

## **CABINET**

**Decision Notices and Minutes of a meeting of the Cabinet held on Tuesday, 23 February, 2010 at 5.00 p.m. at the Civic Offices, Telford**

**PUBLISHED ON MONDAY, 1<sup>st</sup> MARCH, 2010**

**(DEADLINE FOR CALL-IN THURSDAY, 4<sup>th</sup> MARCH, 2010)**

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

**ALSO PRESENT:** Councillors G.M. Green and V. Tonks (Opposition Group Leaders) and Councillor E.A. Clare (substitute for Labour Group Leader); Councillor W.L. Tomlinson – Chairman of Value for Money Scrutiny Group

### **CB-151      MINUTES**

**RESOLVED** – that the minutes of the meeting of the Cabinet held on 9<sup>th</sup> February, 2009 be confirmed and signed by the Chairman.

### **CB-152      APOLOGIES FOR ABSENCE**

Councillor R.K. Austin (Labour Group Leader)

### **CB-153      DECLARATIONS OF INTEREST**

None.

### **CB-154      SERVICE AND FINANCIAL PLANNING 2010/11 – 2012/13**

#### **Recommendation to Council- not subject to Call-In**

Councillor S.M. Kelly, Cabinet Member for Efficient, Community Focused Council, presented the joint report of the Chief Executive and the Chief Finance Officer that sought agreement of the Service & Financial Planning Strategy for the period 2010/11-2012/13 including specific budget proposals for 2010/11 for recommendation to Full Council on 4<sup>th</sup> March 2010. The report, together with those detailing the Capital Programme, the Treasury Management Strategy and the Prudential Indicators formed the overall Medium Term Service & Financial Planning framework for the Council, and proposed the service priorities and budget for 2010/11.

Since its launch on 8 December 2009, the budget strategy had been updated to include the financial consequences of some key capital schemes that had subsequently been approved by Cabinet. A number of key assumptions had also been reviewed (including treasury management interest rate and other projections), with some small additional cost which had been offset by additional savings that had been identified. However, projections for future years showed an increased budget shortfall that would need to be addressed

as part of the development of future service and financial planning strategies. Since the initial strategy was approved, Members had considered the responses from the extensive consultation process, which were set out in detail in an appendix to the report. Among the key messages from the Community Panel responses were 86% satisfaction rating with the way the Council runs things, and very high levels of support for the budget strategy, including the proposals for extra revenue funding for Adult and Children's Social Care, and the capital investment for regenerating the Borough Towns. As there had been very positive views from the community in support of the strategy, there were no significant changes to the original budget proposals other than building-in the cost of the additional capital projects and some additional savings.

The report set out the strategic and policy context behind the budget planning process, from which two key issues had emerged as the focus for attention:

- the need to ensure the on-going effective delivery of care and safeguarding services for vulnerable children and adults;
- addressing and seeking to mitigate the effects of the current economic and housing downturn.

Taking account of the consultation responses, the wider policy context and the latest financial position, the final budget strategy being proposed included:

- a council tax increase of 1.9% for 2010/11;
- a savings package of £5.2m (including education) for 2010/11 by continuing to streamline and restructure the organisation and reducing waste and bureaucracy;
- an Investment Programme focussed on extra funding for Adult and Children's Social Care services, plus the establishment of a Community Fund which would engage and involve the community in allocating funding at a neighbourhood level;
- a capital investment programme focussed on transforming and improving the Borough, including regeneration of the Borough Towns, Town Centre, New Town Estates and improving the infrastructure like roads and street lights for the long term;
- use of £0.98m balances to support the ongoing revenue budget;
- an additional £0.5m contingency for 2010/11 to cover potential social services pressures.

The report on the Capital Programme presented the Council's Capital Strategy for 2010/11 – 2012/13 and later years and a capital programme of £433.624m that included the proposed investments contained in the overall budget strategy. It also set out the Council's Asset Management Plan and proposed planned building maintenance programme, particularly focusing on 2010/11.

The report on the Treasury Management Strategy updated members on recent Treasury Management activities undertaken and outlined the proposed Treasury Management Strategy and Borrowing Limits and Prudential Indicators for 2010/11, together with the Minimum Revenue Provision Policy and the Investment Strategy. The report was based on the Guidance on Local

Authority Investments issued by CLG and the revised CIPFA Treasury Management Code of Practice 2009. The Audit Committee had scrutinised the Treasury Strategy, and their comments had been incorporated in the report.

The report on Prudential Indicators sought approval of the prudential indicators for 2010/11 to 2012/13 required under the Prudential Code of Capital Finance in Local Authorities.

The Value for Money Scrutiny Group had considered the budget proposals, and the Group's comments and recommendations were circulated at the meeting. Councillor W. Tomlinson, Chairman of the Value for Money Scrutiny Group, was invited to present the Group's proposals. There was general support for the overall service and financial strategy put forward, although there were some specific comments that the Group wished the Cabinet to consider. These included concerns that, despite the planned additional investment, there was still a significant risk of an overspend on Children's Services in 2010/11, and the risk of shortfalls in rental income from the Council's Property Investment Portfolio. The Group had conflicting views on the strain that additional borrowing to fund regeneration schemes would put on the budget, particularly in later years. The Group welcomed the proposed council tax increase of 1.9%, and also noted the continuing adverse impact (to the tune of £5m in 2010/11) of the Government's revenue grant dampening mechanism.

Councillor E.A. Clare expressed concern at the level of debt being built-up, which might fall on council tax payers in future years. However, the proposed council tax increase was welcomed.

Councillor G.M. Green (Independent/Lib Dem Group Leader) thanked the Chief Executive for providing the opposition Groups with separate briefings on the service and financial planning proposals.

In response to some of the comments of the Value for Money Scrutiny Group, the Cabinet Member stated that in relation to rental income from the PIP, there were contingencies in place if there was a shortfall in income. Other Cabinet Members also spoke in favour of the budget proposals, and the need for the Council to take a lead on regeneration during difficult economic times.

The Leader stated that this was a very exciting budget for people and places in the Borough. He expressed disappointment that the main Opposition Group had not produced any detailed alternative budget proposals, despite comments that had been made in the local press.

**RESOLVED** – that Cabinet **RECOMMEND** to Full Council, on 4<sup>th</sup> March:

**Service & Financial Planning 2010/11–2012/13 – Overview and Revenue Budget**

- (a) that the Base Budget summarised in Appendix 1 of the report be approved;

- (b) that the new 2010/11 revenue investment of £1.9m in services for Children & Families and £1.675m in services for Adult Social Services be approved;
- (c) that the creation of a contingency of £0.5m to cover further potential social services pressures be approved;
- (d) that the Investment Programme for 2010/11 and its funding, as outlined in Appendix 3 of the report, be approved; and that the investment programme for future years be noted;
- (e) that the 2010/11 Savings Package of £4.726m, as detailed in Appendix 4 of the report, plus £0.5m in Education services, with an outline target of at least £5m additional savings in both 2011/12 and 2012/13, and associated costs of £0.400m relating to the implementation of the service reviews be approved;
- (f) that the Education budget strategy, as outlined in paragraph 5.7 of the report, be approved;
- (g) that the use of £0.98m balances to support the ongoing revenue budget, plus the associated policy for Reserves and Balances shown in appendix 5 of the report, be approved;
- (h) that the Statement of the Chief Finance Officer in paragraph 5.8.2 of the report (supported by appendix 5 outlining the Robustness of Budget Estimates and Adequacy of Reserves) be approved;
- (i) that the policy framework for Reserves outlined in Appendix 5C of the report be approved;
- (j) that a Council Tax increase of 1.9% - an increase equivalent to 31p per week on the average bill for this Council's services – be approved, and that future increases will also be held at, or below, this level for the 3 year planning period, subject to the impact of the next 3 year grant settlement starting in 2011/12;

#### **Service & Financial Planning 2010/11-2012/13: Capital Programme**

- (k) that the report and associated capital estimates which incorporates the Capital Strategy, the capital programme (Annex II), the planned building maintenance programme (Annex III) and Asset Management Plan (Annex IV) be approved;

#### **Treasury Management Strategy and Update**

- (l) that the Treasury Management Strategy, Minimum Revenue Provision Policy and Investment Strategy for 2010/11, as outlined in the report, be approved;
- (m) that the revised CIPFA Treasury Management Code of Practice 2009 and revised Treasury Management Statement be adopted;

#### **Prudential Indicators**

- (n) **that the Prudential Indicators proposed in the report be approved as part of the setting of the Budget for 2010/11.**

**CB-155      2009/10 FINANCIAL MONITORING**

**Key Decision** identified as **Financial Monitoring and Financial Updates** in the Forward Plan published on 15 January 2010.

Councillor S M Kelly, Cabinet Member: Efficient, Community Focussed Council, presented the report of the Head of Finance, which provided Members with the latest financial monitoring information for 2009/10.

Overall revenue spend was currently projecting to be within budget by year end. However, the cost of Looked After Children had increased again by over £0.5m since the last report, with an overspend of £1.816m currently being projected (which was after taking into account the £1.4m additional funding previously agreed). The overspend on Specialist Education had reduced and now stood at £0.525m. Some one-off funds had been identified which assisted the overall position, however the underlying cost was a key pressure that needed to be closely monitored. Additional costs relating to winter maintenance were starting to emerge as a result of the exceptionally cold weather, with a projected overspend of £0.240m. Increased benefits of £0.130m had arisen from concessionary travel due to changes in demography, and the position on treasury management had further improved by £0.100m. Details of all the projected variances within each service delivery area were outlined in the report.

The 2009/10 approved capital programme was £69.3m; to date 40% spend had taken place. The capital programme relied on a significant amount of capital receipts as part of its funding and the current monitoring highlighted some delays and reductions against assumed sale prices starting to emerge.

Council tax collection and Adult Social Care sales ledger were ahead of target; NNDR and General Sales Ledger were behind target which was a reflection of the impact of the recession. It was also noted that targets were adjusted to take into account the economic conditions.

In terms of the payment of invoices, the target for 2009/10 was to pay 95% of invoices within 20 days; overall year to date performance was below that at 93%. September and November were particularly poor months and Service Delivery Units were asked to review processes to ensure prompt processing of invoices so that the target was met by year end.

**RESOLVED –**

- (a) **that the further rise in the Children & Families overspend be noted;**

- (b) that it be noted that the projected spend overall was still within budget, but very little contingency remains to cover the last quarter's activities;
- (c) that the performance on Treasury Management and against targets for income and the payment of supplier invoices be noted;
- (d) that approval be given to the new capital allocations, capital virements, and re-phasing detailed in Appendix III of the report to go forward to full Council for formal approval.

**CB-156      8 MONTH PERFORMANCE MANAGEMENT REPORT 2009/10**

**Non-Key decision**

Councillor S.M. Kelly, Cabinet Member: Efficient, Community Focused Council, presented the report of the Assistant Chief Executive, which set out the performance against the Council's corporate priorities as at the end of November 2009.

Performance and targets were currently available for 183 out of 397 indicators in the corporate performance framework. Of these 183, it was projected that 67% of overall targets would be achieved. The number of Performance Indicators (PIs) projected to improve by year end was 61%, with 30% deteriorating. Key areas of good performance were highlighted, including supporting vulnerable people to live independently, an increase in the number of looked after children reaching Level 4 in English at KS2, and further reductions in household waste collected as a result of recycling and composting.

The economic downturn was having an impact on some targets, particularly around the 'Efficient, Effective Council' priority, which was currently projecting that 58% of indicators would deteriorate, and on some Local Area Agreement targets around housebuilding and employment. It was noted that the Government Office West Midlands had commenced a review of LAA targets in the context of the impact of the recession on 'achievable performance'. An overview of the strengths and challenges for each of the Council's priorities was detailed in the report.

**RESOLVED –**

- (a) that the implications of the ongoing impact of the recession on Council performance be noted;
- (b) that the areas of performance identified as a focus for improvement by year end be noted.

**CB-157      CENTRAL TELFORD AREA ACTION PLAN – PROPOSED AMENDMENTS FOR PUBLIC EXAMINATION**

**Key Decision** identified as **Central Telford Area Action Plan** in the Forward Plan published on 15 January 2010.

Councillor A. Lawrence, Cabinet Member for Environment & Rural Area, presented the report of the Head of Planning & Transport, which detailed proposed amendments to the Central Telford Area Action Plan for consultation and subsequent submission to the Planning Inspectorate. An amendment to the recommendation at paragraph 2.2 was proposed, so as to allow all Cabinet members to be consulted on any changes to the key documents prior to submission.

The Central Telford Area Action Plan (CTAAP) would provide a planning policy framework for the development of Telford town centre and surrounding areas. The draft document had previously been approved for independent examination by a government appointed inspector. At an Exploratory Meeting, the Inspector had expressed reservations about the submitted plan on the grounds of soundness. In order to address the concerns raised by the Planning Inspector, the examination had been suspended for 6 months to allow the Council to undertake further work, with several new studies undertaken and additional content produced. The key proposed changes to the CTAAP included more detail on distribution of uses in the town centre, proposed highway improvements and parking standards, more detail for allocated sites outside the town centre, a policy approach to achieve more sustainable buildings, policies on the establishment and management of the evening and night-time economy in the town centre, and a percentage target for affordable housing.

The proposed amendments were identified in the revised Action Plan and Sustainability Appraisal documents attached to the report. Subject to the proposed revisions and additions being approved by full Council, a 6 week public consultation would be undertaken between mid March and the end of April. Comments would be invited on the proposed amendments only. Any representations received, along with the revised CTAAP and supporting documents, would then be submitted to the Planning Inspector.

**RESOLVED-**

- (a) TO RECOMMEND TO COUNCIL that the proposed amendments to the Central Telford Area Action Plan, as shown at Appendix 1 of the report, be approved, in order that the amendments and supporting sustainability appraisal (as shown at Appendix 2 of the report) can be published, subject to consultation, and, along with representations received, submitted to the Secretary of State for examination in public;**
  
- (b) that authority be delegated to the Head of Planning & Transport, in consultation with Cabinet Members, to agree any changes to the**

documents at Appendix 1 and 2 prior to submission to the Secretary of State.

**CB-158      BTI SPORTS AND LEARNING COMMUNITIES: TENNIS AND LEISURE UPDATE**

**Key Decision** identified as **School Organisation/Capital Financing/Borough Towns Initiative/Building Schools for the Future** in the Forward Plan published on 15 January 2010.

Councillor S. Bentley, Cabinet Member: Active Lifestyles – Leisure & Culture, presented the report of the Head of Leisure & Customer Services and the Head of Property & Design, which updated Members on the progress of a number of sports and leisure projects within the BTI: Sports & Learning Community programme, including the development of Telford's indoor tennis centre.

Approval had previously been given for submission of a Stage 2 bid to the Lawn Tennis Association for an indoor tennis centre to be sited on land adjacent to Hadley Learning Community. On further development of this proposal, it was established that this location did not offer best value for money, both in terms of the capital build cost and the ongoing operation of the centre, due to a number of technical and legal issues. A strategic and technical appraisal of alternative locations in the Borough had therefore been undertaken. This had identified a site on land adjacent to Oakengates Leisure Centre as the most favourable in terms of community usage, ground conditions, co-location of other sports facilities and clubs, and a strong programme of use for hard to reach groups.

The Lawn Tennis Association was supportive of the change in location, and had requested that a Stage 2 funding application now be submitted by the end of March 2010 rather than May 2010. The capital costs of the scheme were detailed in the report, and in terms of ongoing revenue costs, it was projected that the Tennis Centre would be in a self funding position (including payback of the initial Council investment) by the end of the current medium-term service and financial planning strategy.

The report also provided updates on the progress of other sports and leisure projects, including the Sports & Learning Communities at Abraham Darby, Dawley, Lakeside, Oakengates and Priorslee, and the Wellington Civic Quarter.

Members welcomed the additional investment that the Tennis Centre would bring to the Oakengates area, and the clear demonstration of the benefits that the BTISLC programme was bringing to the Borough Towns.

**RESOLVED –**

- (a) that the progress on sports and leisure projects within the Borough wide BTI: Sports & Learning Community Programme be noted;
- (b) that the proposal to build the indoor tennis centre on land adjacent to Oakengates Leisure Centre at a capital build cost of £2.21m be approved, to be funded as outlined in paragraph 11 of the report and included within the 2010/11 budget strategy for approval by full Council;
- (c) that the projected neutral ongoing impact of the indoor tennis centre on the revenue budget be noted;
- (d) that authority be delegated to the Head of Leisure & Customer Services, in consultation with the Cabinet Member for Active Lifestyles, to submit a Stage 2 funding application to the Lawn Tennis Association;
- (e) that authority be delegated to the Head of Leisure & Customer Services and Head of Property & Design, in consultation with the Cabinet Member for Active Lifestyles, to start the necessary enabling and ground works for the tennis centre in May 2010 in order to meet the required timescales.

**CB-159      CARBON REDUCTION COMMITMENT (CRC) ENERGY EFFICIENCY SCHEME**

**Key Decision** identified as **Carbon Reduction Commitment – CRC Energy Efficiency Scheme** in the Forward Plan published on 15 January 2010.

Councillor A. Lawrence, Cabinet Member: Environment & Rural Area, presented the report of the Head of Planning & Transport and the Head of Property & Design, which informed Members of the implications of the new CRC Energy Efficiency Scheme.

The CRC scheme was due to come into force on 1 April 2010, and would be based upon the amount of electricity consumed. The scheme would include Telford & Wrekin Council along with 5,000 public and private sector organisations. It was essentially a carbon trading scheme, and the report set out the timetable and key stages associated with its introduction. The first year (2010/11) would require organisations to monitor and report consumption. This would establish the Council's position in an annual league table of the organisations included in the scheme. From April 2011, participants would be required to purchase their carbon allowance for that financial year relative to their 2010/11 performance on carbon emissions. Based on the Council's 2008/09 performance, this would equate to a purchase price of £340,000 given the proposed £12 per tonne fixed price of carbon. In October 2011, the Government intended to recycle the money raised from the sale of allowances

back to the participants. The Council's CRC performance would determine whether it would receive a penalty or bonus. Action to address carbon emissions was therefore necessary to ensure positive performance, and this would be the subject of a further report.

'Early actions' that would benefit the Council's CRC position were to acquire the Carbon Trust standard accreditation and to fast-track the installation of energy management systems/automatic meter readers in operational buildings in 2010/11.

**RESOLVED –**

- (a) that authority be delegated to the Head of Planning & Transport, in consultation with the Cabinet Member: Environment & Rural Area, to oversee carbon performance and to report on performance;**
- (b) that the progress made so far on 'early actions' to enhance the Council's baseline position be noted.**

**CB-160      REPRESENTATION ON OUTSIDE BODIES**

**Non-Key Decision**

Councillor S.M. Kelly, Cabinet Member: Efficient, Community Focussed Council, presented the report of the Head of Regeneration & Housing which sought representatives from the Council to be appointed to the Telford Millenium Community (TMC) Steering Group and the Ironstone (Lawley) Steering Group.

Both TMC and Ironstone were major housing sites that would continue to deliver a significant number of dwellings over the next 5 years and beyond. Given the new relationship the Council had developed with the Homes & Communities Agency through the preparation of the Local Investment Plan, it was important that the Council supported the delivery of these strategic sites and ensured that design quality and other standards were maintained.

The Steering Groups' role had changed as the projects moved from consultation to construction, and their terms of reference had been refreshed to ensure that the projects continued to get the necessary strategic overview and that the guiding principles of each scheme were not diluted.

**RESOLVED –**

- (a) that the Cabinet Member: Housing, Regeneration & Prosperity, Councillor S.M. Kelly (Ward member for Ketley & Oakegates) and the Corporate Director (Strategic lead) for Housing, Regeneration & Prosperity be appointed as the Council's representatives on the Telford Millennium Community Steering Group ;**

- (b) that the Cabinet Member: Housing, Regeneration & Prosperity, and the Corporate Director (Strategic lead) for Housing, Regeneration & Prosperity be appointed as the Council's representatives on the Ironstone (Lawley) Steering Group.

**CB-161      EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED** - that the press and public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

**CB-162      REGENERATION OF HADLEY CENTRE**

**Key Decision** not in the Forward Plan (taken with the consent of the Chairman of the Scrutiny Leadership Board, in accordance with paragraph 2.7 of the Cabinet Decision Procedure Rules as set out in Part 4, Section 4 of the Constitution).

Councillor E.J. Carter, Cabinet Member: Housing, Regeneration & Prosperity, presented the report of the Head of Property & Design which set out proposals for the regeneration of the Hadley Centre.

Hadley Centre, consisting of 21 retail units owned and managed by the Council and 24 residential properties, had increasing repair liabilities due to its age, design and condition. An opportunity had arisen for the site to be redeveloped to provide a modern retail facility together with a new private housing development. A copy of the indicative master plan was attached to the report. The report outlined the proposed phasing of the development, and the land and property disposals and acquisitions that were required. Details of the costings of the scheme were provided in the report, and it was reported that the total capital and revenue expenditure would be included in the budget framework for 2010/11 to 2012/13 for approval by full Council.

Members welcomed the proposals which would benefit an area that was clearly in need of regeneration.

**RESOLVED** –

- (a) that the regeneration of Hadley centre (site area as shown in Appendix 1 of the report) be approved in accordance with terms to be agreed by the Head of Property & Design;
- (b) that the total capital and revenue expenditure as detailed within section 11 of the report be approved for inclusion within the budget framework for 2010/11 to 2012/13.
- (c) that the additional funding for 2009/10 and 2010/11 as detailed in section 11 of the report to enable the commencement of land assembly for the project be recommended for approval;

- (d) that the disposal of an element of the site as shown on the plan at Appendix 1 of the report be approved in accordance with terms to be agreed by the Head of Property & Design, and for the capital receipt to be applied to the overall scheme as detailed within the report;
- (e) that the Head of Governance be authorised to agree and execute all necessary documentation;
- (f) that the Head of Planning & Environment be authorised to execute the use of Compulsory Purchase powers if and when necessary, following consultation with and advice from the Head of Governance.

The meeting ended at 6.10 p.m.

**Signed for the purposes of the Decision Notices**

**Jonathan Eatough  
Head of Governance  
Date: 1<sup>st</sup> March 2010**

**Signed: .....**

**Date: .....**

# **TELFORD & WREKIN COUNCIL**

**CABINET - 9 MARCH 2010**

## **A CULTURAL STRATEGY FOR TELFORD & WREKIN AND SHROPSHIRE 2009 - 2014 ('Evolution, Revolution and Innovation')**

### **REPORT OF HEAD OF LEISURE AND CUSTOMER SERVICES**

#### **1. PURPOSE**

- 1.1 The purpose of the report is to outline and seek approval of the key findings of a new Cultural Strategy for Telford and Wrekin jointly developed with Shropshire Council.

#### **2. RECOMMENDATIONS**

- 2.1. **That the key findings and development opportunities are noted (See Appendix A) and are fed into the emerging Active Lifestyles Priority Plan. A copy of the full strategy is available on request.**
- 2.2 **Cabinet are requested to acknowledge and endorse the Telford & Wrekin and Shropshire Cultural Strategy 2009-14**

#### **3. DEFINITION**

- 3.1 The definition of culture to be used as a starting point is that outlined by the Department of Culture, Media and Sport:-

'Culture' should be taken to include such activities as arts, sports, libraries, museums, heritage, archaeology, archives, architecture, crafts, children's play, reading, parks, tourism, countryside recreation etc.

#### **4. BACKGROUND**

- 4.1 A Cultural Consortium was set up between Shropshire Telford & Wrekin in 2009. Recognising that Telford & Wrekin and Shropshire are closely linked geographically and culturally through its sub regional and regional work and aspirations, it was identified that there was a need to combine in a 'one voice' approach to succeed in delivering joint outcomes on behalf of the whole community.
- 4.2 The Cultural Consortium have been engaged in the development of the strategy and its membership is drawn from the local authority, private, voluntary and health sector.
- 4.3 Leisure and Culture is well supported within the borough and more recently through the Cabinets revised priority of 'Active Lifestyles'. Culture is a key contributor to personal development, social cohesion and economic growth and culture in its wider sense has been and will continue to be a major contributor to the tourism history as well as future

## **5. INFORMATION**

### **5.1 The need for a Strategy?**

To ensure a better understanding of what the sub region shares as well as our diversity and move us towards a strong shared cultural leadership where Telford & Wrekin and Shropshire is on the map externally as a place to visit for high quality cultural experiences as well as a sound investment opportunity.

### **5.2 The objectives of the strategy**

Provide a workable framework that can be used to demonstrate the impact and value of culture on an annual basis, i.e. increases participation and is recognised by national and regional agencies and funders.

Build and strengthen the infrastructure for Culture by bringing together a clearer and more coherent picture of this sector and highlight key priorities for improvement and growth.

## **6. KEY FINDINGS AND DEVELOPMENT OPPORTUNITIES**

- 6.1 Detailed below, following the work undertaken over the last year, is the vision and seven key objectives that will shape an action plan to deliver culture in Telford over of the next 5 years.

*We want culture to inspire us all and to shape how we live, learn, work and play.*

The strategy celebrates the values that many people have told us they most associate with Telford & Wrekin and Shropshire:

The seven key objectives identified are as follows:-

We want culture to help us:-

1. Improve health and wellbeing
2. Think Green, Live Green
3. Learn about and through culture
4. Regeneration and economic sustainability
5. Develop a sense of place and a sense of identity
6. Connect people, places and organisations to share and deliver culture
7. Prove the value of culture

## **7. CONSULTATION**

- 7.1 Consultation was carried out with internal and external stakeholders, partners and agencies and target groups to produce a cultural strategy that provides robust and objective justification for the future provision of accessible, high quality, financially sustainable cultural activity within the borough. A full list of consultation and consultees is available as **Appendix 2**.

## **8. PERFORMANCE MEASURES**

- 8.1 The cultural strategy outputs will be captured and monitored through **The Active Lifestyles Priority Plan**.
- 8.2 The Strategy action plan is attached as **Appendix 1**. This action plan is a broad 'framework' of new activities planned to deliver against the objectives of the new strategy. Telford & Wrekin and Shropshire will work, together with the private and voluntary sectors, to develop a more detailed action plan including timescales. The strategy will be delivered through the co-ordination and refocusing of existing resources, business development and the securing of external funding.
- 8.3 The national indicator set has highlighted the need for engagement with communities, increased participation and engagement in positive activities which improve the quality of life, creates community cohesion and Increase health and wellbeing. These indicators will provide a benchmark.

## **9. EQUALITY AND DIVERSITY**

- 9.1 Inclusion is a key component of the strategy framework and is reflected within recommended principles and strategic objectives. We have actively encouraged key groups including disability, older people and young people to contribute to the development of the strategy and this work will continue in the development of the detailed action plan.

## **10. ENVIRONMENTAL IMPACT**

- 10.1 Encouragement and enhancement of the use of the green network and landscapes are a key strand in the strategy. This strategy will be developed under The Active Lifestyles priority where the infrastructure of cycleways and pathways and access to the environment will be crucial in the development of a healthy population.
- 10.2 The quality of the public realm and built environment will be enhanced through the engagement of arts & culture.

## **11. LEGAL COMMENT**

- 11.1 The Council's Constitution provides that the Local Cultural Strategy will form part of the Council's policy framework and therefore is a function reserved to Council. Cabinet may recommend its adoption to full Council.

## **12. LINKS WITH CORPORATE PRIORITIES**

- 12.1 The Cultural Strategy will link with all the corporate priorities but in particular the Active Lifestyles Priority.

### **13. OPPORTUNITIES AND RISKS**

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

### **14. FINANCIAL IMPLICATIONS**

14.1 The costs associated with developing the cultural strategy for Telford & Wrekin Council is £15k. This has been funded through monies held in reserves from the IDeA (Improvement and Development Agency) following Telford & Wrekin's award as a Beacon authority in 2007. Other costs associated with producing the Cultural Strategy was in the form of officer time which was funded from base budgets.

14.2 The strategy will be delivered through the coordination and refocusing of resources within the two local authorities and the private and voluntary sector. Any additional costs that are identified as a result of implementing the recommendations outlined within the Cultural Strategy will need to be met from existing resources or from funding secured from other sources.

### **15. BACKGROUND PAPERS**

15.1 Telford & Wrekin Cultural Strategy 2003-08 (Heart and Soul)  
An Engine for Change – Telford & Wrekin Arts Strategy 2008-13

#### **End of Report**

***Report prepared by Psyche Hudson, (01952) 382 362  
Commissioner for Arts and Culture***

# APPENDIX 1 – The Action Plan

The Cultural Strategy will be delivered through the co-ordination and refocusing of resources within local government and the private and voluntary sector. The Shropshire and Telford & Wrekin Cultural Consortium will monitor the delivery of the Cultural Strategy action plan and advocate for the cultural sector regionally and nationally. The Consortium will represent the sub-regions in funding bids to regional and national funding opportunities.

This strategy recognises that there is already a significant amount of cultural provision, activity and engagement in both Shropshire and Telford & Wrekin. It also recognises that there are different strengths and weaknesses in culture in the two areas, therefore a different action plan has been developed for each area. The action plans are a broad framework of new activities planned to deliver against the objectives of the new strategy. Shropshire and Telford and Wrekin Councils will work together with the private and voluntary sectors to develop a more detailed action plan including timescales.

The model below illustrates some of the key cultural providers within Shropshire and Telford & Wrekin and key strategies that will continue to be involved in delivering culture and achieving the aims of the Cultural Strategy in each area.

Seven key themes have emerged from the consultation and our action plans are affiliated with these objectives:

1. Improve health and wellbeing
2. Think Green and Live Green
3. Provide cultural and creative learning
4. Achieve regeneration and economic sustainability
5. Build on our sense of place and sense of identity
6. Connect people, places and organisations
7. Prove the value of culture.

## **1.1 Areas for Development – Telford & Wrekin**

The below areas for development were drawn up following a scoping activity that identified the level of current activity within the Telford & Wrekin sub-region that contributed to each of the new cultural strategy's aims. The areas for development have been identified where there are currently low levels of activity contributing to the cultural strategy's strategies and objectives.

### 1.1.1 Aim 1: Improve health & wellbeing

Action	Driver / responsible officers / stakeholder	Time-scale
Broaden the definition of culture: Position Paper to be issued to key stakeholders and partners	Cultural Consortium	Sept 2010
List of principles to act as foundations of strategy	Cultural Consortium	March 2011
Support the grassroots: Development of strategy to support Grassroots volunteers in leisure and culture	Shared Leisure Commissioner / Culture Commissioner	March 2014
Work with National Governing Bodies of Sport to improve the capacity of sports clubs and enable them to cater for adult returners / beginners	Energize STW, working with partners	From Jan 2010

### 1.1.2 Aim 2: Think Green, Live Green

Action	Driver / responsible officers / stakeholder	Time-scale
Reduce environmental impact of culture: Appoint an environmental champion to work with cultural providers	Cultural Consortium	March 2011
Celebrate & use green environment: Development of the Playbuilder Programme and more informal play areas	Parks & Recreation	Ongoing
Work closely with planning authorities to ensure that NICE guidance (on cost-effectiveness of promoting an active environment) is utilised within the built environment	Shropshire Physical Activity Alliance and Telford & Wrekin Physical Activity & Sport Board	From Jan 2010

### 1.1.3 Aim 3: Provide cultural and creative learning

Action	Driver / responsible officers / stakeholder	Time-scale
Learning outside the classroom: Develop closer links between learning outside the classroom initiatives and children and young people's services	Telford & Wrekin Council Creative Arts Team in Children & Young People's Service	Ongoing
Positive activities for young people: Launch an advocacy campaign for Creative Arts Team Children and Young People	Telford & Wrekin Council Commissioner for Arts, Culture and Public Information	March 2012
Developing a sports coaching network for Shropshire and Telford & Wrekin	Energize STW, working with partners	Begin work April 2010
Co-ordinate the community delivery of a '5-hour sporting offer' for children and young people	Telford & Wrekin Council Energize STW, working with partners	From Jan 2010
Work with wider third sector and volunteering agencies to promote volunteering within sport and physical activity	Shropshire Physical Activity Alliance and Telford & Wrekin Physical Activity & Sport Board	From Jan 2010

### 1.1.4 Aim 4: Achieve regeneration and economic sustainability

Action	Driver / responsible officers / stakeholder	Time-scale
Culture- <i>in</i> regeneration: Develop a public art strategy	Telford & Wrekin Council Commissioner for Arts, Culture and Public Information	March 2012
Culture- <i>in</i> regeneration:	Telford & Wrekin	Ongoing

strengthening culture within priority planning around public realm and regeneration	Council Commissioner for Arts, Culture and Public Information	
Places to consume culture: Supporting the Southwater Development and forging links with its visual arts, media and learning centre	Telford & Wrekin Council Commissioner for Arts, Culture and Public Information	March 2014
Places to consume culture: Further facilitating sport and learning communities by increased number of sports and multi-use / community-led venues building on the success of developments such as the Tennis Centre at Hadley	Telford & Wrekin Council Leisure Commissioner	March 2014
Places to grow cultural businesses: Continuing to support cultural businesses and reviewing the need for further demand and skills development via a joint scoping study across Shropshire and Telford & Wrekin	Telford & Wrekin Council Economic Regeneration and Commissioner for Arts, Culture and Public Information	March 2012
Cultural inspiration in work: Explore the potential positive contributions of cultural activity to the local workforce and develop appropriately	Cultural Consortium	March 2012
Develop and delivery against Telford & Wrekin's Sports Facilities Strategy	Telford & Wrekin Council	March 2014
Develop and delivery against the Telford & Wrekin Playing Pitch Strategy	Telford & Wrekin Council	March 2014

### 1.1.5 Aim 5: Build on our sense of place and sense of identity

Action	Driver / responsible	Time-
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	officers / stakeholder	scale
Telford night-out offer: Develop Telford's night-out offer within the context of the Southwater Development	Telford & Wrekin Council Economic Regeneration and Commissioner for Arts, Culture and Public Information	
Events & festivals: Sustain existing events and develop future events and festivals	Telford & Wrekin Council Arts Development Team	Ongoing
Celebrate who and where we are: Building on the work to broaden the definition of culture, develop a cultural advocacy campaign to raise awareness of culture: 'this is culture', 'have a go!' (c.f Objective 6)	Telford & Wrekin Council Commissioner for Arts, Culture and Public Information	March 2012
Identify local priority sports and opportunities that are aligned with aspirations of National Governing Bodies of Sport – as listed within STW Sports Facility Framework	Energize STW, with partners	From Feb 2010
Recognise advocate for and support the contribution of cultural activities to achieving NI 5, overall / general satisfaction with local area	Arts & Culture Development with other Council Services	Ongoing

### 1.1.6 Aim 6: Connect people, places and organisations

Action	Driver / responsible officers / stakeholder	Time-scale
Dedicated young people's information: Development of a	Telford & Wrekin Council	March 2014

One-Stop Shop for Information, with a particular focus on youth provision	Creative Arts Team and Integrated Youth Arts Teams in Children & Young People's Service	
One-Stop information shop: Investigate linking information sources and how best to connect to Shropshire	Telford & Wrekin Council Public Information Office	March 2014
Assess and develop how the Cultural Consortium promotes strategic partnership working and more effective networking within the private and third sectors, and how this is integrated within the Local Authorities	Cultural Consortium	March 2012
Sharing knowledge of good practice: Exploring the most effective way of sharing knowledge of good practise	Cultural Consortium	March 2012
Cultural producers / workers networks / database: Develop the network, hold networking meetings to support the database and create opportunities	Telford & Wrekin Council Arts Development	Sept 2010
Develop cultural tourism offer: Build on the full range of the cultural offer within the sub-regions; explore the potential for more 'packaging-up'; and develop a more active relationship with the Destination Management Partnership in order to embed cultural tourism within their priorities	Cultural Consortium	March 2014
Improve local networking opportunities amongst organisations interested in	Energize STW	By March 2011

increasing participation in sport and physical activity		
Work with local media and providers to identify ways of co-ordinating public information about sport / physical activity opportunities	Energize STW	From Jan 2010
Encourage a greater level of joined-up working between Shropshire and Telford & Wrekin Councils	Shropshire Council and Telford & Wrekin Council	Ongoing
Join up people: Recognise advocate for and support the contribution of cultural activities to achieving NI 1, the percentage of people who believe people from different backgrounds get on well together in their local area	Arts & Culture Development with other Council Services	Ongoing

### 1.1.7 Aim 7: Prove the value of culture

Action	Driver / responsible officers / stakeholder	Time-scale
Evidence value of culture: Work towards developing evaluation tools and embed these within activities	Telford & Wrekin Council Commissioner for Arts, Culture and Public Information	March 2014
Cultural Champions: Develop Cultural Champions at a senior level within Telford and Wrekin Council who will generate and disperse evidence proving the value of culture	Telford & Wrekin Council Commissioner for Arts, Culture and Public Information	March 2014
Cultural Champions: Explored the potential for developing and supporting Cultural Champions within the wider community	Cultural Consortium	March 2014

Cultural democracy: Ensuring that public consultation is facilitated regularly, particularly in relation to the key actions of the Cultural Strategy's Action Plan	Telford & Wrekin Council Commissioner for Arts, Culture and Public Information	Ongoing
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## **TELFORD & WREKIN COUNCIL**

**CABINET - 9 MARCH 2010**

**LOCAL AREA AGREEMENT 2 REFRESH 2010**

**REPORT OF THE ASSISTANT CHIEF EXECUTIVE**

### **1. PURPOSE**

- 1.1. To seek sign-off of proposed revisions to Local Area Agreement 2 (LAA2) targets as authorised by CLG.

### **2. RECOMMENDATIONS**

#### **2.1. That the proposed amendments to our LAA2 basket are endorsed:**

- **NI152 working age people on out of work benefits:**
  - **that the methodology is switched to benchmark Borough performance against the national position from an approach that simply tracks year-on-year Borough performance**
  - **that authority to agree the final target is delegated to the Assistant Chief Executive in consultation with the relevant lead Cabinet Member**
- **NI154 net additional homes in 2010/11 – that the target is revised down from 850 to 522 to reflect the impact of the recession on the housing market**
- **NI172 small business showing employment growth – no change as the target is on track**
- **‘Place Survey’ indicators – no change as current targets offer significant performance challenge**
- **NI112 teenage pregnancy – that this target is removed from any reward grant calculation**

### **3. BACKGROUND**

- 3.1 The LAA2 was signed off with Government in June 2008 and comprises 37 indicators with stretch targets for 2010/11 against some of the most intractable issues in the Borough: teenage pregnancies, young people and adults not in work, educational attainment and low level of skills, alcohol abuse, violent crime and anti-social behaviour, obesity, homelessness and climate change. As well as making a difference to the lives of some of the most vulnerable people in the Borough, achieving our LAA targets will result in a (likely) maximum £1m reward grant from Government.
- 3.2 There is a requirement by Government that performance is annually reviewed and targets refreshed and renegotiated, based on both annual performance and any changes in local/national priorities and circumstances.

## **2009/10 REVIEW OF TARGETS**

- 3.3 CLG identified a small basket of indicators for which the revision of targets would be considered in 2009/10: those not locked down in the 2008/09 review because of the impact of the recession and 'Place Survey' indicators. **We have been informed that all approaches to review any other targets will be rejected by CLG.**
- 3.4 A review of these targets has been completed and our proposed revised position is as follows:

### **NI152 Working Age People on Out of Work Benefits**

Indicator	2008/09 baseline	Current 2010/11 target
NI 152 Working age people on out of work benefits	13%	12.2%

- 3.5 Current 2009/10 performance is 15.4%, some 3.1% points above our current 2010/11 target of 12.2%. Based on the ongoing impact of the recession, **it is proposed switching the target from an absolute measure to one which focuses on narrowing the gap between the Telford & Wrekin position and the England average.**
- 3.6 Over the past two years the gap between the Borough and the England position has increased from 1.3% points in 2007 to 1.9% points in 2009. On this basis, the following targets are recommended:
- **2009/10 of 1.9% points**
  - **2010/11 to lower the gap to 1.6% points.**
- 3.7 This proposal if agreed will also become the basis for a common target for all authorities in the emerging Multi Area Agreement for the West Midlands. In principle this methodology has been accepted by GOWM/CLG, however, final agreement on the actual level of performance is to be completed. **It is proposed that authority to agree the final target is delegated to the Assistant Chief Executive in consultation with the relevant lead Cabinet Member.**

### **NI154 Net Additional Homes**

Indicator	2008/09 baseline	Current 2010/11 target
NI 154 Net additional homes per annum	473	850

- 3.8 The recession has had a significant impact on our performance against this target. Based on current projected performance, we forecast that we will miss the 2009/10 target by 28% and in 2010/11 by 39%.
- 3.9 **Based on projected performance, it is proposed to revise targets to:**
- **2009/10 target 506 from 700**
  - **2010/11 target 522 from 850**
- 3.10 If agreed, the new targets will reduce the cumulative 3 year housing target from 2,120 to 1,490 (30%). **GOWM have approved this proposed target in principle.**

## NI172 Small Businesses Showing Growth

- 3.11 **We are proposing ‘no change’ to NI172 small businesses showing employment growth.** We are projecting to achieve our existing 2010/11 target – current performance is 1.1% above regional average.

Indicator	2008/09 baseline	Current 2010/11 target
NI 172 Small business showing employment growth	1.1% above regional average	1% above the regional average

## Place Survey Indicators

Indicator	Current		Revised	
	Baseline	Target	Baseline	Target
NI1 Percentage of people who believe people from different backgrounds get on well together in their local area	73.5%	77.6% (4.1pp)	72.9%	78.1% (5.2pp)
NI 5 Overall/general satisfaction with local area	78.3%	81.6% (3.3pp)	78.2%	82.3% (4.1pp)
NI 17 Perceptions of anti social behaviour as a major problem	20.9%	17.6% (3.3pp)	21.0%	16.9% (4.1pp)

- 3.12 Pre-existing targets for these indicators were based on provisional Place Survey results released in February 2009. The final baseline results for this survey have now been confirmed. However, this had an impact on the confidence intervals of the results for which revised targets have now been produced. **Based on GOWM guidance, we are proposing to keep the original targets as they are marginally less challenging than the revised ones. Such a decision will not impact on our qualification for any reward grant associated with these targets.**
- 3.13 At the beginning of February, CLG announced that authorities could, if they so chose, remove NI112 teenage pregnancy from the basket of LAA2 targets for the purposes of calculating reward grant. We are not currently on track to achieve this very challenging target. **We therefore propose that this indicator is removed from the LAA2 reward grant calculation.**

## 4 Equal Opportunities

- 4.1 LAA targets have significant equal opportunity implications. Achievement of these targets has the potential to narrow the gap between our most and least deprived and vulnerable communities. This framework has been designed to improve the quality of opportunity within the Borough.

## 5 Environmental Impact

- 5.1 A key element of the LAA is to improve the quality of the environment within the Borough. Failure to improve these targets will mean that important changes to the quality of the environment will not have been achieved.

## **6 Legal Implications**

- 6.1 The Council has the statutory responsibility and is the accountable body for the LAA.

## **7 Financial Implications**

- 7.1 The LAA gives the Council and its partners the freedom to pool specific non-mainstream grants (within a new Area Based Grant) in order to better meet agreed Council Plan/Community Strategy targets. These targets are monitored and managed through a performance management framework both with the Council and LSP.
- 7.2 Under the LAA model, external area-based funding streams will in future either be mainstreamed, as part of local authorities' Revenue Support Grant, 'pooled' within a 'single pot' Area Based Grant (ABG), or remain outside as ring-fenced special grants (e.g. Sure Start and Supporting People Grants). The ABG is worth around £9m in 2008/09, rising to £12m in the following two years (NB this is **not** new money).
- 7.3 The Treasury, through the CSR 2007, stated that financial incentives in the form of Performance reward Grant (but not pump-priming grant) for achieving stretch target will be available. Government has not yet announced how this will be applied.

## **8 Ward Implications**

- 8.1 LAA targets will impact on all wards. However, many of the Borough's intractable problems (for example unemployment) which this framework seeks to address are disproportionately concentrated in the more deprived wards of Telford. It is the objective of this framework to 'narrow the gap' between these wards and the rest of the Borough.

## **9 Links with Corporate Priorities**

- 9.1 LAA targets are a key part of the framework to deliver corporate priorities.

**Report Prepared by Jon Power, Delivery & Planning Manager. Ext 80141.**