the needs of the case

In addition to building on the strengths above to ensure all appropriate young people have a comprehensive plan to address vulnerability, the inspection identified the following two areas of improvement: the need to improve accommodation provision for vulnerable young females and the need to more adequately outline safeguarding work in some cases. Linked to this the YOS has identified the need to ensure all attendance at LAC reviews and professionals meetings are well evidenced to reflect the positive work that occurs in practice. To ensure these improvements are achieved and in preparation for the introduction of the 2009 YJB Scaled Approach, the YOS has made the ongoing development of risk led youth offending services a priority for 2008/9. The YOS also intends to develop and implement a comprehensive quality assurance process to ensure the positive findings from the inspection can be maintained and developed.

C5.3 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Offending levels of Looked After Children continue to increase	Undertake further analysis of causal issues and identify strategies to reduce the offending levels of Looked After Children	Offending levels for looked after children reduce	Performance Manager	Sept 2008 (for initial strategy)
Identified vulnerability issues are not being appropriately addressed	Monitor the completion of Vulnerability Management Plans to ensure 100% completion	QA shows all Vulnerability Plans are being completed and counter-signed	Performance Manager	July 2008 onwards
Lack of knowledge about the key vulnerability issues prevents	Review all medium, high and very high risk vulnerability young people in the last 12	Key vulnerability issues affecting YOS young people clearly	Performance Manager	Sept 2008

service development to address these	months to establish: what common vulnerability issues are being identified; what interventions were offered to address these; what involvement children's services have with these cases; and whether the intervention led to a reduction in vulnerability	identified		
Recording of communication regarding safeguarding issues is not clear and consistent	Incoming letters relating to young people and safeguarding will be scanned into electronic case files.	Quarterly QA provides evidence that this is occurring	Support services manager	Aug 2008
Recording of communication regarding safeguarding issues is not clear and consistent	Practitioners will copy emails in relation to safeguarding into YOIS/UMIS 'Case Diary' as well as recording all telephone conversations in 'contacts'	Quarterly QA provides evidence that this is occurring	Ops Managers/Snr Pracs	Nov 2008
Recording of communication regarding safeguarding issues is not clear and consistent	Introduction of 2008/9 YOS comprehensive QA framework covering prevention and statutory work will include checks to ensure Safeguarding is being addressed and evidenced appropriately	Quarterly QA provides evidence that this is occurring	Performance Manager	Sept 08

C5.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Effective safeguarding practice	All Assessors / Case Managers	Hold a YOS Safeguarding workshop to continue the development of effective safeguarding practice	Prevention Manager / Safeguarding Rep	December 2008

C5.4 YJB risk to future delivery assessment comments

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SECTION C6 – PUBLIC CONFIDENCE

C6.1 Assess the extent to which the YOT partnership has contributed to improving public confidence in the fairness and effectiveness of dealing with youth crime in the Criminal Justice System

The 2008/9 West Mercia LCJB Strategic Delivery Plan includes a section on Improving Public Confidence with the following core commitment: **“A commitment to strengthening community engagement with the CJS, ensuring that people in local communities are informed about the performance of the system and consulted and engaged about their priorities, so that they can be confident that it is fair, effective and meets their needs, and also to improve staff engagement and confidence in the services they provide to their communities. This commitment will be further supported by the collection and publication of quarterly data in order to understand and address any race disproportionality at key stages in the CJS that can not be objectively explained or justified”**. The YOS aims to make a direct contribution to delivering on this commitment in 2008/9 and the improvement plan below draws directly from actions identified in the LCJB Strategic Delivery Plan.

Section A2 provides a summary of YOS performance in 2007/8. The strong performance of the Service should make a significant contribution to improving public confidence in the fairness and effectiveness of the local youth justice system. Of particular importance in increasing confidence are:

- ☑ There is no evidence of any over-representation of Black and Minority Ethnic young people in the first time entrants, offending or custody populations
- ☑ The YOS is an overall Level 4 (top level = 5) performing YOS with an overall performance rating of 73.5% - this exceeds the national (68.2%), West Midlands (69.9%) and associated YOT family (71.1%) performance
- ☑ The YOS has made a direct contribution to the achievement of Local Authority LPSA targets around reduced offending and reduced first time entrants
- ☑ The YOS has a Level 4 rating for national standards compliance suggesting that it effectively supervises most young people and where necessary will enact breach procedures to protect the public – this is reinforced by the 2008 Joint Inspection finding that ‘compliance and enforcement issues are a high priority to the YOS’
- ☑ The number of first time entrants into the youth justice system has fallen by 20.7% in 2007/8 – significantly exceeding the 5% national reduction target
- ☑ Overall re-offending levels of the latest (2006) cohort of young people have fallen by 4.3% and have significantly exceeded YJB targets for reductions
- ☑ STW has a relatively low use of custody and the courts accept a high proportion of YOS recommendations suggesting that the local courts have a high degree of confidence in the services provided by the Service and that these have proved effective in reduced offending
- ☑ The YOS has been subject to a comprehensive joint inspection in 2008 with all areas of YOS practice rated as good – the inspection highlighted 224 YOS Strengths compared with 32 Areas for Improvement. Only 5 recommendations were made
- ☑ The YOS has also been subject to a very positive ISSP validation in 2007/8 – being allocated top ratings by the YJB regional team with many strengths identified. Given that this programme works with those at greatest risk of offending this provides further public confidence regarding the effectiveness of the YOS
- ☑ The YOS actively seek participation of and feedback from young people and their families at key stages of the youth justice process
- ☑ The YOS is introducing a comprehensive outcomes framework in 2008/9 to demonstrate its effectiveness in reducing offending and

improving outcomes for young people

- ☑ The YOS is also building on existing good practice to develop a comprehensive Quality Assurance framework in 2008/9 to ensure services are delivered consistently and fairly to all young people, their families and victims of youth crime

All these measures should provide confidence to the public that the YOS is committed to working effectively with its partners to reduce youth crime in Shropshire Telford & Wrekin, and in so doing reduce the associated fear of crime and anti social behaviour. The YOS recognises the need to more effectively promote the successes of the Service and to ensure clear communication with all key stakeholders including the local communities within which it operates. On this basis the key action for 2008/9 is the development of a comprehensive communication strategy to ensure this clarity of communication is achieved. The Head of Service will lead on this.

C6.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks				
Risk	Action	Success Criteria	Owner	Deadline
The public is not aware of the effective work undertaken by the YOS and therefore can not invest confidence in the Service	Develop a comprehensive YOS Communication and engagement Strategy derived from the West Mercia LCJB 3 Year Strategy	Introduce Stakeholder (including public) survey to gauge views of YOS	Head of Service	March 2009
The YOS does not contribute to existing public confidence events	Make a direct contribution to the 'Inside Justice Week' via a series of YOS events demonstrating the use of Restorative Justice approaches in STW	YOS actively involved in delivery of the 'Inside Justice Week'	Head of Service	Sept 2008
The YOS does not link into existing engagement activities	Liaise with the West Mercia Police regarding opportunities for increased YOS engagement in local communities through local Policing Matters Groups	Evidence of YOS involvement in local engagement activities	Deputy YOS Manager/Youth Crime Prevention Manager	December 2008
Current under-representation of BME young people does not continue	Ensure there is ongoing monitoring of potential disproportionality and implement an improvement plan if evidence of need emerges	Quarterly monitoring continues to demonstrate under-representation or strategies to address any increase	Performance Mgr	Ongoing to March 2009
Courts do not receive an effective 'Out of Hours' Service	Improve the knowledge / skills of EDT to provide a more effective 'Out of Hours' service	Event held and courts report confidence in 'Out of Hours' service	Assessment & Courts Mgr	December 2008
YOS does not maximise opportunities to discharge orders early for good progress	Increase the number of early revocations to demonstrate the effectiveness of the YOS	QA processes demonstrate increased number of early revocations	Performance Mgr / Intervention Mgr	March 2009

C6.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Effective Media Management	YOT Manager	Identify appropriate Media Management Course	Training Manager	December 2008

C6.4 YJB risk to future delivery assessment comments

SECTION C7 – IMPROVING VICTIM SATISFACTION

C7.1 Assess the extent to which the YOT partnership has contributed to improving satisfaction in the Criminal Justice System for those who have been victims of youth crime

The YOS has performed consistently well in this area of practice. In 2007/8 40% of victims participated in a restorative process – exceeding the YJB target of 25% of victims and the national (24.9%), West Midlands (24.4%) and family of YOT (25.2%) performance. All victims who participated and responded to the YOS invitation for feedback said they were satisfied with their involvement in the process. However, the YOS welcomes the discontinuation of the victim satisfaction indicator in 2008/9 as it provides little indication of the overall quality or effectiveness of YOS victim services. The YOS is currently negotiating new 'effectiveness' indicators with its local partners and will introduce a victim indicator which aims to seek the victim's view of what they hope to achieve by participating in a restorative process and the extent to which this has been achieved at the end of the process.

The 2008 joint inspections findings reinforce the positive performance of the YOS with an overall rating of good and the following strengths identified:

- The development of a Restorative Justice Unit within the YOS
- A comprehensive Restorative Justice Strategy with an associated action plan
- The development of restorative justice processes in schools and with three LA residential homes
- A joint YOS/Probation protocol addressing victim issues and a Victim Policy and protocol developed with local victim support services
- A clear and robust framework for victim work including clear communication processes, the use of a dedicated RJ assessment tool, the consideration of victim safety issues and the needs and wishes of victims, clear processes for participation and mechanisms for collecting victim feedback
- The increasing expansion of reparation placements

The only area for improvement identified via the inspection was the need to clearly evidence that all young people participated in a restorative justice intervention. The inspection findings are particularly positive given that some of the inspection cases were more than 12 months old and reflected a period when RJ services were less well developed in the YOS. Over the last six months there has been a continual improvement in services to the point where, for example, the Unit have a high degree of confidence that there is a restorative element to all Referral Orders. The Unit now plan to undertake further training with assessors and report writers to ensure their views regarding the most appropriate form of RJ are clearly articulated so that the panel can act on these. As part of this approach there is a goal of increasing the number of face to face restorative processes undertaken. Active monitoring on a fortnightly basis of the implementation of the RJ Strategy ensures that this remains a high priority for the team.

Despite the positive findings from the inspection, the YOS Restorative Justice Unit are already planning to significantly enhance the provision of high quality services to victims in STW. The Unit have put forward a costed proposal to recruit dedicated victim volunteers with the aim of ensuring more victims are contacted directly and therefore initially engaged in restorative justice services and that those who are engaged receive a high quality service including regular ongoing liaison and feedback from the YOS on progress of the young person's intervention. Victims can also be better supported to decide whether they wish to attend panels and, if the RJ assessment indicates suitability, have direct contact with the young person involved. The YOS Manager is currently considering possible funding streams to facilitate this new development. Associated with this development the Unit want to improve the quality and availability of information for victims and are committed to using multi media technology to produce appropriate materials in 2008/9.

One further priority for 2008/9 is improved information sharing with the police. Whilst the YOS has developed its victim strategy to ensure that it is fully compliant with the national 'Code of Practice for Victims of Crime' further work is necessary to ensure the police are able to provide the details of all victims to the YOS when an offence is committed in accordance with their duties within the codes of practice.

C7.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
RJ Unit does not have sufficient capacity to deliver high quality services to all victims	Development of a 'Victim Volunteer Project' whereby the YOS recruits, trains and supports volunteers to undertake direct work with victims	Increased number of victim overall contacts and 'face to face' meetings involving volunteers	Assessment & Courts Team Manager	March 2009
Lack of 'effectiveness' indicators for RJ Unit	Identification of appropriate local 'effectiveness' indicators for the RJ Unit and the development of a framework to measure progress	Revised assessment and feedback processes for victims with evidence that feedback has led to service improvement	Assessment & Courts Team Manager	Sept 08
Lack of appropriate information for victims	Production of multi media victim information materials	Materials are available and shown to victim	Assessment & Courts Team Manager	December 2008
Insufficient reparation completed by YOS young people	Ensure that all Young People have successfully completed a reparative element by the end of their YOS intervention	QA demonstrates that reparation completed in all cases	Interventions / Assessment Mgr	March 2009
Lack of victim information to inform assessment	Improve Police/YOS information sharing processes to ensure that the YOS receives victim impact statements where appropriate	Quarterly QA demonstrates that these are available	Police/Dep YOS Manager	Oct 08
Insufficient attention paid to victim issues at assessment stage by case managers	An Asset improvement plan has been implemented (which will be audited in November) to ensure that 100% of Assets (including ROSH) are at least considered to	Quarterly QA by Management Team confirms rating of Assets as satisfactory or above	Interventions Ops Manager	Nov 08

	be satisfactory.			
Insufficient attention paid to victim issues at assessment stage by case managers	Training for gatekeepers to be provided regionally as part of the regional improvement plan.	Review of training plan shows this has been delivered	Ops Mgrs and Senior Pracs to attend training	Nov 08

C7.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Appropriate identification of RJ work in reports	Report Authors	Report writing workshop focussing on ensuring RJ options are clearly articulated	Prevention Manager	December 2008
Effective victim work	Volunteers	Provide training events so that volunteers can undertake effective direct victim work	Assessment / Courts Mgr	October 2008

C7.4 YJB risk to future delivery assessment comments

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SECTION D – BUSINESS CHANGE AND INNOVATION

D1 Describe the proposed business change or innovation – Criminal Justice: Simple, Speedy, Summary

NATIONAL CONTEXT:

From April 2008, youth courts across England and Wales will be adopting, through a phased implementation, a revised model of the established court process within the adult magistrates court. Simple Speedy Summary Justice (CJSSS) is based upon three principles:

- better proportionate preparation for first hearing in court
- ensuring that pleas are heard at first hearing and guilty pleas are dealt with on the day
- contested trials should proceed straight to trial within a reasonable timeframe.

The Referral Order process remains unchanged as most young people are dealt with on their first appearance however the level of change in practice and procedures for each YOT will vary according to their individual agreements and relationship with their local youth court.

LOCAL STW CONTEXT:

The YOS has begun work with its key partners in preparation for the implementation CJSSS. The YOS Assessment & Courts Manager has met with the Chair of the Youth Bench and the Senior Clerk in Telford & Wrekin and agreed that an implementation group consisting of YOS, Court and Police representatives will be established meeting on a bi-monthly basis to cover both the implementation of CJSSS and the introduction of the Youth Rehabilitation Order. The first task of the group will be to develop an implementation plan covering all key actions required to achieve full introduction of CJSSS. The YOS Assessment & Courts Manager is currently seeking a similar meeting within Shropshire with the aim of introducing a similar process there.

As identified in the Joint Inspection, the YOS currently makes an important contribution to CJSSS by producing required assessments and reports within national standards timescales. The provision of reliable and accurate information at all initial court hearings will require further improvements in information sharing as comprehensive notification of arrests by the police has proved problematic. The YOS will also need early notification from the courts of a young person's appearance and the proposal that the YOS should have access to the Courts LIBRA information system will need to be implemented. Improvements in the reception of CPS Disclosure papers will also be necessary.

As part of its contribution to CJSSS the YOS plans to review its current assessment and stand down processes. Whilst the YOS has already implemented 'Fast Delivery' Reports, the quality and format of these require further work and the Service will use the CJSSS implementation as an opportunity to discuss with the Courts the introduction of revised court risk screening processes. The introduction of these screening processes, to be available at the earliest indication of guilt, can be used to rationalise and streamline stand down and fast delivery reports and ensure these are delivered in line with the YOS policy on risk led youth offending services. As part of this implementation the YOS intends to increase the resources it makes available to the courts to ensure that there are staff available to undertake swift screenings and assessments. This should also increase the YOS capacity to provide progress reports to the courts.

The development of the 'Volunteer Victim Project' could make an important contribution to ensuring the views of victims are available wherever possible as this project will facilitate the early contact of victims. This will require improvements to the quality of victim information passed to the YOS by the Police.

Shropshire Telford & Wrekin YOS is confident that it can build on current positive partner relationships and make a meaningful and effective contribution to the local implementation of CJSSS.

NB – SEE NEXT SECTION FOR JOINT CJSSS/ YOUTH REHABILITATION ORDER / SCALED APPROACH IMPROVEMENT PLAN

D1 Describe the proposed business change or innovation – Youth Rehabilitation Order and Youth Justice: The Scaled Approach

NATIONAL CONTEXT:

Youth Justice: the Scaled Approach is designed to assist youth justice services to direct time and resources to young people appropriately, in accordance with their risk assessment, YOTs will be expected to implement the scaled approach model from April 2009, which will coincide with the introduction of the provisions arising from the Criminal Justice and Immigration Act. The most significant youth justice provision in the Act relates to the Youth Rehabilitation Order (YRO).

LOCAL STW CONTEXT:

Shropshire Telford & Wrekin YOS has led the way in the development of risk-led youth offending services across England and Wales. This culminating in the selection of STW YOS as one of the four national pilots for the YJB Scaled Approach. The process evaluation of the pilots identified that they were more likely to produce higher quality assessments, reports, interventions and more effective planning to address risk. The STW Case Planning Forum was singled out as an example of effective practice across the pilots. As a direct outcome of the pilot the proposed YJB Scaled Approach has drawn directly from the risk model operated in STW over the last four years. This means that the YOS is already considerably advanced in being able to fully implement the final Scaled Approach model when it is published by the YJB in the summer of 2008.

As part of the development of the Scaled Approach the YOS has invested in developing the quality of its assessment and associated risk assessment processes. Findings from the 2008 Joint Inspection highlight:

- Almost all cases had a fully completed assessment based upon at least one interview with the young person. Three quarters of young people completed an associated 'What Do You Think?' form
- Diversity issues had been appropriately assessed in three quarters of cases and parents needs were taken into account in almost all cases
- Three quarters of cases had evidence of an accurate screening and assessment of risk of harm to others

As part of the ongoing development of the quality of assessments, the YOS has produced an Asset improvement plan that will be implemented in 2008/9.

As part of its risk led approach, STW YOS has been working to nationally agreed risk based standards since July 2006. Monitoring of performance against these standards during the pilot showed the YOS achieved a high degree of compliance. Since the end of the pilot, the YOS has not been required to monitor its performance but has recently taken the decision to re-introduce local monitoring to ensure that it is effectively targeting resources to the highest risk young people. The inspection found that the 'compliance and enforcement were a high priority for the YOS' and that 'evidence that interventions addressed the likelihood of reoffending was seen in over three quarters of cases'. The development of a wide range of YOS interventions supports this targeting with the provision of high quality ISSP services (as measured by the YJB validation) of particular significance for a core group of high risk young people.

The re-organisation of the YOS into risk based teams in 2005 reinforced the focus on risk with differential service delivery to high, medium and low risk young people. This ensured there was considerable focus on high risk young people whilst maintaining an important level of service delivery to lower risk offenders. A recent organisational review has concluded that the gains made can be maintained within a wider intervention

team although this will be carefully monitored in 2008/9 to ensure the focus on differential risk groups is maintained. Implementing revised MAPP processes will assist with the continuing focus on high risk young people whilst the implementation of a more robust quality assurance process will make an important contribution to the overall monitoring of the quality of service provision regardless of risk level. The YOS Training Manager is currently aggregating training needs across the Service arising from individual Personal Development Plans and will ensure that preparation for the Scaled Approach and YRO are given priority in the 2008/9 Training Plan.

The introduction of the Scaled Approach and the associated 2009 Criminal Justice and Immigration Act Order has resulted in the YOS identifying the ongoing development of risk led youth offending services and preparation for the YRO as two of its key priorities for 2008/9. Improvement plans linked to both of these areas have been developed by the YOS Management Team. The full Risk Led Services Improvement Plan can be found in Section C4 of this plan with the actions specifically relating to the Scaled Approach replicated below together with the Improvement Plan for the Youth Rehabilitation Order. Whilst the preparation for both these national initiatives may require further change, the YOS has amply demonstrated its ability to manage change over recent years and has demonstrated that it can work effectively with its key partners (for example the courts with the implementation of the risk led approach) to introduce innovative and creative practice. The Service does not anticipate any immovable barriers to the effective implementation of either the Scaled Approach or the Youth Rehabilitation Order.

D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks				
Risk	Action	Success Criteria	Owner	Deadline
The current YOS risk approach is not fully compatible with the YJB Scaled Approach	Review the current STW YOS risk approach against the final YJB Scaled Approach model and make any necessary modifications to the STW model	The STW YOS and YJB Scaled Approach will be fully compatible	Intervention Team Manager	March 09
Lack of effective partnership preparation for CJSSS	Develop and deliver CJSSS Implementation Plans for both Shropshire and Telford & Wrekin	CJSSS is effectively implemented in both authorities with evidence that actions in plans have been achieved	Assessment & Courts Mgr	December 2008
The YOS is not prepared to implement CJSSS/YRO	Convene a working party within the YOS to address internal actions to implement the YRO/CJSSS	Working party minutes identifying actions and progress against these	Assessment & Courts Team Manager	July 2008
YOS resources and changes in practice to implement YRO / CJSSS not fully identified	Review YRO legislation and proposed CJSSS project and identify changes in practice and resources needed to implement effectively	Practice changes evident in preparation and team ready. Practice/procedure documents updated. Paper presented to HOS if additional resources are required	Assessment & Court Team Manager	August 2008
Unplanned development in use of 'unpaid work'	Within a revision of the wider protocol a-agree protocol with the Probation Service to undertaken unpaid work with YP aged	Protocol written and signed off	Deputy YOS / Intervention Team	October 2008

	16/17		Manager	
Court Officer role not clearly defined	Identify clear changes in the Court Officer role and the way the YOS will adapt practice to incorporate these	Written practice guidance updated	Assessment & Courts Team Manager	November 2008
Key partners do not clearly identify changes of YOS provision	Develop a Communications Strategy to include notification of key changes to YOS provision as a result of CJSSS and YRO	Strategy written and stakeholder feedback indicates awareness of change	Head of Service	December 2008
Changes to the YOS organisational structure will result in reduced focus on high risk young people	Conduct a review of the impact of the organisational change on the efficacy of service in terms of delivering risk led youth offending services	There is no evidence of increased offending or reduced quality of service to high risk young people	Intervention Mgr / Performance Mgr	March 2009
The YOS is not accurately identifying the risk levels of young people at all stages and therefore not accurately targeting resources	Develop and implement the use of risk screening at the final warning and court stages	Change in YOS assessment practice at the final warning and court stage is evident	Assessments & Courts Manager	December 2008
The YOS does not provide the most effective service to low risk young people whilst minimising use of resources to those needed	Review and adapt if necessary service delivery for low risk young people	If appropriate a new model of service delivery will have been introduced for low risk young people	Intervention Team Mgr	Review complete by Sept 2008

D3 Identify workforce development plans to overcome the risks to continuous improvement				
Skills to Develop	Target Group	Action	Owner	Deadline
Knowledge / awareness of YRO & CJSSS	Courts Team and wider staff group	Participate in YJB / LCJB sponsored or internal CJSSS & YRO Training	Prevention Mgr / Assessment Mgr	March 2009
Full partners awareness of local implementation of YRO / CJSSS	All key partners (YOS, Courts, CPS, Probation etc)	Partnership seminars in preparation for local implementation of YRO / CJSSS	Prevention Manager / Assessment Mgr	December 2008
Awareness of YJB Scaled Approach	All YOS staff	Hold 'Scaled Approach' awareness workshops if the need is identified once the review of STW Risk Model compared to the YJB Scaled Approach has been completed	Intervention Mgr	December 2008

D4 YJB risk to future delivery assessment comments

D1 Describe the proposed business change or innovation – Workforce Development

NATIONAL CONTEXT:

Due to the new local focus and improved workforce development infrastructure in youth justice services, YOTs will be expected to commission directly from the Open University (OU) using local budgets in 2009–11, maintaining an equivalent level of workforce development opportunities as provided by the YJB during 2008/09.

LOCAL STW CONTEXT:

The YOS has been kept fully informed regarding the range of learning opportunities accessible through the Open University and the Training Manager attends all regional YJB training manager meetings. The experience of the YOS is that a range of learning opportunities are required to ensure a comprehensive and flexible approach is taken to workforce development of a diverse YOS staff group. Whilst the commissioning of Services from the Open University will be part of the STW Workforce Development Strategy, the YOS will complement this via the commissioning of a range of other learning opportunities on a national, regional, across authority and within organisation basis. Whilst the YOS will not commit to ensuring that the commissioning budget for the OU will be the equivalent of that provided by the YJB, it will ensure that the total commissioning budget associated with its overall workforce development strategy is equal too (and will probably exceed) that of the YJB this year. All staff who have commenced with the YOS since November 2007 are signed up to complete the OU 'Introduction to YOT' Course.

The YOS is fully committed to year on year improvements of all members of the workforce regardless of whether they have previously participated in YJB funded training. The annual costed YOS training plan is one important vehicle for achieving this and the recent review of the 2007/8 plan identified that over 80% of the training opportunities scheduled had been achieved. The YOS has pursued a proactive policy of recruiting qualified staff over the last twelve months reducing the need for staff to engage in the PCEP or Foundation Degree.

The YOS is committed to continuing its current strategy of financing its workforce development strategy. This has included valuable contributions from its key partners who have provided specific learning opportunities or facilitated YOS staff involvement in appropriate partner training opportunities. This has been particularly evident across the two local authorities where the YOS are directly linked into the Children's Services workforce development plans and has enjoyed full access to, for example, all Safeguarding training. The gradual withdrawal of YJB sponsored learning opportunities may provide a significant challenge to the YOS from 2009/10 onwards.

D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Lack of a clear strategy for future workforce development	Produce a 2008/9 STW YOS Workforce Development Strategy with an associated fully costed training plan	Strategy in place and quarterly reviews by the Management Team provide evidence that it is being implemented	Training Manager	July 2009

SECTION E1 – WORKFORCE DEVELOPMENT

E1.1 Assess the extent to which the YOT Workforce Development Strategy has helped the YOT partnership to effectively manage risks to future delivery

Workforce development issues have already been identified in sections B and D of this plan. The recent inspection of the YOS identified the following strengths in relation to the YOS workforce:

- ☑ The YOS costed training plan was comprehensive and embraced all staff including partnership workers and volunteers. In house training was offered within the YOS and local authority. The YOS also commissioned external training where required for all staff including volunteers
- ☑ The YOS training plan was linked to the Children’s Workforce Development strategy
- ☑ Staff received regular supervision and personal performance development plans which linked directly to the YOS plan. All managers had undertaken an effective supervision course and all essential corporate management training
- ☑ A range of guidance on procedures and protocols was in place and accessible to staff
- ☑ There was a comprehensive induction pack for new workers
- ☑ Mental health workers received good clinical supervision as well as supervision from operational managers
- ☑ Seconded police officers had good links to their host organisation

The two areas identified for improvement – namely the need to improve recruitment and retention and the need to ensure the professional development of educational staff are addressed – have associated actions in this Youth Justice Plan.

The 2008/9 Workforce Development Strategy is currently being drafted and will address key issues identified via a number of sources:

- ☑ The YOS inspection report
- ☑ An analysis of individual development issues identified via the PPD process
- ☑ An analysis of Training Impact Forms associated with the implementation of the 2007/8 training plan
- ☑ The identification of key workforce issues identified via supervision
- ☑ Other audits and self assessments of practice completed in the last 12 months – for example the YJB Asset Audit and the final EPQA reviews

A key priority for 2008/9 will be to ensure all PPDs are completed within the identified timescales and that Training Impact Forms are completed routinely

The delivery of the 2008/9 Training Plan will also be monitored on a quarterly basis by the YOS Management Team – as with previous year’s local authority training opportunities will make an important contribution to workforce development and the YOS will use the skills of its partners and, in particular, the seconded workers to continue the development of the whole service skills base. Closely associated to this will be the full implementation of the recently designed comprehensive induction process for all new staff which covers all aspects of YOS/Local Authority ethos, policy and practice.

The YOS has a 2008/9 Restorative Justice Action Plan which includes recruitment, training and retention of volunteers. This will be supplemented by a

new recruitment campaign targeted specifically at volunteers to support the delivery of effective victim services. The YOS are currently working to develop an induction programme for volunteers which will include national and local learning priorities. The recent identification by the YJB of the six year limit for referral order panel members will create a significant challenge to the YOS as some panel members will inevitably reach the end of their term. A new development in 2008/9 will be the possible use of approved young people as mentors although the YOS plans to proceed cautiously in this area and will ensure there is process to assess suitability which considers all health and safety issues. If achieved it is the intention of the YOS to ensure this is linked to some kind of recognised achievement/qualification.

E1.2 Identify risks to workforce development and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Ongoing difficulties with YOS recruitment and retention	The 2008/9 YOS Workforce Development Strategy to include key actions aimed at achieving effective recruitment and retention processes	Low number of vacancies and low staff turn over	YOS Management Team	March 2009
Ongoing difficulties with YOS recruitment and retention	The 2008/9 YOS Workforce Development Strategy to include key actions aimed at achieving effective recruitment and retention processes	Low number of vacancies and low staff turn over	YOS Management Team	March 2009
Ongoing difficulties with YOS recruitment and retention	The 2008/9 YOS Workforce Development Strategy to include key actions aimed at achieving effective recruitment and retention processes	Low number of vacancies and low staff turn over	YOS Management Team	March 2009

E1.3 YJB risk to future delivery assessment comments

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SECTION E2 – RISK TO FUTURE DELIVERY ASSESSMENT SUMMARY

E2.1 Comments from risk to future delivery assessment from YOT management board chair

The review of the Youth Offending Service undertaken in preparation for this Youth Justice Plan demonstrates that Shropshire Telford & Wrekin YOS continues to be a high performing service providing good quality services to young people at risk of offending, young people who offend, victims and other key partners (for example the local courts). The 2008 joint inspection was a welcome independent assessment of the quality of these services and the YOS and its key partners are to be commended for the very positive inspection report which has just been published. The positive strengths found by the inspectors far outweighed the areas for improvement – as evidenced by only 5 recommendations identified for the YOS to address. The Management Team have responded positively by addressing all areas for improvement in this Youth Justice Plan.

The YOS Management Board is committed to ensuring both prevention and statutory services continue to develop in 2008/9. As part of this process the following key risks to future delivery have been identified with associated improvement strategies/actions to address these:

RISK: Improvements identified within the Inspection Report are not addressed. ACTION: All actions from the YOS Inspection Improvement Plan are incorporated into this plan and will be subject to quarterly monitoring by the YOS Management Team.

The YOT Manager will provide progress reports to each Management Board Meeting

RISK: Changes to the performance framework will lead to less robust monitoring of YOS effectiveness. ACTION: The YOS has begun work on the development of a '2008/9 Effectiveness Framework' which will take monitoring of YOS success significantly beyond the old performance framework. The Management Board will monitor the development of this via quarterly progress reports. The introduction of improved information sharing arrangements and the development of a robust quality assurance framework will also result in greater confidence on the accuracy and reliability of YOS data

RISK: Historical problems with YOS recruitment and retention continue. ACTION: The YOS has produced a 2008/9 Workforce Development Strategy which builds on the proactive work undertaken in the last 12 months to recruit and retain staff and increase the proportion of qualified staff. Early indicators are positive that this has led to greater stability of the workforce.

RISK: Budgetary pressures lead to threats to the maintenance of the current YOS budget. ACTION: Management Board to ensure current partner funding levels are maintained

RISK: YOS Prevention Services are not fully integrated with Targeted Youth Support Services; ACTION: The YOS Manager to progress plans for YOS involvement/integration with each of the Lead Managers for Targeted Youth Support in the two authorities

RISK: The 2008-11 Youth Crime Prevention Strategy is not effectively implemented. ACTION: The two Prevention Sub Committees will be pro-active in monitoring the implementation of the strategy in both authorities

RISK: The YOS does not adequately promote or communicate its effectiveness to the STW public. ACTION: The YOS will develop a comprehensive Communication and Engagement Strategy led by the YOS Manager

RISK: Early indications of increases in the use of custody are confirmed. ACTION: The YOS will implement a full review of reasons for this with its key criminal justice partners and introduce a strategy to address this. This will include plans to already strengthen the Prevent & Deter Strategy and integrate this with the ongoing development of the YOS risk led approach

RISK: Anticipated national implementations (Scaled Approach, Youth Rehabilitation Order and CJSSS) are not resource neutral. ACTION: As part of the preparation for implementation of each of these national initiatives an assessment of potential resource implications will be undertaken and the results presented to the YOS Management Board

E2.2 YJB risk to future delivery summary comments

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E2.3 Review and sign-off

Name:		Job Title		Date	
Name:	<i>Lee Nicolson</i>	Job Title	Director of Children Services Shropshire County Council	Date	1/09/08
Name:	<i>Julia Almond</i>	Job Title	Director of Children Services Telford & Wrekin Council	Date	16/09/09
Name:		Job Title		Date	
Name:		Job Title		Date	
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Name:		Job Title		Date	

TELFORD & WREKIN COUNCIL

CABINET - 26th JANUARY 2009

TRANSFER OF TWO COUNCIL EQUIPPED CHILDREN'S PLAY AREAS TO WROCKWARDINE PARISH COUNCIL BY WAY OF A LEASE AGREEMENT

REPORT OF CORPORATE DIRECTOR FOR ENVIRONMENT & REGENERATION AND CORPORATE DIRECTOR FOR COMMUNITY SERVICES

1. PURPOSE

- 1.1 To recommend the transfer of two play areas to Wrockwardine Parish Council by way of a lease agreement for a period of 25 years.
- 1.2 Site 1 is located off Pemberton Road, Admaston (referenced WR1 in the Local Play Strategy 2007-17) and site 2 (referenced WR3) is located off Meadow Drive, Walcot (see attached aerial images).

2. RECOMMENDATIONS

- 2.1 **That, subject to any representations received, the two play areas, (including the land situated upon, fencing, gates and play equipment and sundries) are transferred to Wrockwardine Parish Council for a period of 25 years in accordance with the terms to be determined and agreed by the Head of Leisure & Culture, Head of Asset & Property Management and the Head of Legal Services.**
- 2.2 **That the Head of Leisure & Culture, in consultation with the Lead Member for Community Services, be authorised to consider and determine any representations received.**

3. SUMMARY

- 3.1 The Borough Council has been approached by representatives of Wrockwardine Parish Council with a view to transferring two play areas from the Borough to the Parish.
- 3.2 The Parish have offered to undertake (upon transfer) all associated costs with the play areas i.e. inspection, maintenance, development and administration costs. The sites will permanently remain as equipped play areas and following transfer will be managed and maintained by the Parish Council to the standard that is currently afforded by the Borough Council.
- 3.3 Upon transfer of the two play areas, the Borough Council will cease to have responsibility for the play areas for the duration of the leased agreement.

4.0 **PREVIOUS MINUTES**

N/A

5.0 **BACKGROUND**

5.1 It is evident in the Telford and Wrekin Councils Play Strategy 2007-2017, that both of these Play Area sites would normally receive relatively low priority regarding the targeting of resources by the Borough Council in the near future.

5.2 After discussion with the Parish Council it is clear that they wish to make a positive impact on these areas, and are keen to actively seek to improve and upgrade both of the play areas via internal or external funding.

5.3 Both sites are seen as locally important for recreation by the Authority. Therefore, any transfer would carry a condition requiring for both sites to remain as play areas in perpetuity.

5.4 The most important benefit will be to local children who will eventually be able to access improved play provision, once enhancement has taken place by the Parish Council. Therefore the social and environmental wellbeing of the inhabitants of the area will be promoted.

5.5 This type of approach is supported in Councils Play Strategy, which states in item: 6.6 Engage in Partnerships - Support Parish and Town Councils to increase the level of play opportunities.

5.6 Asset & Property Management have confirmed that the sites have a nil capital value to the Authority and therefore the sites can be transferred at a nil consideration (subject to being transferred with a condition that limits its use to play areas only).

5.7 Following a Cabinet approval the intention to transfer these two sites will need to be advertised on 2 separate occasions within the local press. The transfer itself will not take place until a period of four weeks has passed after the date of the second advert. This is to allow all interested parties the opportunity to make their views known and for those views to be considered.

5.8 It is suggested authority to consider any representations received is delegated to the Head of Leisure & Culture in consultation with the Lead Member for Community Services.

6.0 **FINANCIAL IMPLICATIONS**

6.1 Upon transfer of the play areas an ongoing revenue budget saving would be made of approximately £2k per annum. This would be realised within Community Services budgets.

6.2 A saving would also arise from the upgrading and refurbishment of each site as the Parish would assume responsibility for this. It is estimated that these costs could be between £20k and £30k. Although this would not be an immediate saving to the Council, as these play areas do not feature very high on the list of priorities within the Councils Play Strategy. However, it does mean that future capital spend can be redirected to other priorities.

7.0 **LEGAL COMMENT**

7.1 Under section 123 Local Government Act 1972, the approval of the Secretary of State is required for a disposal of land at an undervalue rate unless the disposal falls within the General Disposal Consent (England) 2003 ("the Consent"). In order to fall within the Consent, the disposal must assist in the promotion of the economic, social or environmental well-being of the area and the difference between the unrestricted value and the consideration accepted must be £2 million or less.

7.2 Under Section 123 (2A) and 127 (3) Local Government Act 1972 and section 233 (4) Town and Country Planning Act 1990, there is a restriction on the disposal of land held as open space. If considering disposal or transfer of this type of land, the Council must advertise its intention to dispose or transfer the land in a local newspaper for two consecutive weeks and must consider any objections received prior to making a final determination in respect of disposal.

8.0 **ENVIRONMENTAL IMPACT**

8.1 N/A

9.0 **LINKS WITH CORPORATE PRIORITIES**

9.1 The framework is linked to a number of priorities including:

- A community that is healthy, cared for and well housed
- A place that is attractive, with a high quality sustainable environment
- A community that is strong, cohesive and socially inclusive

10.0 **EQUAL OPPORTUNITIES**

10.1 The land to be transferred is required to be leased for free and accessible play provision.

11.0 **WARD IMPLICATIONS**

11.1 Wrockwardine Parish

**Report prepared by: Jonathan Rowe Tel: 382900, David Ottley Tel: 382328
Alan Fox Tel: 384325**

TELFORD & WREKIN COUNCIL

CABINET – 26 JANUARY 2009

TRANSFORMING TELFORD 8 MONTH MONITORING REPORT

REPORT OF HEAD OF ECONOMIC DEVELOPMENT

1. PURPOSE

- 1.1 To provide an overview of performance and update on the key performance activities of Transforming Telford Ltd for the period April – November 2008.

2. RECOMMENDATIONS

- 2.1 **To note the current performance of Transforming Telford Ltd in relation to its performance against economic development services and company led capital projects**

3. PREVIOUS MINUTES

- 3.1 Cabinet 13th October 2008

4. PERFORMANCE AND CONTEXTUAL ECONOMIC INFORMATION

- 4.1 Appendix 1 is Transforming Telford's report on their performance against service outputs at the eight month period, April – November 2008.
- 4.2. Appendix 2 is Transforming Telford's report on their performance against projects at the eight month period, April – November 2008.
- 4.3 Progress against most of the key performance indicators has been strong in the year to date, but there is an awareness that much of this reflects historical 'pipeline' support, and that the economic situation has worsened significantly in recent weeks. This is likely to affect year end performance. Overall priorities remain unchanged to place Telford in a strong position when the upturn comes, and activity is in hand to help businesses through a difficult period.
- 4.4 The recession is having a significant impact locally but it is too early to say with certainty what the overall effect on the local economy will be. Transforming Telford arranged a business summit on 26th November 2008 to discuss how the public sector can support business through a difficult period – issues arising will be taken on board in the Council's support measures for residents and businesses.
- 4.5 In the light of the above, it is considered that maintaining this years' performance in 2009/2010 will be challenging. It has been agreed that targets for 2009/2010 will be revised (through the Priority Plan refresh) in January 2009 to reflect the forecast outcomes for this year. The targets for subsequent years will remain unchanged.

5.0 EQUAL OPPORTUNITIES

- 5.1 Transforming Telford's commitment to equal opportunities is set out in its Business Plan and responsibilities defined within the Contractual Service Level Agreement.
- 5.2 Transforming Telford are currently undertaking an equality impact assessment of their key services and policies.

6.0 ENVIRONMENTAL IMPACT

- 6.1 Transforming Telford's commitment to sustainable development is set out in its business plan.

7.0 LEGAL COMMENT

- 7.1 There are no legal implications arising directly out of this report.

8.0 LINKS WITH CORPORATE PRIORITIES

- 8.1 Transforming Telford's performance is linked most closely to:
 - Priority 1: Transforming Telford and Wrekin
 - Priority 6: Strengthening the Local Economy and Skills
- 8.2 Transforming Telford has contributed significantly to the Council's Priority Plan process in 2007/08 and the refresh process in 2008/09. Transforming Telford is a lead organisation in 'Strengthening the Local Economy and Skills' Priority Plan.

9.0 FINANCIAL IMPLICATIONS

The Council contributes to the revenue costs of Transforming Telford (£1.2m per annum) through the Contractual Service Level Agreement for the delivery of economic development services. This is paid quarterly in advance to Transforming Telford with a year end reconciliation based upon Transforming Telford's performance against the Service Contract, as detailed in Appendix 1.

Transforming Telford undertake the project management role for a number of major capital projects as detailed within their Business Plan. The progress of these capital projects is reported via monitoring processes within Transforming Telford and Telford & Wrekin Council. Where the Council provides funding or is accountable as the lead grant applicant, additional financial advice is provided to Directors and Members by means of the Council's monthly financial monitoring reporting or through dedicated reports to the specific project boards.

10.0 WARD IMPLICATIONS

- 10.1 District Wide Implications

End of Report

***Report prepared by Charlotte Bull, Senior Portfolio Management Officer
Tel: 01952 384018***



Transforming Telford
Contractual Agreement Monitoring Report

8 Month Report

April - November 2008/2009

Service Output Performance Overview

1. Introduction

1.1 Transforming Telford is required through the Contractual Service Level Agreement to provide monitoring reports on performance to the Council in Month 3, 5, 8 and 12. The format of this report is agreed with the Council and includes up to date extracts from the Priority Plan on “Strengthening the Economy and Skills”. Transforming Telford contributes to many of the sub priorities in this plan but in the context of its role in the delivery of the Borough’s Economic Development Strategy:

Sub Priority 1 – Encourage Investment, Innovation and Growth

Sub Priority 2 – Promoting the Area as a Business and Leisure Tourism Destination.

Annex 1 of this report highlights the progress against the Key Performance Indicators of these two sub priorities. Annex 2 and Annex 3 set out the details of progress against the plans.

1.2 This report covers **April 2008 – November 2008** of Transforming Telford’s performance.

2. Context

2.1 The National Economy

The Bank of England Agents’ summary of business conditions for November 2008 states:-

- Contacts painted a weak picture of most aspects of economic activity, with further reductions in the Agents’ scores from the low levels reported last month.
- Demand for consumer services continued to shrink, and retail sales values were broadly unchanged relative to a year earlier.
- Investment intentions have been further reduced, with an increasing number of contacts citing tighter financing conditions as a factor in their decisions over and above the outlook for demand.
- Manufacturing output for domestic sales fell and a range of construction and business service activities also contracted.
- Growth in export orders had slowed sharply – after having been broadly stable across much of the year.
- Employment intentions were scaled back further across all sectors.
- Growth in labour costs remained subdued, with most contacts expecting next year’s pay rises to be no larger than this year’s.
- Annual input and output price inflation eased slightly.
- Retail goods and service price inflation also eased amidst reports of increased promotional activity.

With national reports at every bulletin on the impact of the recession and with almost daily Government responses, the challenge locally is to understand how our economy is being affected.

2.2 The Local Economy

(i) Although serious attempts are being made to measure the economic downturn nationally it is difficult to extract data or interpret impact at a local authority level at this stage. The exception to this is unemployment, which continues to rise. This is now at 2.7% (November 2008) and equated to 2705 people. The number of unemployed in certain wards is rising faster than others e.g. Malinslee (204) and Woodside (194). This needs to be monitored closely so that support services can be targeted.

(ii) Not all statistics reflect a negative picture. Nomis figures (November 2008) for average Median earnings report that:-

For workers/people who live in Telford - the average rates for FT workers have increased from £433 to £449.60 per week

Residents/people who live in Telford but may work elsewhere – the average rates have increased from £416.50 to £456.10 per week.

Although we are still below the UK average figures we are above West Midlands average.

Work continues with public sector partners to target and focus on real business issues. As a result of the Telford Economic Development Partnership meeting on 23 October, an Economic Think Tank met on 26th November 2008. Chaired by Ian Dosser, the Chairman of the Telford Economic Development Partnership, local business leaders came together to discuss what action should be taken locally to address the impact of the recession. After an exchange on the realities of the situation, the Think Tank came up with the following recommendations:-

Leadership – Telford partners must show confidence and remain committed to the Big Projects in the pipeline e.g. Town Centre and Lakeside. These projects must accelerate and every effort made to keep investors engaged. The focus must be on delivery, delivery, delivery!

Unblock – all public agencies need to get behind physical infrastructure developments and support individual investors. Encourage all agencies to Bring Forward public sector investment proposals, clearly announce the time table and demonstrate that they are doing do.

Stimulate – the housing market by examining phasing and proportion of social housing. Encourage banks to support first time buyers and develop shared mortgage packages as quickly as possible. Develop a Transforming Telford approach to housing development as quickly as possible.

Champion Business to Business Collaboration – Step up our ‘Positive Supportive Business Culture’. Increase Business Networking

Activity and access to a range of support available. Monthly clinics/mentoring.

Think and Act Locally – increase awareness of, and support for local procurement to keep Business in Telford. Set up B2B Waste matching service now.

Sell Telford Campaign – quickly develop new packages, new prices and services and really focus on “customer” and “quality” differentials. Promote good news, good news, good news, however small.

Invest now for the Future – escalate investment in skills across the board. Increase simple access to wide range of skill support to train people in and out of the local market.

Transforming Telford has fed these issues nationally into the Economic Development Companies network facilitated by DCLG and to the Regional Taskforce which will meet on 4th December. We are currently working closely with the Council and other partners such as the Chamber, LSC and Business Link to put a package of proposals together. We must respond to local business needs with actions and provide proactive and responsive services.

Telford and Wrekin Council will announce a package of support before Christmas. In addition, Transforming Telford will continue to;

- Increase marketing activity to attract tourists and visitors to the destination with the spring campaign
- Encourage more businesses to take up Business Link support seminars by running sector focused workshops
- Increase support and access to redundancy support services
- Support Enterprise HQ to establish itself in the area and promote its services to home based businesses

3. Economic Development Policy

3.1 During the past eight months work has continued to raise the profile and increase our understanding of Telford’s Economic issues.

The “Telford Business Review” in April, attended by over 70 people, updated local businesses on key economic facts and figures.

The Telford Economic Development Partnerships has met three times and considered:-

- The impact of the Credit Crunch with the Bank of England
- The opportunity of Sports Development and Investment with the Olympics and Telford Sports and Learning Community.
- The importance of the ‘Green’ Agenda
- The role and relevance of the City Region

3.2 The Transforming Telford Investment Team continues to help represent the Borough’s interests on:-

- City Region Core Officers Group
- Wolverhampton and Telford Technology Corridor
- AWM's Investment Proposals
- AWM's Business and Professional Sector Networks
- Regional Chairs Meeting of Destination Management Partnerships
- Regional Business Tourism Theme Group
- Shropshire and Telford 2012 Group
- Shropshire and Telford Destination Management Partnership
- Cultural Consortium for Shropshire and Telford
- Environmental Technologies Sub Regional Group

This work is crucial to position Telford and Telford's growth sectors of Tourism, Business & Professional Services Sector, Advanced Manufacturing, Polymers and emerging new sectors

3.3 Work continues to help the Council Refresh the 2026 Vision document from a Business perspective, support the Economy and Skills Priority Plan and respond to other key policy changes such as the Sub National Review.

3.4 Positioning the interest of Telford in the Wolverhampton and Telford Technology Corridor new Business plan for 2009/10 – 2011/12 has been critical. Telford has put a strong case forward to support the development of our technology offer at Lakeside and Telford Technology Park. This is supported by proposals to develop a Polymer Centre of Innovation in Building and Environmental Technologies and ICT/Media Technologies Centre. Initial concept studies for both of these centres are currently being developed with the private sector.

3.5 We are working closely with Harper Adams University to support the development of the new Regional Food Academy. This will be launched in Autumn 2009. Building on Shropshire's strengths, particularly in dairy manufacturing, we are developing a series of events for 2009 to increase annual awareness of the opportunities the new centre will offer.

3.6 In times of economic downturn, enterprise start up rates tend to increase. The new service for Home based businesses, Enterprise HQ, will greatly enhance the offer for this often hidden sector of the economy. The new centre based at the John Rose building in Coalport Ironbridge, will be launched on 12th February 2009. The centre will provide 3,000 sq ft of high spec office space with conference and launch pad facilities. We are working closely with the team to refer prospective businesses and identify the potential client base.

3.7 Since September 2008 World Heritage Site partners in Ironbridge with the help of ERDF funding have been working together to deliver a range of projects and support packages. Early in the new year partners will meet to discuss and plan the next steps to be taken forward for the recently commissioned

- Interpretation Study
- Accessibility and Transport Study
- Branding development Proposals

Transforming Telford have led on the Branding proposals with support from the Council and Ironbridge Gorge Museum Trust.

4. Economic Development Service

4.1 The Investment Team at Transforming Telford delivers a range of Economic Development Services on behalf of the Council.

4.2 **Key Indicators** – Despite the downturn in the economic climate, performance to date against the key indicators is still on target except for new investments. Not surprisingly pipeline activity on this is being delayed, cancelled or investment decisions withdrawn.

(i) **Eleven New Investments** have been secured April - November 2008. The Investment team have provided a range of support including locating premises, promoting services and sourcing subcontractors for the following companies.

- Control Electrics moved into the E-Innovation Centre.
- Web Chief Design relocated from Birmingham into a Unit at Hortoncourt
- Robert Harrop Designs relocated from Shifnal to The Mill at Jackfield
- Wiltshire Farm Foods moved into a unit on Queensway Link on Stafford Park
- Advanced Surface Polymers relocated from Wrexham to Unit D5 Horton Park Industrial Estate
- Maxsys Ltd relocated from the Black Country to Telford and moved into Telford and Wrekin new offices at Donnington
- Lastar an American company subletting a unit at Hortonwood
- KDS Solutions moved from Shrewsbury into Hortonwood
- Smash Rooms, a new company moved into Ketley Business Park
- Warmflow, from Ireland and Manchester, signed a lease on a unit at Hortonwood
- Multisorb, from Warrington, signed their lease on a unit in Stafford Park.

(ii) The **number of jobs created** from new investments to date (April – November 2008) currently stands at 109. These include jobs from Weber, Maxsys, Lastar, KDS Solutions and Robert Harrop Designs. Further jobs are anticipated later in the new year, particularly from Nom.

(iii) **Twenty one Business Expansions** have been supported April - November 2008, this has included:

- helping the following companies find new premises in Telford

- Safeguard Cleaning moved into new premises at Abbey House, Newport
 - Sheet Metal Solutions expanded into 3 Telford Wrekin Units at Hadley Business Park
 - Solarinks leased an additional unit on Cuckoo Oak Industrial Estate
 - The Surveying Consultancy expanded from the E-Innovation Centre to The Plaza
 - Pandapack expanded into an additional unit at Tweedale Court
 - Press Red Rentals have taken a unit at Court 2000 in Tweedale
 - Excalibur Engineering moved into Queensway Business Park
 - Bowmore Zell moved into the e-Innovation Centre
 - Shropshire UKTI moved into an office at the PTL building
 - Nfocus expanded into a larger office at the e-Innovation Centre
 - Simmonds Transport moved into International House on Stafford Park
- Helping the following companies to recruit, promote and advertise their vacancies widely
 - Ricoh, Windsor Life, Borgers, Mitak and Schneider Electric who have increased their workforce due to the investment in a new product lines and facilities.
 - Mahle Filter Systems relocated some of their Wiltshire based product lines and staff to their site in Telford, following closure of the Wiltshire site
 - Helping the following companies to win new contracts
 - Wenlock Health and Safety, Business Watch Guarding Ltd, Adendi and Dodd Group
- (iv) The **number of jobs created by business expansions** to date (April – November 2008) currently stands at 162 jobs created. These include jobs from Ricoh, Windsor Life and Schneider.
- (v) To date, 101 **Strategic company visits** have been completed plus 241 other company visits. These provide an invaluable insight to the challenges companies are facing at this time.
- (vi) **Performance Analysis**
- To date enquiry levels at Transforming Telford have seen a gentle slowdown for both inward investment and business expansions and received enquiries are down overall on 2007/8. This is also reflected in market intelligence from local agents and partners.
 - Whilst this may not affect this years performance adversely, it will have a knock on impact on subsequent years. It can take 18 months to two years to secure an inward investment.

4.3 Additional Support had been given to:-

- Supported ten manufacturing companies to access research and development grants from the regional Manufacturing Advisory Service
- The new Sector Directors at Business Link to run targeted Seminars for Tourism, Business and Professional Services sector and the Manufacturing sector.
- 20 companies announcing 531 redundancies this year to date
- British Japanese Parliamentary to organise a networking meeting for leading Telford Japanese Companies in October 2008
- Promote Telford as a building technologies investment location at three national seminars run by Mtech in April, May and November 2008
- Home HQ to establish a series of seminars to support a Home Entrepreneurs and a location in Ironbridge
- Host a seminar with the Institute of Materials, Minerals and Mining to raise the profile of Polymers in Telford in July 2008
- Shropshire Constructing Excellence Club to host and manage a series of events for the buildings technologies industry in September and November 2008.

4.4 Other Key Achievements include:

- Showcasing the Business Environmental Support Scheme for Telford at the Annual Advantage West Midlands Conference in November 2008
- Successfully running 24 networking events attended by 998 delegates from 641 companies
- Handling 87 Conference Event Enquiries April – November 2008 with a return on investment of £966,196 to the Destination
- Securing funding with partners for a total of £507,000 for additional resources to support Tourism development across the county:-
 - £330,000 for Destination Marketing Partnership (DMP) from AWM (2008/9 – 2010/11)
 - £40,000 for Business Tourism from European Regional Development Fund (ERDF) (2008/9)
 - £137,000 for Leisure Tourism from European Regional Development Fund (ERDF) (2008/9)
- Representing the Region at the Sisters Cities Festival in Chicago in promoting the destination and the Ironbridge World Heritage Site
- Sponsoring the national Plastic, Design and Moulding (PDM) 3 day Exhibition and Conference held in April 2008, which Transforming Telford sponsored to raise the profile of Telford as Polymer Central
- Supporting AWM on their exhibition stand at Foreign Direct Investment (FDI) Expo on 24th/25th June 2008 at Excel in London and at Interbuild 2008 at NEC, Birmingham from 26th October to 30th October 2008.
- Working with Cogent (Sector Skills Council for Polymers) on developing a pilot apprenticeship scheme for Telford Businesses.

Annex 1
Progress against Key Performance Indicators - April- November 2008/9

Ref	Name	Baseline	2008/9 Target	8 Month	Comment
NI 151	Overall employment rate (working age)	73.00%	73.5%	74.00%	National statistics are released quarterly and reported 9 months in arrears. The most recent data released for 2008 reports a 74.00% employment rate, relating to April 2007- March 2008. This is still above the regional average of 72.4%.
NI 166	Median earnings of employees in the area (current regional average 4.40%)	2.9%	5.5% (1% above national growth rate 4.5%)	3.80%	Median earnings of employees has increased from 2.9% (£433 per week) to 3.8% (£449.60 per week) in 2008. We are currently still below the national average of 4.5% growth rate. We have agreed to revise this target next year.
NI 171	New business registration rate	NYA	NYA	NYA	Annual national statistics have been delayed and will be released in December 2008.
NI 172 LAA2	Percentage of small businesses in an area showing employment growth	NYA	Baseline and future targets to be set	NYA	This is a brand new data set and data will now not be available nationally until 2009.
INVESTMENT , INNOVATION AND GROWTH					
LRED16	Keep GVA at 4.5% above West Midlands average (currently £15,325)	£16 003	4.5% above the West Midlands Average	NYA	The baseline target cannot be set until the new National Data is released. It is scheduled for release in 2009.
LRED17	The percentage of working age population claiming Jobseeker Allowance (currently 2.3%) to remain below regional average (currently 3.1%)	2.1%	Remain below regional average (3.4%)	2.7%	In October overall unemployment rose from 2,608 to 2,705. This represents an increase of 97 people in the last month. There has been an overall rise of 625 people over the last 12 months, the

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					highest level since August 1999. We remain well below the regional average (3.4%) but the gap is closing marginally. Nationally unemployment is expected to continue to rise.
LRED18	Retain 21.7% of workforce employed in manufacturing	21.7%	21.7%	NYA	Annual national statistics are released in December 2008 and reported January 2009
LRED19	Increase % of workforce employed in banking, finance and administration from 19.2% to 19.7% by 2010/11	19.2%	19.4%	NYA	Annual national statistics are released in December 2008 and reported January 2009
LRED20	Increase % of workforce employed in knowledge economy occupations from 36.8% to 37.3% (Standard Occupational Class major group) by 2010/11	36.8%	36.9%	NYA	Annual national statistics are released December 2008 and reported January 2009
LRED21	Bring forward 10 acres of EP employment land by 2011	0	3.33	1.83	In October 2008, 1.83 acres of land have been brought forward on Halesfield Industrial Estate. It is expected a further 4.5 acres will be brought forward by end of March 2009.
BUSINESS AND TOURISM					
LRED22	Increase volume and value of business tourism	NYA	Baseline and future targets to be set	NYA	AWM will be undertaking volume and value research at regional and sub regional level. They are currently in the tender process and hope to appoint consultants in December 09. 2007 data is expected by April 2009.
LRED23	Increase 1.6m visitors by 5% by 2010/11	1.6m	5% increase	NYA	This data is extracted from the volume and value research (see above)
LRED24	Increase £105m spend by 5% by 2010/11	£105m	5% increase	NYA	This data is extracted from the volume and value research (see above)

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LRED25	Increase number of visitors to World Heritage Site	NYA	Baseline and future targets to be set	NYA	This will be commissioned once consultants have been appointed to complete the Volume and Value of Tourism Study for the region. It is anticipated this work will be completed by March 2009.
LRED26	Increase volume of bedspaces by 250 from 2921 to 3171 by 2010/11	2921	2971	2971	Premier Inn at Donnington has opened creating 50 new bedspaces.
PROJECTS					
Local 12	Woodside estate satisfaction levels (bi annual survey)	63.4%	Biannual	NYA	This is a biannual survey and the next survey is due 2009

Note: NYA – Not Yet Available

Annex 2

Progress Priority Plan, Sub Priority 1 Investment, Innovation and Growth - April – November 2008/9

Actions for 2008/9 – 2010/11	Timescale	Target for 2008/09	Comments
Attract 69 New Investments and 500 jobs by providing an inward investment service	2008/9 2009/10 2010/11	Achieve 22 New Investments and 140 jobs	To date (April – November) we have secured 11 new investments and 109 new jobs from new investments including jobs from Weber, Maxys, Lastar, KDS Solutions and Robert Harrop Designs. Due to the economic downturn the new investments target will not be achieved.
Gain funding to review and Renew the Telford Economic Development Strategy	2008/9	Agree with Telford Economic Development Partnership and TWC the way forward	Work is currently underway to complete the Annual Economic Profile and this will lead into a planned review of the strategy to be completed by October 2009.
Support 87 Business Expansions and 340 jobs by providing an investor development service	2008/9 2009/10 2010/11	Achieve 28 Business Expansions and 100 jobs	To date (April – November) we have secured 21 Business Expansions, and have achieved 162 jobs created including jobs Ricoh, Windsor Life and Schneider. The economic downturn will affect the number of expansions secured.
Identify the Baseline for NI 172 and set targets for 2009/10 - 2010/11	2008/9	No target has been set	This is a brand new data set and data will not be available nationally until 2009.
Strategic Company Visit Programme Complete 315 company visits	2008/9 2009/10 2010/11	Complete 100 Strategic Company Visits	To date (April – November 2008) we have completed 101 Strategic Company Visits including, Fruit of the Loom, Blockleys, Schneider, Martin Kaye Solicitors, Mahle Filter Systems and The Ironbridge Gorge Museum Trust.
Gain funding to continue to provide a range of Business Environmental Support Scheme for Telford (BESST) services	2008/9 2009/10 2010/11	Secure funding to deliver events programme 2008/9	The network has run 4 events including 'Ensuring Legal Compliance', 'Greening the Supply Chain', 'BESST Annual Review' and 'Understanding your Utility Bills'.

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Provide existing level of support for Human Resources Network for Manufacturing companies	2008/9 2009/10 2010/11	Run 4 seminars 2008/9	The forum has held 4 events including a joint half day seminar with Telford Business Partnership. Topics have included 'Performance Management', 'Changes to Immigration Regulations', & 'Stress Management & Alcohol & Drugs in the Workplace'.
Deliver Telford Business Partnership (TBP) contract with AWM for 2008/9	2008/9	Deliver contract targets by securing £29,750 in membership fees and sponsorship	TBP membership currently stands at 131. TBP have run 2 networking events, 'The Bank of England Credit Crunch' in October and a TYP event in November 'Alcohol and Drugs in the Workplace'. These events were attended by 128 delegates from 78 companies. TBP also ran a joint half day workshop with the HR Forum (detailed above)
Attract New Investors from hi-tec companies to Lakeside, Telford Technology Park and the Town Centre	2008/9 2009/10 2010/11	Develop Project Proposals	Monthly development meetings are held on the Lakeside & Telford Technology Park projects & private sector partners are being engaged in developing the concept and propositions for the ICT/Media Centre for Lakeside and Polymer Centre of Innovation at Telford Technology Park. Feasibility studies are currently being scoped. Refer to the Project Performance Report for further detail
Deliver Collaborative Agreement with EP to bring forward 10 acres of employment land	2008/9 2009/10 2010/11	Bring Forward 3.33 acres.	1.83 acres of employment land have successfully been brought forward. Negotiations are currently in place on 5 sites which will bring forward approximately 19.22 acres of employment land. The forecast expects that 4.5 acres of employment land will have been brought forward end of March 2009.

Annex 3
Priority Plan, Sub Priority 2 Business and Tourism – April – November 2008/9

Actions for 2008/9 – 2010/11	Timescale	Target for April – August 2008/09	Comment
Gain funding to identify the Business Tourism baseline and set targets for 2009/10 – 2010/11	2008/9	Establish baseline for Business Tourism	Marketing Birmingham are taking the lead on Volume and Value Research on Business Tourism for the region. We are awaiting results.
Provide existing level of support for Telford and Shropshire Conferences	2008/9 2009/10 2010/11	Achieve 100 Event Enquiries and report on Return of Investment (ROI)	During September – November 2008, 25 Event Enquiries have been received, with a Return of Investment of £17,910. To date this creates a total of 87 event enquiries received April - November 2008, with a Return of Investment of £966,196 to the Destination.
Gain funding to develop services for 2008/9	2008/9	Secured funding to support sector	Secured £40,000 ERDF funding for Business Tourism and £145,000 from AWM for Business Tourism Marketing and Sales to increase our capacity to attract larger events with a high ROI to the region and local economy.
Provide existing level of support for Telford and Shropshire Marketing Partnership.	2008/9 2009/10 2010/11	Ongoing Delivery of Marketing Plan	Ran 1 networking event, 'Power of PR' in November. This was attended by 13 delegates from 11 companies.
Gain funding to develop and up date tourism services	2008/9 2009/10 2010/11	Secure Funding to support Leisure Tourism	Secured £137,000 ERDF funding to develop Leisure Tourism services and activity.
Establish baseline of visitors to WHS	2008/9 2009/10 2010/11	Baseline Data gathered targets set for 2009/10 and 2010/11	This will be commissioned once AWM has contracted regionally with an organisation to conduct the Volume and Value Study.
Support development of an additional 250 bed spaces	2008/9 2009/10 2010/11	Increase bedspace by 50 to (2971)	Premier Inn Hotel at Donnington has opened and has created 50 new bedspaces. We are continuing to work with English Partnerships on the release of 2 sites (Rampart Way and Lawley) and Castle Farm LLP (Lakeside) for future hotel development.



Transforming Telford
Month 8 Project Reports

April - November 2008

1. Background

1.1 Telford and Wrekin Council have established Priority Plans to support the Community Strategy. The key Priority Plan for the Transforming Telford projects is 'Strengthening the Local Economy and Skills', five sub-priorities are to be achieved over the next three years:-

- Sub Priority 1 – Encouraging Involvement, Innovation and Growth
- Sub Priority 2 – Promoting the Area as a Business Tourism destination
- Sub Priority 3 – Improving local skills to meet the demands of a growing Modern Local Economy
- Sub Priority 4 - Renaissance of Telford Town Centre
- Sub Priority 5 – Revitalising the Borough Towns
- Sub Priority 6 – Regenerating Communities

1.2 Projects include:

Sub Priority 4
Town Centre

Sub Priority 6
Woodside and Sutton Hill
Lakeside
Telford Technology Park (Nedge Hill)
Employment Areas (Industrial Estates)

2. Month 8 Project Report

2.1 This report covers the period for April - November 2008 of Transforming Telford's performance in the named capital projects as set out in the Contractual Service Level Agreement with Telford and Wrekin Council

3 Project Overview

3.1 Renaissance of the Town Centre

Transforming Telford supports the delivery of the Strengthening of the Local Economy and Skills Priority Plan, including the renaissance of the Town Centre (Sub Priority 4).

Intensive work has been carried out on the Economic Case (Green Book Review) for the Town Centre. The Town Centre Partnership Board on 20 August 2008, "recognised" the work completed. The Transforming Telford Board endorsed the same on 4 September 2008.

The Town Centre Partnership Board agreed revisions on 12 November 2008.

Further work was carried out on the Economic Case for Advantage West Midlands, English Partnerships and Telford and Wrekin Council to appraise in December 2008.

The Memorandum of Understanding has been redrafted to provide the framework for joint working and investment by Advantage West Midlands, English Partnerships and Telford and Wrekin Council.

Planning consultants, WSP with Barton Wilmore and Atisreal were appointed in November 2008 to complete the Outline Planning Application for the Southwater Core with the aim of submitting this by May 2009.

Table 1 Progress against actions in sub-priority 4

Action	Timescale	Target Progress for 2008/09	Actual Progress	Comment
Appoint development partner in provision of media and learning centre	2010	Advance proposal as part of Phase I Southwater	Included in Phase I proposals. Business Case provided by TWC and integrated in the Economic Case	Forms central element of Investment Fund and Economic Case
Complete financial and economic appraisal – “Green Book”	2008	Amion to complete Green Book Review Q2	Recognition by the TCPB on 20 August 2008 and endorsement of TT Board 4 September 2008.	Revisions made to document following Town Centre Partnership Board on 12 November 2008 on to partners 28 November 2008.
Complete Memorandum of Understanding	2008	TT/TWC has redrafted Memorandum of Understanding	Revised Memorandum of Understanding circulated to EP and AWM.	AWM, EP, TT, TWC to Finalise Memorandum of Understanding, December 2008. On to funding partners for appraisal and consideration December 2008.
Seek relevant public sector approvals. Cabinet approval for Telford and Wrekin Council (T&WC).	2009	Green Book Review and Options Appraisal to be considered by founding partners Q3	Economic case recognition by TCPB 20 August 2008. Endorsed by TT Board 4 September 2008.	On to funding partners for appraisal and consideration February 2009.

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Commission and deliver design options	2009	Proposals being incorporated in planning brief for Southwater Core Q2 Appoint consultants November 2008 Submit application Q1 (09/10)	Consultants appointed	Approval from TCPB to make Planning Application with TWC funding. Planning brief to provide for outline Masterplan for Southwater core Q1 (09/10)
Appoint development partner for Southwater Square	2010	Procurement brief in development	To be considered by TWC and TT in early 2009	To be determined once Green Book Review considered by founding partners in Q3/Q4
Deliver first phase of public realm	2013	Prepare detailed design for Southwater Square once Outline Planning Application submitted.	Planning/design team appointed Q3 and have provided costs for detailed application.	Detailed Design Scheme to be developed, once outline planning secured. TT/TWC Steering Group has been established for planning consultants Q3
Commission/deliver design proposals	2009	To be addressed as part of Planning Application process.	Green Book Review Economic case presented and recognised by TCPB Q2	Detailed Design Scheme to follow submission Q2 of Planning Application.
Finalise key elements within development package and secure agreement of partners (Town Centre/Town Park)	2009	Complete Green Book Review and Options Appraisal	TCPB recognised proposals 20/08/08. TT Board endorsed proposals 4 September 2008.	On to funding partners for appraisal and consideration February 2009.
Commission and deliver design proposals in line with Town Park strategy (Town Centre/Town Park)	2009	TWC project	TWC project	TWC project

3.2 Regenerating Communities

Transforming Telford supports the delivery of the Strengthening the Local Economy Skills Priority Plan, including the Sub Priority 6: Regenerating Communities.

3.3 Woodside

The second phase of the estate re-modelling work, to 435 properties in the area known as West 2, was completed in November 2008. The overall scheme cost is between £7.5m and £7.6m (final account pending), which is below the original scheme budget of £8.0m. This project was jointly funded by EP (now Homes and Communities Agency/HCA) and TWC. A resident satisfaction survey is currently being undertaken to inform the design and procurement of subsequent contracts.

On 11 June 2008, Bellway Homes secured consent for amended conditions and a minor revision to their scheme for 191 properties on the site of the Courts in Park Lane. Bellway has indicated that it wishes to make minor amendments to its approved scheme and has discussed these with HCA and TWC planners. The proposed amendments are broadly beneficial to the scheme and the majority are likely to be supported. HCA and TWC continue to work with Bellway to finalise the details of the S106 agreement associated with the scheme approval.

The Wrekin Housing Trust Extra Care housing scheme contract in Park Lane was taken over by local company McPhillips in September 2008 following the previous contractor going into administration. The scheme will provide 53 units of high quality accommodation for older people. Work is due to complete in September 2009.

Work has been continuing to bring forward the redevelopment of the Woodside local centre. A full application was made to AWM for scheme funding and this has been appraised. AWM/TWC and TT have agreed the principles to implement and fund the project in two phases. AWM and TWC will fund the first phase comprising retail units, small residential element access road, public realm and open space. The second phase of residential units will be brought forward when market conditions permit.

Transforming Telford has secured the "in principle" agreement between TWC and HCA to a completion strategy for the Woodside project. This comprises targeted interventions in the North Woodside area, including proposals to bring a derelict, privately owned listed building back into use. Other interventions across the remainder of the estate are proposed. To take the proposal forward, TT is working with TWC to identify future development land that could generate a receipt to be invested in the regeneration of the estate. The potential to work with Registered Social Landlord (RSL) is being investigated as part of the delivery of this proposal.

The key priorities in the coming months are to:-

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- Finalise the proposals and funding of the local centre by TT, TWC and AWM to enable the centre to be developed.
- Develop further an in principle agreement between the HCA and Telford and Wrekin Council on a funding package for the regeneration of North and South Woodside.
- Subject to the outcome of the above, to develop consultation, planning and procurement strategies for the proposed works in Wildwood and Willowfield, North Woodside.

Table 2 Progress against actions in sub priority 6

The work on the remaining three projects of the Priority Plan encompassed within the Sub Priority 1 of the Priority Plan, Encouraging Involvement, Innovation and Growth, is set out:-

Woodside – Complete West 2 remodelling scheme	2008	Scheme complete. Satisfaction survey being carried out.	
Meet/negotiate with potential development partners for Woodside local centre	2008	Full application submitted to AWM. Revised scope of the scheme has been agreed between TWC and AWM on a 2 phase approach.	Draft marketing documents prepared for procurement process.
Consult with residents on first phase of remodelling North Woodside	2008	Consult with residents once overall funding strategy established and agreed by partners (see below)	Consultation is likely to begin in early 2009.
Procure contractor for the first phase of remodelling North Woodside	2008	Principles of a regeneration programme agreed between TT, TWC & EP. Planning and procurement will follow funding being secured and committed. Major issue is around securing additional resources from sale of development land, and securing development status for this land.	Basis of the funding strategy agreed with partners. Unable to procure contract until 2009.
Commission and manage preparation of a plan to attract additional resources into the Sutton Hill Estate		Initial meetings with TWC to establish way forward. It is proposed that a Project Team approach is adopted, with TT leading on securing funding to support the proposed interventions and physical regeneration. TWC leading a community and social regeneration.	Discussing funding opportunities with TWC in context of developing a brief for an Action Plan for the estate.
Commission and manage preparation of a plan to attract additional resources into the Brookside estate	2008	TWC project.	TWC project.

3.4 Lakeside

Government Office for West Midlands confirmed in June that the Secretary of State would not intervene by calling in the planning application. The Highways Agency have still not withdrawn their holding objection to Castle Farm Telford LLPs planning application. The Regional Assembly has proposed conditions to restrict office use on this development which are likely to be addressed as part of a sequential test in relation to the Town Centre. Transforming Telford continues to work closely with the applicant and Telford & Wrekin Council in resolving the outstanding issues to enable determination and the development of this important scheme.

The roadway will support development proposals in the delivery of the objectives of the Technology Corridor. Engineering design work is continuing for the road, with continued stakeholder engagement including landowners, beneficiaries and the Council in its capacity as both Planning and Highways Authority.

The delivery method of the project has been updated to reflect the changing nature of the project. Previously an outline planning application for the roadway and learning campus was to have been submitted by the Council's BSF team. TT will submit an application for detailed planning funding from Advantage West Midlands once the design works have been completed. The change in project approach will have an impact on programme when Transforming Telford will seek to keep to a minimum.

Proposals for a Learning and Technology Centre are being advanced for a Project Development funding application to AWM to fund a feasibility study.

Next Steps:

- Withdrawal of Highways Agency holding objection and granting of planning consent for Castle Farm (Telford) LLP development
- Brief for Learning and Technology Centre proposals is being completed to enable a funding application to be submitted to AWM
- Preliminary designs are being completed for road extension to University.
- Submission of full funding application to AWM for procurement of expert support and roadway construction once the design works have been completed
- Submission of full planning application for roadway extension

3.5 Telford Technology Park (Nedge Hill)

Transforming Telford will progress proposals with landowners, Homes and Communities Agency (HCA) for the rebranding and marketing of this gateway site under the Wolverhampton-Telford Technology Corridor.

Transforming Telford are working with HCA, AWM and TWC and have now established project parameters and roles/responsibilities of partners through a draft Memorandum of Understanding. This will establish the intentions and commitment of partners to the project. Proposals will complement those at Lakeside, providing a development of growth on space linked to the e-Innovation Centre and potential Technology Centre. Proposals will entail the remarketing of existing serviced development sites on the lower Phase 1 plateau totalling 9ha, plus masterplanning of the upper Phase 2 plateau.

A planning statement has been agreed amongst partners for the first phase and the marketing of the site. The Regional Assembly is expected to propose conditions to restrict office use on this development. It will enable the release of a speculative development site to the market and provide the immediately available product for the rebranding and marketing activity. Transforming Telford and HCA has carried out soft market testing with private sector developers who have previously expressed an interest in this location.

The site's potential for an Innovation Centre focusing on growth sectors is being examined.

Next Steps:

- Complete Memorandum of Understanding,
- Complete planning statement and early development proposals with TWC
- Assist HCA in the release of a speculative development site.
- Progress marketing activity
- Submit outline funding application to AWM
- Develop feasibility for Innovation Centre

3.6 Employment Areas (Industrial Estates)

Ongoing work led by Transforming Telford within the employment areas will support the revitalisation of existing industrial estates as strategic employment sites.

TT has submitted an application to AWM for signage improvements at Halesfield and Stafford Park business support measures and an acquisition at Halesfield.

HCA and Transforming Telford will collaborate to provide business and development support. This aims to capture investment and bring forward development proposals on a key number of HCA employment sites.

Next Steps:

- Complete discussions with AWM on revised proposals and secure funding.
- Continue to work closely with HCA on supporting inward investment and development proposals within the employment area