

CABINET

Decision Notices and Minutes of a meeting of the Cabinet held on Tuesday, 22nd June, 2010 at 5.00 p.m. at the Civic Offices, Telford

PUBLISHED ON MONDAY, 28th JUNE, 2010

(DEADLINE FOR CALL-IN THURSDAY, 1st JULY, 2010)

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

ALSO PRESENT: Councillors R.K. Austin, G.M. Green and V. Tonks (Opposition Group Leaders)

Councillor K.S.Sahota – for the Scrutiny Review: Helping Residents Access Benefits.

CB-11 MINUTES

RESOLVED – that the minutes of the meeting of the Cabinet held on 8th June, 2009 be confirmed and signed by the Chairman.

CB-12 APOLOGIES FOR ABSENCE

Councillor E.J. Carter,

CB-13 DECLARATIONS OF INTEREST

None

CB-14 SCRUTINY REVIEW – HELPING RESIDENTS ACCESS BENEFITS

Key Decision identified as **Scrutiny Leadership Board Reports** in the Forward Plan published on 14th May 2010.

Councillor K.S.Sahota, presented the report of the Review Group, which had undertaken the review of Helping Residents Access Benefits because Members were concerned that residents, especially those affected by loss of income or redundancy resulting from the recession, may not be aware of, or claiming, benefits that they were entitled to.

The review had two main objectives, namely to identify ways in which awareness of benefits available can be raised generally and through a more targeted way for particular groups of people; and to identify how current Council and partner agency processes for administration of benefits could be more co-ordinated and delivered in a more customer friendly way.

Members had been reassured that the Council and its partners were working very hard together to address the issue, particularly at a time of increased pressure on workloads and within limited budgets. The First Point initiative had been a success in helping to improve access, ease and speed of benefit services for local people.

There was a huge range of benefits and schemes available, and understandably, customers may not be fully aware of all. There was a need to educate front-line staff and keep them up to date with information and legislation relating to statutory benefits, and other non-statutory schemes so that they could advise customers.

Eight recommendations had been put forward, and they were set out in the report.

Councillor J. Seymour, Cabinet Member for Adult Care & Support, thanked the Scrutiny Review Group for their work, and presented the Cabinet's response to the Group's recommendations.

The report summarised the response to the recommendations made by the Scrutiny review into improving access to benefits. A number of benefits were administered by the council covering a number of service delivery areas in particular the Revenues and Benefits Services and those administered by adult social care with a smaller number in children's social care. As a result, a time limited project team, made up of those services heads who administer benefits would need to come together to ensure we apply the recommendations consistently. The Head of Customer Services & Leisure whose responsibility included the Revenues and Benefits Service would oversee implementation of the Scrutiny recommendations working closely with the Cabinet Member for Adult Care and Support,

All of the recommendations made by the Scrutiny Review were fully supported by Cabinet. Acknowledgement was made about the in-depth work that had been undertaken into the review of improving access to benefits which had taken 18 months to complete and which reflected the complexity and depth that the particular review had explored. Therefore the responses provided in Appendix 1 to the report were merely an initial response to the scrutiny recommendations. It was hoped that a further, more in-depth, response would be provided to Cabinet in October.

RESOLVED –

- (a) that the recommendations made by the Scrutiny Commission are noted and the response set out in Appendix 1 is approved.**
- (b) That a further report be presented to Cabinet in October having allowed time for a small, time limited, implementation team to have considered the recommendations more fully and the options for implementation fully costed.**

Key Decision identified as **Performance Management, Value for Money and Best Value** in the Forward Plan published on 12 February 2010.

Councillor S.M. Kelly, Cabinet Member: Efficient, Community Focused Council, presented the report of the Assistant Chief Executive, which set out 2009/10 performance against the Council's corporate priorities as measured by local and statutory performance indicators and supported the identification of areas/issues to be considered for specific and targeted improvement activity.

For 2009/10 there were 398 indicators in the corporate performance framework made up of NIS, LAA and local indicators. The development of the Council's new Priority Plans had delivered a reduction in the total number of indicators in the corporate performance framework for 2010/11 to around 260 indicators - composed of 180 indicators in the new Priority Plans plus 87 NIS indicators which the Council was required to monitor. For 2010/11, 18 NIS indicators had been deleted – they were highlighted in Appendix 1 of the report.

As well the indicators in the Priority Plans, the Council was to corporately monitor and report progress against the actions within the Plans. A 2010/11 timetable for reporting against the framework was provided as Appendix 2 to the report.

In the current performance framework there were a number of indicators which relied upon the results of the 2009 Citizen Survey. A brief overview of the key findings of this survey were presented in Appendix 3 of the report.

Internal audit would be undertaking their annual assessment of performance data using a risk based approach. The internal audits are due to take place in mid June in preparation for external audit at the end of June. The indicators that will be audited by external audit have not yet been identified.

Of the 232 out of 398 indicators that had performance data and targets available, the Council had achieved 53% of targets (124 indicators). 57% of indicators improved performance (133 indicators) compared to 56% in 2008/09 and 30% indicators (69 indicators) deteriorated in performance.

RESOLVED –

- (a) **that the overview of the Council's 2009/10 performance be noted;**
- (b) **that areas/issues be identified for targeted improvement activity or which require further analysis of current performance.**

Key decision identified as **Budget Strategy / Service & Financial Planning** in the Forward Plan published on 14th May 2010.

Councillor S.M. Kelly, Cabinet Member: Efficient, Community Focussed Council, presented the report of the Head of Finance, that was amended at the meeting, which set out to inform Members of the final outturn position for Revenue and Capital for 2009/10. The report would progress to Full Council to gain the required formal approvals

The gross revenue budget for 2009/10 was £386m – the net budget for reporting purposes just over £125m. The revenue outturn position was within budget with a final net underspend of £0.332m (-0.27% of net budget) which was a small improvement from the last monitoring report. Regular monitoring had been undertaken throughout the year and Management Teams had worked hard to maintain outturn within budget. There had been a number of service pressures experienced in 2009/10: the cost of providing care to Looked After Children and Specialist Education; Property Portfolio rental and Planning Fee income shortfalls due to the impact of the recession; winter maintenance costs associated with the adverse weather conditions experienced; and public inquiry costs. Benefits had arisen from treasury activities, the unused element of the budgeted contingency, council tax/housing subsidy and reduced landfill costs which had greatly assisted the overall position.

Within the overall position, provision had been made for the estimated cost of single status in 2009/10 (4% of the relevant pay bill); the one-off project costs associated with completing the single status project (to March 2012); and the 2009/10 one-off costs relating to the council re-structure.

There were delays to the commencement of some capital schemes but all main projects are now underway and rigorous progress monitoring arrangements in place. The amended report, tabled at the meeting due to recent uncontrollable reprogramming of some capital schemes, indicated that capital spend ended the year at £45.2m against an approved estimate of £79.8m which was in the main due to the re-phasing into 2010/11.

Council Tax collection (£57m), Business Rates (£64m) and sales ledger income (£50m) all ended the year with collection rates ahead of target which was pleasing given the economic climate.

RESOLVED – to RECOMMEND TO COUNCIL

- (a) that the Revenue outturn position and related virements in Appendix III of the report for 2009/10, subject to audit by the Council's external auditors, be approved**
- (b) that the Capital outturn position and related supplementary estimates and slippage in Appendix IV of the report, and summarised in the report, be approved**

- (c) that performance against income targets, as explained within the report, be noted.

CB-17 GOVERNANCE ARRANGEMENTS FOR THE LOCAL DEVELOPMENT FRAMEWORK AND LOCAL TRANSPORT PLAN 3

Key Decision identified as **Revision to Local Development Scheme and Local Transport Plan** in the Forward Plan published on 12th February 2010.

Councillor A. Lawrence, Cabinet Member: Environment & Rural Area, presented the joint report of the Head of Planning & Transport and the Head of Environmental Services, which sought approval to the setting up of a Working Group to steer the development of the Local Transport Plan (LTP) and the Local Development Framework (LDF).

It was explained that The Local Transport Plan was the statutory document that set out the Council's transport policies. LTP2 would soon expire and the replacement, LTP3, must be approved ready for implementation from April 2011.

The Local Development Framework (LDF), and in particular the Core Strategy, was the Council's spatial plan. It was a key component supporting the Council's corporate strategies, acting as the spatial interpretation and delivery plan for the Community Strategy reflecting and supporting the priorities of the Council and our partners. A governance structure for the LDF shared with the development of the LTP would ensure that they are consistent and complementary.

The report explained that to achieve the LTP timetable it was important for the Council to confirm governance arrangements involving elected members and senior officers as soon as possible. The report set out the proposed governance arrangements. It was recommended that a proposed Working Group should meet to consider the results of the initial public and stakeholder consultation process which closed at the end of May.

The Core Strategy was the central element of the LDF. The current Core Strategy was adopted in 2007 covering the period up to 2016. The proposed governance structure would be able to oversee and guide a review.

Members welcomed the report.

RESOLVED-

- (a) that the consultation arrangements for LTP3 and the timescale for producing a plan for submission to the DfT in March 2011 be noted;

- (b) that the governance arrangements for the LDF and LTP as shown in the proposed governance structure contained within the report, be endorsed.
- (c) that a first meeting of the LDF/LTP3 Working Group to take place in July to consider the results of the consultation on LTP3.

CB-18 RIGHTS OF WAY IMPROVEMENT PLAN

Key Decision identified as **Rights of Way Improvement Plan** in the Forward Plan published on 14th May 2010.

Councillor A. Lawrence, Cabinet Member: Environment & Rural Area, presented the joint report of the Head of Planning & Transport and the Head of Environmental Services, which sought approval to the draft Rights of Way Improvement Plan (ROWIP).

The Rights of Way Improvement Plan (ROWIP) was a statutory document required by the Countryside and Rights of Way Act 2000; guidance was published in 2002 to support local authorities in developing Improvement Plans. In Telford and Wrekin there were over 400 km of rights of way in the Borough and the Plan had been developed through extensive consultation with local user groups and town and parish councils.

The Plan gave the Council's assessment of:

- The extent to which local rights of way meet present and likely future needs of the public;
- The opportunities provided by local rights of way for exercise and other forms of open air recreation;
- The accessibility of local rights of way to blind or partially sighted persons or others with mobility problems.

The ROWIP should consist of an assessment outlined above and an action plan. The Plan effectively provided a statement of the action that the Council proposed to take for the management of rights of way, and for securing an improved rights of way network. The focus of the Plan would be to address any issues identified in the assessment outlined above and the Plan should be reviewed at least every ten years.

Prior to preparing the draft ROWIP, the Council carried out a consultation with all town and parish councils, user groups, ward members, the Local Access Forum (LAF), adjoining highway authorities, Natural England and other organisations with a stake in rights of way and access. Members of the public were also invited to feedback through a questionnaire published in the Council's "Insight" magazine. The LAF was a statutory group set up to advise the Council as to the improvement of public access to land for the purposes of open-air recreation and the enjoyment of the local area; the group is made up of representatives from relevant interest groups.

The feedback received from the consultation identified a number of areas that groups and individuals wanted to see addressed in the ROWIP, they included:

- Improved and extended access for horse riders, with particular emphasis on addressing the problem of the fragmented bridleway network
- Improved access for disabled and less-able users
- Better liaison with interest groups and improved partnership working to meet joint objectives
- Better maintenance on existing rights of way including signposting, surfaces and furniture; also regular cutting back of vegetation
- More publicity to promote the use of rights of way, particularly more advice and information for disabled users and horse riders.

The draft ROWIP was prepared using the feedback from the consultation along with an assessment of existing Council policies and a review of the current state of the network. Following preparation of the draft ROWIP, the document was subject to a further consultation similar to that carried out previously. The draft ROWIP was reviewed and edited following this second consultation, and it was attached to the report, as Appendix 1, for approval.

At the meeting, it was proposed that delegated authority be granted to the Head of Environmental Services, in consultation with the Cabinet Member for Environment & Rural, for any minor changes to the Plan prior to publication. Members fully supported the Plan as a positive approach to maintain rights of way, particularly in the rural area of the Borough.

RESOLVED –

- (a) that the process undertaken in developing and consulting on the Rights of Way Improvement Plan be noted;**
- (b) that the draft Rights of Way Improvement Plan be approved as the Rights of Way Improvement Plan for Telford & Wrekin**
- (c) that delegated authority be given to the Head of Environmental Services, in consultation with the Cabinet Member for Environment & Rural, for any minor changes to the Plan prior to publication.**

CB-19 ‘£££ for PROJECTS’ SCHEME

Non-Key Decision

Councillor S.M. Kelly, Cabinet Member: Efficient, Community Focussed Council, presented the report of the Assistant Chief Executive, which updated Members on the progress of the ‘£££ for Projects’ Scheme and sought endorsement of the proposed actions for delivery

In the current financial year, the Council had allocated £150,000 for a participatory budgeting scheme called ‘£££ for Projects’. The scheme provided an opportunity for the Council to increase resident involvement, and

to empower residents to become more engaged within their local area. It could also improve value for money by making sure that the Council was spending money on the things that matter most at a local level.

Ward, Town and Parish Councillors, plus over 650 people, had given their opinion on the proposal of the Scheme and suggestions on how the money could be spent. There was a general view that local people should be actively and directly involved in deciding how money was allocated and that money should be spread 'fairly' across the area.

It was proposed that up to £4,500 would be allocated from the Scheme for delivery of projects and activities in each ward. Based on suggestions from local people and in conjunction with relevant Service Delivery Managers, we have developed a proposed list of projects/activities that could be delivered at a ward level. The list of voting options for projects/activities was tabled at the meeting

It was proposed that delegated authority be granted to Rachael Jones, Community Engagement, Equalities and Action Manager, following consultation with the Cabinet Member for Efficient, Community Focussed Council and after having regard to the results of the public vote, to decide what projects and activities should be delivered from the Scheme, and how the budget is to be spent.

Members wholeheartedly supported the initiative.

RESOLVED –

- (a) that the proposed delivery of the '£££ for Projects' Scheme, which includes a borough wide vote, the list of proposed themes for projects/activities and the establishment of a '£££ for Projects' Panel, be approved.**
- (b) that Cabinet exercise its power under Section 2 of the Local Government Act 2000 in respect of the Scheme and the projects and activities to be delivered out of it after having regard to the Council's Sustainable Community Strategy.**
- (c) that delegated authority be granted to the Community Engagement, Equalities and Action Manager, following consultation with the Cabinet Member for Efficient, Community Focussed Council and after having regard to the results of the public vote, to decide what projects and activities should be delivered from the Scheme, and how the budget is to be spent.**

CB-20 LAWLEY VILLAGE GREEN AND LAWLEY PLAYING FIELDS
– VOLUNTARY REGISTRATION AS VILLAGE GREENS

Non-Key Decision

Councillor S.M. Kelly, Cabinet Member: Efficient, Community Focussed Council, presented the report of the Head of Property & Design, which sought approval to voluntarily register the land identified in the report as a village green.

A number of village green applications had been made in recent years by Lawley & Overdale Parish Council to have the land, which was the subject of the report, registered as a village green.

The local community had for a number of years had access to the land and as it had been perceived by residents as a community facility, the proposed action would confirm continued use by local people for recreational purposes by volunteering to register the land. There was a small area of land within each parcel (shown hatched blue on the plans) which it was not possible to register due to the fact that, with regard to Lawley Playing Fields, there was a proposal, which had been given planning consent, to install improved play facilities (including some fencing) which is inconsistent with village green use. In addition there was an area on the land known as Lawley Village Green which could not be registered as the Developers of the Lawley Estate had a contractual and legal right to install an attenuation tank on the land to secure adequate drainage.

RESOLVED – that delegated authority be given to the Head of Property & Design to make an application for voluntary registration of the land shown outlined in red (excluding the land hatched blue) on the plans attached at Appendix A to the report as village greens.

CB-21 BTI SPORTS 7 LEARNING COMMUNITIES: TELFORD
COMMUNITY INDOOR TENNIS CENTRE OPERATOR

Non-Key Decision

Councillor S.M. Kelly, Cabinet Member: Efficient, Community Focussed Council, presented the report of the Head of Leisure & Customer Services, which updated Members as to progress on the Telford Community Indoor Tennis Centre and sought approval on the proposed plans to engage with an independent coaching operator to deliver a borough-wide coaching programme.

Members were reminded that the Council had previously approved the inclusion of Telford's only indoor tennis centre at Oakengates Leisure Centre as part of the borough-wide Borough Towns Initiative Sports & Learning Communities (BTISLC) programme. The centre's construction programme continued on schedule and plans to ensure the successful management and operations of the centre were being progressed. That included the proposal to engage with an independent experienced tennis operator to deliver the

centre's coaching and competition programme, as well as an extensive community outreach programme from a number of park, leisure centre and school sites across the Borough.

RESOLVED –

- (a) that the progress on the Telford Community Indoor Tennis Centre part of the BTI: Sports & Learning Community Programme (BTISLC); be acknowledged;
- (b) that delegated authority be granted to the Head of Leisure & Customer Services, in consultation with the Cabinet Member for Active Lifestyles, to undertake a tender process and subsequently to enter into a contract with a tennis coaching operator to provide the coaching programme for the indoor centre as well as an extensive community outreach programme across the Borough.
- (c) that the requirement for five suppliers to be invited to tender as outlined in paragraph 5.1.5. of the report be waived.

CB-22 REPRESENTATION ON OUTSIDE BODIES 2010/11

Non-Key Decision

Councillor S.M. Kelly, Cabinet Member: Efficient, Community Focussed Council, presented the report of the Head of Governance, which requested Cabinet to appoint representatives to Outside Bodies for the municipal year 2010/11.

Attached to the report was an Annex, amended at the meeting, showing the nominations for the various appointments, and Cabinet was asked to decide on those appointments for where there was more than one nomination.

RESOLVED –

- (a) that the nominations to represent the Council on Outside Bodies, as set out in Appendix 1 of the report, be approved
- (b) that the vacancies to represent the Council on Outside Bodies, as set out in Appendix 2 of the report, be approved as follows:
 - (i) all the Conservative nominations for those Outside Bodies listed in Appendix 2
 - (ii) Councillor K.S.Sahota to represent the Council on the Standing Advisory Council for Religious Education
 - (iii) Councillor L.Lomax to represent the Council on Ironbridge & Telford Tourism

- (iv) **Councillor J.C.Minor to represent the Council on the Shropshire Playing Fields Association.**
- (v) **Councillor G.Green to represent the Council on the Telford & Wrekin Citizens Advice Bureau Management Board**
- (c) **that the Cabinet Member: Children & Young People (Cllr. Stephen Burrell) be appointed as the Council's representative on The Pegasus Co-operative Learning Trust and the second Cabinet Member: Children & Young People (Cllr Jayne Greenaway) be appointed as the nominated deputy;**
- (d) **That the Cabinet Member: Housing, Regeneration & Prosperity be appointed as the Council's Heritage Champion (English Heritage).**

CB-23 EXCLUSION OF PRESS AND PUBLIC

RESOLVED - that the press and public be excluded from the meeting for the following items of business on the grounds that they 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-24 SUTTON HILL LOCAL CENTRE – ARRANGEMENTS FOR TENDER AWARD

Key Decision identified as **Sutton Hill Regeneration** in the Forward Plan published on 14th May 2010.

Councillor A Lawrence, Cabinet Member: Environment & Rural Area, presented the report of the Head of Regeneration & Housing which sought Cabinet approval to delegate authority to award the contract for the regeneration of Sutton Hill local centre.

The Housing & Regeneration Partnership Board had identified the South Telford former New Town estates as its top priority for housing-led regeneration, and was supporting the development of a project for the regeneration of Sutton Hill local centre.

Local residents had been consulted on proposals for the local centre and a planning application had been submitted. The report before Cabinet sought authority to the proposed procurement of the works, which would comprise infrastructure work and new retail units with flats above.

RESOLVED –

- (a) **that the progress made to date with the redevelopment proposals for Sutton Hill local centre be noted.**
- (b) **that delegated authority be granted to the Corporate Director for the Housing, Regeneration and Prosperity Priority Plan following**

consultation with the Cabinet Member for Housing, Regeneration and Prosperity to;

(i) enter into all necessary legal documentation to award the tender for the regeneration of Sutton Hill local centre,

(ii) that the amendments to the scheme, if necessary, to bring the programme back in line with available funding, be approved.

CB-25 BROADBAND IMPROVEMENT PILOT

Non-Key Decision

Councillor S.M. Kelly, Cabinet Member: Efficient, Community Focussed Council, presented the report of the Head of ICT & Procurement, which provided details of the work underway in ICT & Procurement to address rural broadband issues across the Borough and informed Members of the work undertaken in the region to support the development of next generation access broadband across the region.

Approval was also sought for the piloting of wireless and WiMax technologies in the Kynnersley Moor area of the Ercall Magna Ward for the corporate network and private broadband access for business' and residents.

Access to affordable next generation broadband could have far reaching effects for both individuals and business. Indeed broadband availability was seen in many quarters as a means of developing new business and should not be seen as a technology issue. Rather it was about ensuring access to the Internet in order to promote social inclusion and promote economic regeneration.

Members were fully supportive of the proposals that would provide enhanced broadband service to the residents of the Kynnersley and Preston Moors area.

RESOLVED –

- (a) that the efforts undertaken to address the availability of broadband both across the Borough and in the wider region to support the development of next generation access broadband across the Borough be noted;**
- (b) that Cabinet exercise the Council's powers under Section 2 of the Local Government Act 2000 after having regard to the Sustainable Community Strategy and the Secretary of State's Guidance on the use of those powers; to approve the implementation of a pilot of wireless and WiMax technologies in the Kynnersley Moor and Preston Moor areas of the Borough funded from existing ICT reserves and external match funding from Networks by Wireless.**

- (c) **that an exception to the Contract Procedure Rules be authorised and the requirement for four tenders in respect of the pilot project be waived.**

CB-26 PUBLIC OPEN SPACE AREAS, EAST OF HADLEY PARK ROAD, LEEGOMERY

Key Decision identified as **Public Open Space Areas, East of Hadley Park Road, Leegomery, Telford** in the Forward Plan published on 14th May 2010.

Councillor A, Lawrence, Cabinet Member: Environment & Rural Area, presented the joint report of the Head of Property & Design and the Head of Environmental Services, which considered the options for the Council in relation to the future maintenance of the Public Open Spaces, (POS) East of Hadley Park Road, Leegomery

The developers and the owners of the POS, had gone into administration leaving a significant area of POS with no one responsible for the maintenance. The appointed administrators for the Owners, had requested the transfer of the freehold title and all future maintenance responsibility to the Council. They have offered to make a financial monetary contribution towards the costs of ongoing maintenance.

Residents had expressed concern over the lack of ongoing maintenance of the areas of POS. The Council had assisted residents by carrying out two cuts of the land, after obtaining permission of the Owners, without prejudice, to future discussions.

There were a number of options available to the Council: and they were explained within the report.

With regard to the future maintenance of the site in order to ensure affordability and sustainability a number of options would need to be explored including: Parish Council involvement, Resident involvement e.g., Community Trust, Reviewing design and functions of the POS to minimise maintenance costs, and Future land use.

Members, including Opposition Group Leaders (particularly the Labour Party Leader), welcomed the report.

RESOLVED –

- (a) **that the transfer of the freehold of the land to the Council on terms to be agreed by the Head of Property and Design, be approved**
- (b) **that approval be given to maintaining the land as per the attached specification (Appendix 3 of the report) for a period of 12 months, pending further exploration of maintenance options.**
- (c) **that the Head of Governance be authorised to agree and execute all necessary documentation.**

CB-27 OPERATIONAL PROPERTY DISPOSAL

Non-Key Decision

Councillor S.M. Kelly, Cabinet Member: Efficient, Community Focussed Council, presented the report of the Head of Property & Design which provides information on an initial phase of Operational Property efficiency.

The Council had a wide range of operational buildings across the Borough. Some properties were purpose built such as leisure centres, schools etc, some were offices from which a range of services were based. In order to identify efficiencies and improve the management of accommodation an initial property review had been carried out which identified several buildings, identified in the report, which were deemed surplus to requirements. The proposal outlined within the report, would deliver revenue savings and improve efficiency in the way the Council uses property.

RESOLVED –

- (a) that delegated authority be given to the Head of Property & Design to dispose of freehold interests in Operational properties as detailed in Appendix 1 of the report.**
- (b) That rationalisation of office accommodation to re locate services and staff into various existing properties as identified in appendix 1 of the report, be approved.**
- (c) that the Head of Governance be authorised to execute all legal documentation to dispose of freehold interests as detailed in the report.**

CB-28 TELFORD TOWN CENTRE – CIVIC OFFICES

Non-Key Decision

The Head of Property & Design presented a report that sought agreement to the location for the replacement Civic Offices within Southwater and the appropriate procurement route.

The Cabinet report of 12 January 2010 identified a need for a new Civic Offices following the anticipated disposal of the existing Civic Offices site to ASDA. In March 2010, the Southwater development had received a decision to grant planning consent, which included for up to 10,000sqm of Civic Office accommodation.

The report before Cabinet provided detail on how the new Civic Offices was to be delivered in terms of its location and procurement strategy.

A further report would be brought back to Cabinet over the next few months seeking approval for the exact size and configuration of the new civic offices. Currently, the design process was being used to optimise the use and

allocation of space and in that way it was hoped that efficiencies could be realised when compared with the January Report. Details would be brought forward in due course.

Members supported the report and commented upon the first class location for the new offices within the Southwater development. Councillor R.K.Austin, Labour Party Leader, commented upon the need for suitable access for Disabled Users, and the Head of Property & Design gave assurances that such matters would be covered in the design & build process of the development..

RESOLVED –

- (a) that the location of Civic Offices adjacent to the new proposed Southwater Lake (Site B, Appendix 1 of the report) be approved.**
- (b) that the procurement of a replacement Civic Offices building through a ‘Design & Build’ process as identified in 5.2 and Appendix 2 of the report, be approved**

CB-29 FUTURE PROVISION OF WASTE MANAGEMENT INFRASTRUCTURE

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

Councillor A Lawrence, Cabinet Member: Environment & Rural Area, presented the report of the Head of Planning & Transport that sought approval to make changes to the provision of waste management infrastructure in the Borough including:- the construction of a new Community Recycling Centre (CRC) co-located with a Waste Bulking Station (WBS) in the Hortonwood area to serve the north of the Borough; retention of the existing CRC at Halesfield to serve the south of the Borough; the closure of Granville and Ketley and Newport CRCs; and developing a facility in Newport in a new location focusing on provision of recycling facilities.

The measures to revise the provision of waste management infrastructure were proposed because there was a need to increase recycling rates at the Community Recycling Centres (CRCs). In addition, there were also concerns that the Newport and Ketley CRCs were operating beyond their capacity causing potential operational and health and safety issues.

The Council had to continue to reduce the amount of Biodegradable Municipal Waste (BMW) being disposed of to landfill in order to minimise the impact of Landfill Allowance penalties via the Landfill Allowance Trading Scheme (LATS). A WBS would provide a reception point for some residual waste collections that would have to be diverted from landfill into alternative waste treatment in order to meet landfill allowance targets.

The options available with regard to the provision of a WBS were detailed within the report before Members.

Members commented that the proposals were an exciting opportunity to enhance the recycling initiative in the Borough and would improve the quality of service to residents

RESOLVED –

- (a) that the termination of the Granville CRC contract with SITA UK Ltd be approved and the Head of Planning and Transport be authorised, in consultation with the Cabinet member for the Environment and Rural Area, to implement the decision.
- (b) that the replacement of the Newport CRC in a new location, as an enhanced recycling centre including acquisitions and disposals of relevant land, be approved;
- (c) That officers be requested to identify and acquire a preferred site for the construction of a Waste Bulking Station (WBS) and a co-located super CRC in the Hortonwood area
- (d) that officers bring back reports detailing designs and costings for each of the sites for approval before financial commitments were made to ensure a properly costed business model was in place and budgeted.

The meeting ended at 6.01 p.m.

Signed for the purposes of the Decision Notices

**Jonathan Eatough
Head of Governance
Date: 28th June 2010**

Signed:

Date:

SCRUTINY REPORT

DEVELOPING FUTURE SKILLS FOR BUSINESS

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1. INTRODUCTION

- 1.1 In January 2009, Scrutiny Assembly members identified “Developing Future Skills for Business” as a topic for a Scrutiny review. Scrutiny Members wanted to be assured that skills and training provision in the borough is high quality, and relevant to the future needs of the job market to improve employability. We particularly wanted to ensure that the 14-19 Agenda and Diplomas are developed in partnership with employers so that they offer a meaningful and credible alternative qualification and route to employment for young people.
- 1.2 We were concerned that there did not appear to be a co-ordinated, strategic approach to employer engagement linked to the skills agenda, either internally, or across partners at borough level. There were a range of public sector organisations (as well as private) with their own “employer engagement” strategies and services, which did not appear to be joined up. We felt this would be confusing for employers, and mean that opportunities to engage businesses, to share market intelligence and to develop and increase the uptake of provision could be lost. We wanted to explore the potential role for the Council in taking a strategic lead in co-ordinating this activity.
- 1.3 The original intention was to undertake an In-depth review with the objective “*To recommend a model of working that ensures residents of Telford and Wrekin have access to high quality and relevant training and skills provision.*” As part of this, we identified three key areas to be addressed:
 - The need for an effective, high-level, borough-wide structure for co-ordinating skills activity
 - The need to join-up employer engagement activity across partners
 - The need for a mechanism for forecasting long-term skills needs locally
- 1.4 However, as we started the review in 2009 there were significant organisational changes that had an impact on our work. The Council had recently appointed to a newly created role of Strategic Skills Co-ordinator within the Economic Development Unit, in recognition of the fact that Telford & Wrekin needed a more co-ordinated approach to skills issues. We welcomed this commitment, as the remit of the Strategic Skills Co-ordinator was to deal with the issues that scrutiny members had identified.
- 1.5 The introduction of the “One Council” model and changes to the Council’s structure and ways of working meant that internal areas we

wanted to review were subject to internal change, and new arrangements are still emerging.

- 1.6 Given these developments, we changed the way reviewed this topic to avoid duplicating existing activity, and instead of undertaking an In-depth review we worked alongside the Strategic Skills Co-ordinator to monitor progress and look at specific areas where we could add value. To do this we met with the Cabinet Member and officers from Economic Development, Children and Young People and Education Business Partnership.
- 1.7 Section 2 of this report gives a summary of our key findings, and in Section 3 we have made a recommendation in line with the original objective of the review. The recommendation will be presented to the Council's Cabinet, and if accepted we will monitor the progress on implementation.
- 1.8 The Scrutiny Lead Member was Councillor Alan Mackenzie and the other members of the review group were Councillors Keith Austin and Kuldip Sahota and Scrutiny Co-optees Shaukat Ali and Mel Ward.

2 BACKGROUND

- 2.1 The landscape for skills development strategies is very complex, with a large number of organisations and stakeholders playing a role at national, regional and local level. Although we needed to understand the strategic context for skills activity, we focussed our work on specific issues that were of local importance.
- 2.2 The Comprehensive Area Assessment for 2009 gave Telford & Wrekin a red flag for “raising aspirations and preparing children and young people for the world of work”. The flag focused on pupils’ attainment at ages 11 and 16 and the proportion of 16-19 year olds who are not in education, training or employment (NEET). Although results have improved year on year since 2006, in 2009 all primary schools exceeded floor targets, but two secondary schools remained below the National Challenge threshold of 30% of pupils achieving at least 5 A*-C GCSE grades including English and maths.
- 2.3 The Borough Towns Initiative Sport and Learning Communities (BTISLC) regeneration programme provides a platform to improve standards, raise aspirations and tackle areas of under-performance by developing transformational approaches to teaching and learning. BTISLC has incorporated the Building Schools for the Future programme which at over £200 million is the largest capital investment programme seen in the borough, and will see the rebuilding or re-modelling of all secondary schools in the borough. Two Academies are incorporated into the programme.
- 2.4 Advancing technology, the development of the global economy and the emergence of China and India have had an impact on the way we work and do business. We face the challenge of educating children for jobs in the future that don’t exist now. The amount of technical information is doubling every year which means that for young people going to university, by the time they enter their third year, information learnt in the first will be out of date. The future workforce is predicted to be much more mobile with people moving jobs more regularly. This means new approaches to education are needed so that children develop skills that businesses will require such as flexibility, adaptability, problem solving, resilience and team work. This is what the transformational education in Telford & Wrekin is aiming to address.
- 2.5 The 14-19 Agenda is being introduced nationally as the government’s response to technological change, the global economy and the

projected demand for knowledge workers with a broader range of work-based competencies and soft skills. In addition to the traditional qualifications (GCSE and A Levels), the 14-19 Agenda introduces a new suite of vocationally based Diploma qualifications in 17 subject areas by 2013, along with expanded Apprenticeship opportunities and supported learning to help disengaged and special needs learners to levels 1 and 2 through Foundation Learning.

- 2.6 The minimum school leaving age will be raised to 17 by 2013, and to 18 by 2015.
- 2.7 Outside formal learning, there is a range of publicly funded employer-based and employability training, including Apprenticeships, Train to Gain and flexible pre-employment training. Nationally, more money is being put into job-related training and funding has become much more needs-led rather than eligibility-driven. Traditionally funding has been available for up-skilling to a higher qualification, but is now also being targeted on re-skilling and cross-training. The Learning & Skills Council (LSC) removed the funding eligibility criteria for training leading to Level 2 qualifications which gave more flexibility.
- 2.8 In Telford & Wrekin, 93% of people who sign-on for employment benefit are back in work within 12 months, but the 7% who are not are the ones likely to become long-term unemployed. Jobcentre Plus (JCP) has the remit to support people into, or back into, work. JCP works with businesses through Local Employment Partnerships (LEP) to provide recruitment support and pre-employment/ job-related training in return for a commitment to recruit disadvantaged job-seekers.
- 2.9 There will be a major change in the role for the Council from April 2010, when the funding for 16-19 year olds transfers from the LSC to the Authority and will be known as the Skills Funding Agency. The authority will take on responsibility for commissioning courses for students aged 16-19, and for commissioning courses for people aged 16-25 with learning difficulties.

3 KEY FINDINGS

- 3.1 Key to delivering high quality “skills for business” is an economic development strategy which safeguards and creates jobs in key economic (growth) sectors, that is joined-up with commissioners and providers so that education and training is relevant and leads to sustainable employment. There are 3 main elements:
- The need to attract investment and support local businesses to retain and create jobs locally, particularly at the high-value end of the market
 - The need for long-term economic forecasting so that the system leads the market
 - The need to engage businesses in the short and medium term to develop courses and positively support programmes with work experience and placements
- 3.2 We wanted to find out what role the Council plays in this process. Internally, responsibility for these elements sits predominantly with Economic Development and Children & Young People services. The Economic Development unit is currently undergoing major changes with Transforming Telford (the inward investment agency) currently being brought back in-house as One Telford. Transforming Telford, until now, has had a remit to attract and retain investment and to consult with businesses, but has not had a direct remit for skills issues. The proposed new structure and rationale is shown as Appendix 1 to this report.
- 3.3 The Economic Development unit has also put in place a new governance structure under the Local Strategic Partnership for co-ordinating business engagement with economic development and regeneration through business networks, surveys and consultation. The structure is shown as Appendix 2 to this report.
- 3.4 The 14-19 Partnership, led by CYP, is overseeing the implementation of the 14-19 Agenda. The Strategic Skills Co-ordinator sits on the Partnership to provide a link between Economic Development and CYP. From April 2010, the LSC staff will also move into the team as the Skills Funding Agency. We wanted to know how, and to what extent, businesses have been engaged in the development of the 14-19 Diplomas. There are 4 pathways:
- General qualifications - traditional GCSE and A Levels and the International Baccalaureate
 - 14-19 Diplomas - the programme timetable is attached as Appendix 3 of this report. The target in Telford & Wrekin is for 25% of young

people to be undertaking a Diploma. Key issues are to engage businesses on one side, and to provide children, careers advisors and parents with high quality information advice and guidance about the Diplomas on the other side. Work is being done to project the intake for each Diploma at each level so the Diplomas meet the needs of the local labour market and meet the aspirations of the young people to careers outside the area. By 2013 all young people will be entitled to access a locally delivered Diploma. In August 2009, 59 young people had signed up to the first 2 diplomas. It was thought that in the initial roll out, numbers would be small based on the schools and providers capacity; however, as diplomas become more embedded, more providers will be brought in to cope with demand. Depending on uptake and future funding, there may need to be a rationalisation of delivery between schools.

- Foundation Learning - this is individualised learning aimed at young people unlikely to achieve a level 2 qualification by age 16, such as disengaged or special educational needs children. This will aim to re-engage children through interesting and accessible projects, such as sports, to progress young people through levels 1 and 2. This would theoretically alleviate the NEET issue in the longer term as the school leaving age is lifted to 18 in 2015.
- Apprenticeships - the national government target is for 1 in 5 young people over 16 to be studying for an Apprenticeship by 2013. These should be work-based qualifications, and although the government has said it will ensure there are enough places to offer young people, there has been a difficulty in getting enough employers to offer work placements.
- In addition there will be a post-16 employment with training option whereby young people between ages 16-19 in employment will have the right to training to the equivalent of one day per week and the employer must ensure this is provided.

The aim these measures included in Raising of the Participation Age (RoPA) is to raise the level of educational attainment at 19. Telford & Wrekin is below national average on Performance Indicators for people at 19 with a level 2 qualification (67.8%) and level 3 (41.4%) so this is something that needs to be improved.

- 3.5 Education Business Partnership (EBP) is external to the Council but part funded by Telford & Wrekin in partnership with Shropshire Council. EBP is managed internally by CYP's School Improvement Manager. EBP is responsible for engaging employers with the 14-19 Diplomas across Telford & Wrekin and Shropshire. At the time of our meeting in August 2009, EPB reported to us that there had not been a major problem in engaging businesses with the Diplomas, but that some

sectors were more difficult than others. We were not clear how closely EBP is linked into the Council's structures and would suggest that the Council's relationship and the role of EBP is considered as part of the restructuring to ensure the authority is getting value for money.

- 3.6 We wanted to know how local skills needs are identified, and how these are correlated with training planning. We found a potential gap locally in sophisticated employment forecasting, and that this could potentially be a role that the Council could lead on. The process for identifying employer needs is that the Sector Skills Councils define employer needs at national level through national surveys and employer consultation. The LSC also undertook national Employer Skills Surveys. Needs are fed down to regional and local level to influence allocations of funding for different qualifications. In 2009 £1.4bn was allocated for Further Education in the West Midlands. Whereas the government used to give money directly to colleges, there is now a commissioning process so that bids have to be made against the funding allocations. Funding therefore flows from top down and although work is being done regionally to identify potential new employment sectors, there is a gap in the depth and extent of research that is done locally. Local providers, such as TCAT, work with employers but the evidence is used for their own purposes and there is no mechanism (or incentive) for sharing this information across partners. Telford & Wrekin should be able to confidently state what it needs, and then influence the commissioning. There will be more opportunity to do this once the Authority takes on the commissioning role from the LSC.
- 3.7 There will be a significant drop in Local Authority budgets over coming years, whereas funding which is currently allocated to regional bodies and quangos could be available to Local Authorities to bid for, and it is important that Telford & Wrekin does not miss out on these opportunities. We wanted to find out how the Council is addressing this. The Council became aware last year that its approach to attracting external funding needed to be enhanced, particularly as a result of the economic climate and the future budget challenges. As a result the former (European Regional Development Fund) ERDF Team have been relocated to work for the Head of Customer Services & Business Transformation, to ensure a more strategic and council wide approach to external funding. The aim is, by March 2010, to implement an external funding strategy which delivers on key priorities, which makes service areas aware of funding opportunities, and which supports the process from bidding to project management. The team will work closely with the Strategic Skills Co-ordinator to ensure the approach is

co-ordinated.

- 3.8 We were concerned to find out how the Council as a major employer in the borough is helping to create apprenticeships and leading by example by providing work opportunities to local people. There has been some excellent work done by the Strategic Skills Co-ordinator in attracting funding from the Future Jobs Fund. By May 2010, 47 jobs will have been created with T-Cat, and a further 100 are lined up for 2010-11. This equates to external funds of £6500 per job, so a potential £955k if we hit targets. A report is being presented to the Corporate Management Team in April on internal apprenticeships which would completely change the authority's recruitment process to encourage more NEET's and young people into the council. There is a nominal figure of 50 extra apprentices this year, and £100k of Deprived Area Funds has been lined up for this which the Council is looking at matching.
- 3.9 We wanted to find out whether Telford & Wrekin is making the most of the BTISLC programme to create sustainable employment opportunities for local unemployed people. The procurement process for major capital developments can be used to create apprenticeships. Some local authorities have been very innovative in how they specify contracts to ensure the use of local labour and the creation of apprenticeships without contravening EU regulations. Outside the procurement process, Local Authorities can play a role by developing a relationship with developers and partners to facilitate the creation of apprenticeships. Unfortunately promising early discussions between the Strategic Skills Co-ordinator and Kier about a Construction Academy linked to the BSF programme has fallen foul of the public sector budget cuts and is now looking unlikely. However, a Construction Supply Chain Event was held in February with Kier, which brought together 190 attendees, and an event focusing on Future Skills for the Construction Industry will be held in the summer. This was also attend by the EBP Diplomas Advisor who presented to the contractors on how they could engage with local education providers.
- 3.10 We mentioned earlier that Telford & Wrekin is a NEET "hotspot", which means the number of young people aged 16-19 and not in education, employment or training is unacceptably high. It was noted earlier that the Foundation Tier of the 14-19 agenda should help alleviate this problem in the long run, although there is along way to go with this, but there remains an immediate problem to tackle. We wanted to find out what the Council and its partners are doing to address this.

- 3.11 NEETs were identified as a hotspot in 2008, and although the number has been static over the last 3 years, at 9% it remains too high. Neither does this number take account of the “not knowns” i.e. young people who have not been tracked, which would increase the number further. NEETs have been identified as a priority for the Children’s Trust and the Council, and a strategic NEET group was set up last year, Chaired by the Director of Children’s Services, which reports back to the LSP. This has developed the Positive Futures for Young People (PFYP) strategy which is a multi-agency Action Plan designed to tackle the problem. Internally, the responsibility for NEET has moved from Economic Development to CYP, although the Strategic Skills Co-ordinator sits on the group to maintain links. PFYP includes objectives around maximising resources across partners, early interventions as prevention, improved tracking and sharing of data, high quality advice and guidance and developing flexible learning opportunities.
- 3.12 We wanted to explore the strategic approach to skills across the borough, and how partner organisations work together. At borough level, the Local Strategic Partnership (LSP) is a co-ordinating group, responsible for jointly developing and delivering the Local Area Agreement which sets out the strategic priorities, and targets, for the borough including for education attainment and worklessness. The LSP includes the key public sector skills agencies such as the LSC, Jobcentre Plus, Business Link as well as representatives of schools, colleges and universities. The LSP has thematic groups, one of which looks at Employment and Skills issues. This would seem to be the right mechanism for strategic co-ordination, although is currently subject to a review. We did not explore in detail the level of skills co-ordination that currently exists in the LSP, and we understand that the working arrangements for the group are currently under review.
- 3.13 At an operational level, there are at least 15 public sector organisations with “employer engagement” staff individually knocking on employers’ doors, offering a wide range of services in isolation. The offer for employers is fragmented, confusing and inefficient and this needs to be addressed if we are to maximise the value of the relationship with businesses. Shropshire Chamber’s Business Engagement project is developing a guide for employers “Employers’ Guide: Employment and HR” which

provides information about the range of business support agencies and their services, to simplify and demystify the picture for employers. This is useful, but a guide is not the whole solution, and an effective agreed protocol between agencies in the way they work with businesses would streamline and improve efficiency for employers and agencies alike.

- 3.14 As many of the traditional industries have died, new enterprise skills need to be considered and we wanted to know what is being done to provide business training to new entrepreneurs and self-employed people. Enterprise HQ in Coalport supports new start businesses. It helps new home-based businesses by providing access to technology and office space for meetings. This is linked to Wolverhampton University so users have the benefit of technology transfer.

4 CONCLUSION AND RECOMMENDATIONS

The period of the review has coincided with a time of great change for the authority with the introduction of the One Council vision and new ways of working across priority areas, as well as additional financial pressures. Additionally, there has been significant activity in a number of areas highlighted in this report, and we would like to acknowledge the good work that has been done in identifying and starting to tackle these issues, particularly around Apprenticeships and NEETS. We welcome the Council's commitment to skills development with the creation of the Strategic Skills Co-ordinator post, and the achievements of the post-holder in terms of concrete outcomes such as attracting funding for apprenticeships as well as developing internal and external communication links.

However, we feel that there are two areas for improvement where the Council can play a role:

1. The Internal Structure

We feel there is more that could be done internally to join-up the Council's employer-facing activity to improve outcomes for local people. In spite of some very good work in different areas within the Council, there needs to be a more robust and systematic structure in place to join up employer engagement activity to maximise resources and improve efficiency. Although the Strategic Skills Co-ordinator plays a key role in linking work across service delivery areas, we feel the links should be structural and systematic. A joined-up structure would bring the following benefits:

- Improve the depth and extent of research into local skills needs by maximising internal contact with businesses. This information could be used to inform commissioning and to influence college provision.
- Better long-term skills forecasting by capturing information from planning, housing, transport and other service areas to more accurately predict future skills needs, for example in the construction industry, which will be stimulated by major capital projects and inward investors
- Better support for EBP by linking them into the Council's structure and broadening the scope of their offering
- More robust economic profiling for the Local Area Assessment
- More leverage to engage businesses in the skills agenda
- Closer working with the Corporate Programme Team so that funding bids are aligned to identified priorities
- A better opportunity to lever out local economic benefit from the tender process for capital projects by specifying the requirement for contractors to use local labour within EU legislation. (This has already

- be highlighted in a previous scrutiny review of procurement).
- The ability to communicate better with Members about key issues and service developments so that they can feed into the process and help raise awareness of services with local people
 - Link the development of the skills infrastructure with strategies for developing Telford & Wrekin's technology infrastructure such as access to high speed broadband
 - Demonstrate to the business community that the Council is working efficiently and effectively

Appendix 4 shows some of the areas of overlap within the Council.

We have therefore made the following recommendation:

Recommendation 1

That a demonstrable structure is put in place to join-up employer consultation and engagement, economic development and skills and training strategies across the Council, particularly between CYP and Economic Development, and including the Education Business Partnership. This should include:

- consideration of a shared employer-CRM system to streamline employer engagement, capture information, analyse trends and needs, and forecast future skills demand
- clearly defined roles and responsibilities for the various employer-related activities (such as business surveys, business events) which can be shared to inform the work of all Council staff
- links to the Corporate Programme Team so that funding bids are aligned to priorities
- links to Procurement to maximise local economic benefit through tender specifications and developer relations
- communication with Members to improve awareness of issues and provision to help them promote what is available

2. External Communication

We identified a role for the Council in leading the strategic planning and co-ordination of skills activity across the borough.

We were concerned that there is duplication of effort with so many agencies operating in the borough with their own strategies and employer engagement teams – we identified at least 15 – and that, especially with such pressure on public sector budgets, there could be efficiency gains and service improvements to be made from a joined-up employer

engagement and service delivery strategy. Equally this would simplify and streamline services for employers.

Whilst we recognise that partner organisations are driven by their own commercial imperatives, funding regimes and targets, more joint working would:

- Improve the depth and extent of research about local skills needs
- Improve the level of shared information so programmes and training can be planned in a strategic way across partners, and aligned to jobs, particularly in identified growth sectors
- More rounded support for businesses, helping to create and save jobs
- Increase market penetration
- Maximise collective resources and services
- Eliminate duplication
- Increase opportunities for cross-referrals
- Increase the involvement of businesses with programmes and improve uptake of services
- Better value for money for local businesses and local people

Linked to this is the need for shared data to inform activity. There are issues with individual organisations sharing commercially confidential information, and there are clearly data protection issues around sharing information about people accessing services. Nonetheless, we would recommend that the issue of shared information should be looked at, with the Council taking a lead on discussions with partners.

We have therefore made the following recommendation:

Recommendation 2

That the Council takes lead role in co-ordinating skills activity across the borough, and develops joint working arrangements through agreed protocols with partner organisations to join up activity at a strategic level. This should include:

- Agreed working arrangements or protocols between partners
- How to collect and share data across the range of partners
- Joint initiatives for employer engagement and service delivery
- To include Information, Advice and Guidance organisations (e.g. Connexions 4 Youth)
- Appropriate joint performance measures and monitoring

5. 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 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
<p><u>Recommendation 1</u> That a demonstrable structure is put in place to join-up employer consultation and engagement, economic development and skills and training strategies across the Council, particularly between CYP and Economic Development, and including the Education Business Partnership. This should include:</p> <ul style="list-style-type: none"> • consideration of a shared employer-CRM system to streamline employer engagement, capture information, analyse trends and needs, and forecast future skills demand • clearly defined roles and responsibilities for the various employer-related activities (such as business surveys, business events) which can be shared to inform the work of all Council staff • links to the Corporate Programme Team so that funding bids are aligned to priorities • links to Procurement to maximise local economic benefit through tender specifications and developer relations • communication with Members to improve awareness of issues and provision to help them 	<p>LOW</p>

promote what is available	
<p>Recommendation 2</p> <p>That the Council takes lead role in co-ordinating skills activity across the borough, and develops joint working arrangements through agreed protocols with partner organisations to join up activity at a strategic level. This should include:</p> <ul style="list-style-type: none"> • Agreed working arrangements or protocols between partners • How to collect and share data across the range of partners • Joint initiatives for employer engagement and service delivery • To include Information, Advice and Guidance organisations (e.g. Connexions4Youth) • Appropriate joint performance measures and monitoring 	LOW

ACKNOWLEDGEMENTS

Councillor Eric Carter	Cabinet Member
Meredith Evans	Corporate Director - Housing, Regeneration, Prosperity
Peter Smith	Head of Economic Development
Corin Crane	Strategic Skills Co-ordinator
Jim Collins	Head of Learning & Achievement
Val Senior	School Improvement Manager 14-19
Vicki Walton	Education Business Partnership

Appendix 1

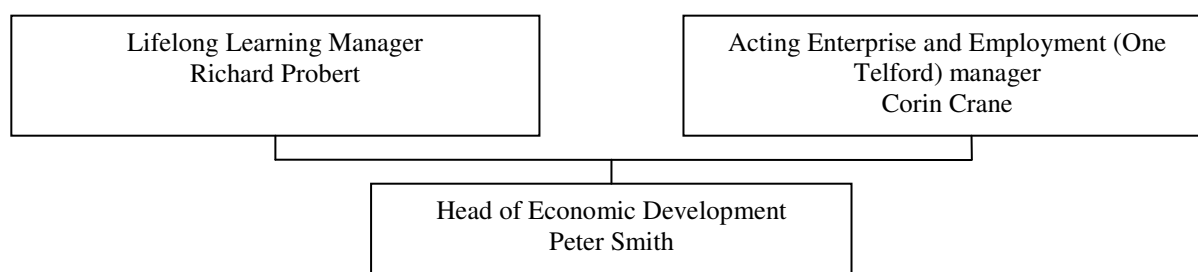
Economic Development Service Area

1. Rationale

Improving quality of life through creating a range of jobs and ensuring that all the people of the Borough can compete for those jobs

2. Overview

Economic Development comprises two Service Delivery Units: Lifelong Learning; and Enterprise and Employment (One Telford):



Lifelong Learning

Engages with the most deprived and hard-to-reach adult population to increase the number of people accessing education, training and work. 36,000 working age adults in Telford have no qualifications, with a total of 57,000 that don't have Level 2 qualifications (GCSE level) – together almost 50% of the working age population (source: census 2001). 3 aspects to the service:

- Providing courses and training opportunities – linked to progression routes to work and higher level qualifications
- 4 outreach workers based in the community to engage with the most deprived and hard-to-reach adults
- Adult Careers advice (for Shropshire, Telford and Wrekin) delivered in partnership with Job Centre Plus, supporting unemployed people back into work and those threatened by redundancy, but also developing those looking to progress within work.

Highly responsive service based on need. Supports wider council objectives through working with families to improve parenting and reduce family poverty, promoting social engagement and regeneration, and support the voluntary sector.

Enterprise and Employment (One Telford)

Supports the development of the Borough economy to create and preserve

good quality jobs, and to equip adult residents with the skills to compete for those jobs and progress within employment. Within the council One Telford will take the lead role in three main areas:

Business Support:

- Focussing on key sectors (polymers, high value manufacturing, environmental and building technologies, business and professional services): supporting existing businesses through business networking (Telford Business Partnership, BESST, HR Forum, Construction forum etc.)
- Attracting investment through 'Property Pilot' commercial property database, hands on support, marketing the Borough as an investment location
- Encouraging business start up – Enterprise HQ etc.

Tourism:

- Business and leisure tourism support: convention bureau, marketing campaigns etc.

Economic Development & Skills:

- Coordinating adult skills strategy and employment support: Future Jobs Fund, redundancy support, apprenticeship programme
- Economic development – producing a Local Economic Assessment, leading on regional matters, refocusing our relationship with 3rd sector

3. Resources and Outcomes

Lifelong learning

- 19 fte posts plus a pool of casual tutors
- largely funded through the Skills Funding Agency (formerly Learning & Skills Council),
- supports over 3000 adults pa: 87% are unemployed; 48% then go into work, learning or training (8% above regional target); 82% of users are from most deprived wards 11% from BME community.
- 99% of users satisfied/very satisfied with the service, 99% would recommend the service to others.
- VfM, - £191 per user (Herefordshire £373; Worcestershire £308)

Enterprise and Employment (One Telford)

- 15 fte posts
- Income generated through membership of networks, groups and delivery contracts
- 2009/10: 41 new investments/business expansions creating 358 jobs

4. Review and restructure progress

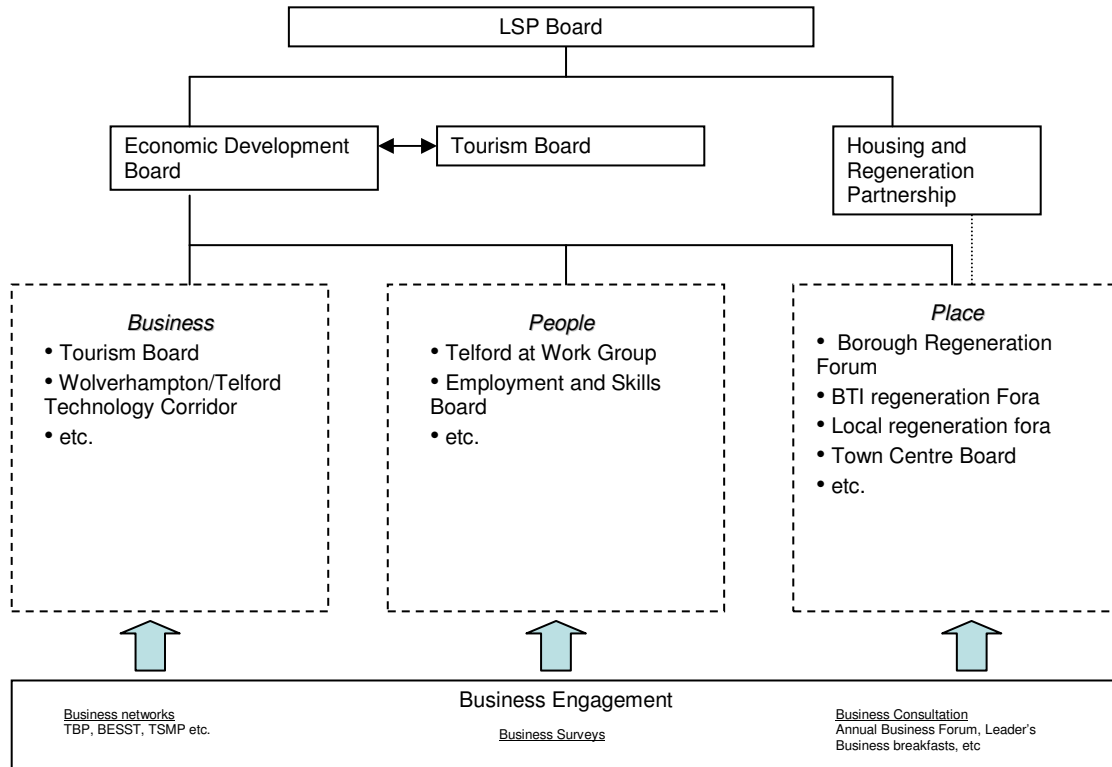
- Lifelong Learning review completed January 2010 releasing £53,676 (14.6%) with further opportunity for saving through recruitment
- Transforming Telford economic developments services transferred in house formally on 1st April 2010 as 'One Telford' (Enterprise and Employment Service Delivery Area)
- Enterprise and Employment Service Delivery Area review to commence April 27th 2010

5. Key issues

- a. Local Economic Assessment
Under new duty of economic assessment, needs to influence/be influenced by, key policies and plans
- b. Partnership Delivery/Total Place
Role is to develop learning and skills, employment and economic development priorities and work with partners to deliver
- c. Joined up Council services
With One Telford back in house, we need to provide effective and joined up Council support for businesses and residents by ensuring the unit's expertise is used across all service areas.

Appendix 2

Economic Development Governance Structures



Appendix 3

Diplomas in Telford & Wrekin

- Initially as a pilot in selected schools, colleges and training providers
- Provision will be increased on an incremental basis until 2013 when all 14 lines of learning will be available to all

Teaching From 2009

- IT
- Creative and Media

Teaching From 2010

- Business, Administration and Finance
- Society Health & Development
- Construction & Built Environment
- Manufacturing & Product Design,
- Hair & Beauty

Confirmed for teaching from 2011

- Engineering,
- Hospitality
- Environmental and Land-based Studies
- Public Services,
- Sport & Active Leisure

Applying for in Gateway 5 (Autumn 2010)

- Retail,
- Travel & Tourism

Further Developments

Science, Languages, Humanities – entitlement for 17 year olds, can be offered to 14-16 year olds

Appendix 4

Telford & Wrekin Council Employment & Skills & Employer Engagement

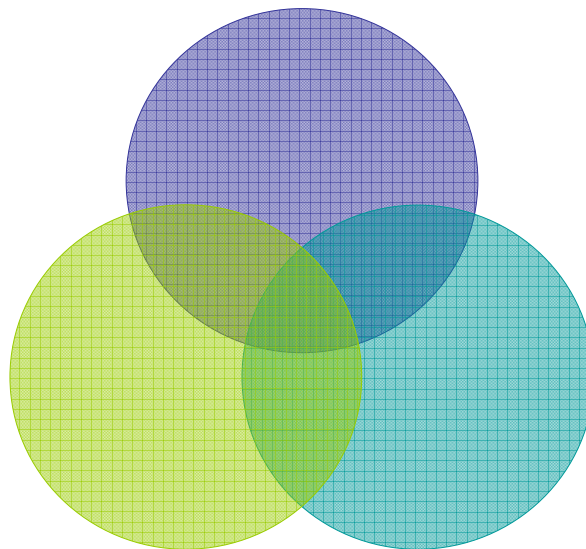
One Telford

Internal

FJF, NEET's, Apprenticeships Funding, Link between adult and 14 - 19

External

Employer Engagement, Sector and Network Development, Redundancies, JC+, Providers, EBP, Employment and Skills Lead, External Funding



Education Business

Partnership/

Connexions

Internal Relationships

Work Placements

Diploma Development

External Relationships

Schools

Business Sector

FE Colleges

JC+

HR

Internal Service

Apprenticeship Team

Redundancy Support

Recruitment

External Relationships

JC+ (LEP's, Redundancy

Fund, FJF)

Providers

In the future?

Other Public Sector orgs

TELFORD & WREKIN COUNCIL

CABINET – 13 JULY 2010

DEVELOPING FUTURE SKILLS FOR BUSINESS – CABINET RESPONSE TO SCRUTINY REPORT

REPORT OF CABINET MEMBER FOR HOUSING, REGENERATION AND PROSPERITY

1.0 PURPOSE

- 1.1 To inform Cabinet Members of the proposed response to the Developing Future Skills for Business Scrutiny report.

2.0 RECOMMENDATION

- 2.1 **That the recommendations made by the Scrutiny Commission are noted and the response set out in Appendix 1 is approved.**

3.0 SUMMARY

- 3.1 This report summarises the recommendations of the Scrutiny review of developing future skills for business, and sets out a proposed response to those recommendations.

4.0 PREVIOUS MINUTES

- 4.1 None

5.0 INFORMATION

- 5.1 In January 2009, Scrutiny Assembly members identified “Developing Future Skills for Business” as a topic for a Scrutiny review. Scrutiny Members wanted to be assured that skills and training provision in the borough was high quality, and relevant to the future needs of the job market to improve employability. In particular they wanted to ensure that the 14-19 Agenda and Diplomas were developed in partnership with employers so that they offer a meaningful and credible alternative qualification and route to employment for young people.
- 5.2 In particular, scrutiny Members were concerned that the that there did not appear to be a strategic and co-ordinated approach to skills and training, that links between adult skills and 14 – 19 activity were unclear, and that local business support for skills was fragmented.

5.3 The Scrutiny review made two sets of recommendations, summarised below.

5.4 Recommendation 1

That a demonstrable structure is put in place to join-up employer consultation and engagement, economic development and skills and training strategies across the Council, particularly between CYP and Economic Development, and including the Education Business Partnership. This should include:

- consideration of a shared employer-CRM system to streamline employer engagement, capture information, analyse trends and needs, and forecast future skills demand
- clearly defined roles and responsibilities for the various employer-related activities (such as business surveys, business events) which can be shared to inform the work of all Council staff
- links to the Corporate Programme Team so that funding bids are aligned to priorities
- links to Procurement to maximise local economic benefit through tender specifications and developer relations
- communication with Members to improve awareness of issues and provision to help them promote what is available

5.5 Recommendation 2

That the Council takes lead role in co-ordinating skills activity across the borough, and develops joint working arrangements through agreed protocols with partner organisations to join up activity at a strategic level. This should include:

- Agreed working arrangements or protocols between partners
- How to collect and share data across the range of partners
- Joint initiatives for employer engagement and service delivery
- To include Information, Advice and Guidance organisations (e.g. Connexions4Youth)
- Appropriate joint performance measures and monitoring

5.6 A proposed repose to these recommendations is set out in Appendix 1

6.0 EQUAL OPPORTUNITIES

6.1 Support for skills development in the Borough comprises is focussed upon disadvantaged communities and individuals and aims to address inequalities in the labour market.

7.0 ENVIRONMENTAL IMPACT

7.1 There are no direct additional environmental impacts arising from this report.

8.0 FINANCIAL IMPLICATIONS

8.1 Measures set out in the response to the review will be incorporated in Service Delivery Plans and met within existing budgets

9.0 LINKS WITH CORPORATE PRIORITIES

9.1 The measures outlined in this report will help to achieve the objectives set out in the Housing, Regeneration and Prosperity Priority Plan.

10.0 WARD IMPLICATIONS

10.1 Support for skills development in the Borough comprises is focussed upon disadvantaged Wards.

End of Report

***Report prepared by Peter Smith, Head of Economic Development
Tel: 01952 384700***

	Scrutiny Commission Recommendations	Benefits of recommendation	Summary of Action Being Taken	Timescale	Officer responsible
1	<p>That a demonstrable structure is put in place to join-up employer consultation and engagement, economic development and skills and training strategies across the Council, particularly between CYP and Economic Development, and including the Education Business Partnership. This should include:</p> <ul style="list-style-type: none"> • consideration of a shared employer-CRM system to streamline employer engagement, capture information, analyse trends and needs, and forecast future skills demand • clearly defined roles and responsibilities for the various employer-related activities (such as business surveys, business events) which can be shared to inform the work of all Council staff 	<p>To improve the efficiency and the effectiveness of the skills agenda across the Council in line with the One Council vision.</p>	<p>Agreed: This will be coordinated by use of the central observatory and tested with the development of the Local Economic Assessment and Work & Skills Plan.</p> <ul style="list-style-type: none"> • CRM System: Should be the basis of one point of contact for all business enquiries and modelled on principles for First Point. Also considered as part of developments to Council Website and procurement review. • We will formalise the current links between CYP and Education Business Partnership and Economic Development and we are already ensuring data and LMI sharing. 	<p>April '11</p> <p>July '10</p>	<p>Peter Smith/ Mike Weston</p> <p>Corin Crane</p>

	<ul style="list-style-type: none"> links to the Corporate Programme Team so that funding bids are aligned to priorities links to Procurement to maximise local economic benefit through tender specifications and developer relations communication with Members to improve awareness of issues and provision to help them promote what is available 		<ul style="list-style-type: none"> External Funding: We now have excellent links with the external funding and the work of this unit is essential to business support activities, We are exploring more formal links to the Economic Development Service Area. Communication: We are ensuring closer links with PR and Marketing now One Telford are back in house – and will organise bi monthly update on activity aimed at members 	<p>Sept '10</p> <p>July '10</p>	<p>Peter Smith/ Corin Crane</p> <p>Claire Critchell</p>
2	<p>That the Council takes lead role in co-ordinating skills activity across the borough, and develops joint working arrangements through agreed protocols with partner organisations to join up activity at a strategic level. This should include:</p> <ul style="list-style-type: none"> Agreed working arrangements or protocols between partners How to collect and share 	<p>To improve the efficiency and the effectiveness of the skills agenda at a strategic level across the borough.</p>	<p>Agreed: This work is already underway and we have established links between the region and local groups through the Multi Area Agreement and local Employment and Skills Board. We also lead on groups feeding into the LSP looking at worklessness and adult skills</p> <p>Protocols: We are already working on a protocol between all agencies offering business support in Telford & Wrekin</p>	<p>April '11</p>	<p>Corin Crane</p>

TELFORD & WREKIN COUNCIL

CABINET – 13 JULY 2010

VALUE FOR MONEY EFFICIENCIES

JOINT REPORT OF HEAD OF FINANCE AND THE ASSISTANT CHIEF EXECUTIVE

1 PURPOSE

- 1.1 To update Members on progress in achieving and reporting value for money (VFM) efficiency gains for 2009/10 and outline the approach for 2010/11.

2 RECOMMENDATIONS

Members are asked to:

- 2.1 Note that the Council has exceeded its 3% efficiency target for 2009/10 (which will be reported to CLG on the 23 July)**
- 2.2 Approve the information in Appendix 1 which will form the basis of the submission to CLG. Work will continue to refine the detail to ensure that the performance measures are complete and the Council reports all of the efficiencies achieved.**
- 2.3 Note that work will now commence on the 2010/11 target**

3 BACKGROUND

- 3.1 The 2007 Comprehensive Spending Review placed a target on all public services to achieve at least 3% net cash-releasing value for money (VFM) gains per annum over the period 2008/09 to 2010/11. The target for 2010/11 was increased to 4% in the Governments Budget announced in April 2009.
- 3.2 Councils have to report the total net value of ongoing efficiencies as part of the National Indicator NI 179 and will be investigated by the Local Government Office if progress in achieving efficiencies is deemed slow. It is unclear whether the change of Government will have any impact on the requirements of NI 179 going forward.

3.3 Councils are required to submit figures for VFM gains twice a year. For 2009/10, the dates are:

Oct 2009	Projected forecast efficiencies for the year – T&W submitted an estimate of £4.8m giving a cumulative total of £9.4m achieved for the first 2 years i.e. on target to achieving the required 3%
July 2010	Actual efficiencies achieved – detailed in Appendix 1 of this report

3.4 The Leader, Chief Executive and Chief Financial Officer must certify and approve the information prior to submission. Robust processes must be in place to provide assurance on the data submitted and this must be evidenced.

3.5 The amount of VFM efficiencies is also shown on Council Tax bills, alongside comparative information for similar authorities. The 2009/10 estimated efficiencies per Band D dwelling for Telford & Wrekin council is £188 and compares favourably to the national average of £169 for similar authorities. For 2010/11, the council has the lowest council tax in the Midlands and is the 6th lowest out of the 55 unitary authorities, for equivalent services.

4.0 **PROGRESS UPDATE**

4.1 Using the national methodology, targets for Telford & Wrekin Council are:

T&W 2007/08 Baseline	£152.7m
2008/09 Target Efficiencies	£4.6m
2009/10 Target Efficiencies	£4.7m
2010/11 Target Efficiencies	£6.6m
Total 2008/09 to 2010/11	£15.9m

4.2 Efficiencies identified by Service Delivery Unit are summarised below (with detail provided in Appendix 1) and currently total £5.62m, which is 3.7% of the baseline, assuming all performance measures are met.

Service Delivery Unit	2009/10 Target £'000	2009/10 Efficiencies £'000	Variance £'000	Percentage Efficiency %
Safeguarding & Corporate Parenting	488.47	91.000	(397.470)	0.6%
Learning & Achievement	354.39	119.330	(235.060)	1.0%
Regeneration & Housing	67.52	66.260	(1.260)	3.0%
Early Intervention	452.48	1,147.690	695.210	7.9%
Property & Design	379.34	395.736	16.396	3.2%
Economic Development	50.19	78.868	28.678	4.9%
Environmental Services	669.81	644.868	(24.942)	3.0%
Planning & Transport	181.90	216.730	34.830	3.7%
Adult Social Care Delivery	963.72	906.000	(57.720)	2.9%
Adult Social Care Commissioning	46.01	81.000	34.990	5.5%
Community Protection	129.53	213.000	83.470	5.1%
Customer & Leisure Services	365.89	269.116	(96.774)	2.3%
Governance	95.93	62.000	(33.930)	2.0%
ICT & Procurement	200.41	484.480	284.070	7.5%
Finance	102.90	65.000	(37.900)	2.0%
Assistant Chief Executive	171.51	583.000	411.490	10.5%
Council Wide		195.500	195.500	
Total	4,720.00	5,619.578	899.578	3.7%

4.3 We must also be able to show that the VFM gains achieved have not led to a decline in service quality. Service Delivery Units were asked to identify performance measures to evidence this, however this information is still being gathered and work will continue over the next few weeks to fill in the gaps. If information is not provided, these efficiencies will have to be deleted and the overall total will reduce accordingly.

5.0 **CHALLENGE & SCRUTINY**

5.1 It is important that the process for collecting and reporting NI 179 efficiency information includes sufficient challenge and scrutiny. To achieve this both Internal Audit and the Value for Money Scrutiny Group have had a role to play in validating the data and processes.

5.2 The Value for Money (VFM) Scrutiny Group has reviewed the efficiencies in two stages: the complete schedule was reviewed in April from which a range of efficiencies were selected for more detailed challenge at their meeting in.

5.3 Internal audit are also reviewing the process and a small sample of efficiencies as part of their work programme and their recommendations/findings will feed into the final submission.

6 **NEXT STEPS**

6.1 In accordance with the guidelines, the cumulative value of efficiencies achieved at 31st March 2010 will be signed off by the Leader, Chief Executive and S151 Officer and then submitted to CLG by the 23 July deadline.

7 **2010/11 EFFICIENCY TARGETS**

7.1 Council's have to achieve 4% efficiencies in 2010/11, which is the final year of the 3 year efficiency agenda (subject to change by the new Government). For Telford & Wrekin this equates to £6.6m and is shown analysed to Service Delivery Unit below:

Service Delivery Unit	10/11 NI 179 Target £'000
Safeguarding and Corporate Parenting	720.009
Learning & Achievement	502.420
Regeneration & Housing	95.402
Early Intervention Children & Young People	474.542
Property & Design	546.227
Economic Development	72.271
Environmental Services	964.490
Planning & Transport	261.922
Adult Social Care (Delivery)	1,387.708
Adult Social Care Commissioning	66.253
Community Protection	186.524
Customer & Leisure Services	523.717
Governance	111.635
ICT & Procurement	288.582
Finance	148.165
Assistant Chief Executive	250.133
Total by Service Delivery Unit	6,600.00

7.2 The 2010/11 forecast efficiency figure has to be submitted to CLG by the 22 October 2010 and Service Delivery Units are beginning to collect proposals to meet this target.

8. **OTHER CONSIDERATIONS**

Equal Opportunities

There are no equal opportunities directly arising from this report

Environmental Impact

NI 179 is submitted electronically; there are no other environmental impacts directly related to this report.

Legal Comment

There are no legal implications directly arising from this report.

Links With Corporate Priorities

The efficiency agenda links closely with the Corporate Ambition: Being an Effective Modern Council

Opportunities and Risks

NI 179 is a reporting mechanism to Government and does not in its own right make efficiency decisions. The opportunities and risks associated with the report have been identified and assessed. Arrangements will be put in place to manage the risks and maximise the opportunities that have been identified.

Financial Implications

The efficiencies shown are cash-releasing to meet the criteria for NI 179. The Council's budget strategies include savings and identify the associated financial implications. Those which meet NI 179 criteria have been included in NI 179. Other cash-releasing benefits are recycled to further improve services and efficiency in line with the principles of the Government's efficiency agenda.

Ward Implications

Nil

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TELFORD & WREKIN COUNCIL

CABINET – 13th JULY 2010

BUILDING A STRONGER WORKING RELATIONSHIP WITH THE VOLUNTARY SECTOR

REPORT OF HEAD OF ECONOMIC DEVELOPMENT

1.0 PURPOSE

- 1.1 To set out proposals for building stronger working relationships with the Third sector, enabling the Sector to support Council priorities in both the design and delivery of Council services

2.0 RECOMMENDATIONS

- :
- i. **To delegate authority to the Head of Economic Development, in consultation with the Cabinet member with responsibility, to develop and sign a Third Sector Strategy (and a refreshed local Compact Agreement) - to clarify the strategic relationship between the Council and the Third Sector;**
 - ii. **To delegate authority to the Head of Economic Development, in consultation with the Cabinet member with responsibility, to establish a Third Sector Chief Executive forum and Third Sector Assembly to improve communication, consultation and accountability links between the Third Sector and the Council and to agree and sign Terms of Reference for each of these forums;**
 - iii. **To develop a common corporate commissioning framework maximising the effectiveness of public expenditure.**

3.0 PROPOSALS

- 3.1 Due to pressures on public finances there is a need to work in a more innovative way to address Telford & Wrekin's social and economic issues. The third sector plays a major role in delivering services for local people and also makes an important contribution to helping to build sustainable and vibrant communities and neighbourhoods. The Council values its relationship with third sector organisations and recognises the need to improve and strengthen its approach to ensure consistency and openness. It is proposed to change the Council's relationship with the sector from providing individual grants to organisations, to a service commissioning approach where the Council would purchase services from the sector to help deliver Council and community priorities. There are two components to this approach:

3.2 Strategy

Developing a Third Sector Strategy and refreshed Compact Agreement will aim to clarify the strategic relationship between the Council and the Sector. This would set the context for improved communications and commissioning as set out below.

The Refreshed National Compact (December 2009), replaced the 1998 National Compact agreement and its five codes of practice with seven new principles, the new guidance has a stronger focus on funding arrangements and commissioning processes. Telford & Wrekin's local compact was originally written in 2004, it now needs to be refreshed to reflect the new guidance.

3.3 Communication

Establishing a Third Sector Chief Executive forum and Third Sector Assembly to improve communication, consultation and accountability links between the Sector and the Council.

3.4 The Chief Executive forum would be an extension of the existing consortium, expanded to more fully reflect the Sector in the Borough, and with representation from regional and national Third Sector organisations as appropriate. Council representation on the forum would be at Senior Officer Level and Cabinet member with responsibility.

3.5 The Assembly would be an open forum for Third Sector organisations, to disseminate information, and as a vehicle for consultation. Ideally this forum will meet annually and at most bi-annually. The Assembly should have the authority to formulate sub groups, for more detailed work, as and when necessary or if appropriate.

3.6 Commissioning

Developing and implementing a common corporate commissioning framework. This would be developed with, and endorsed by, the Chief Executive forum and Assembly.

3.7 No additional costs would arise for the Council or Third Sector partners from the implementation of these proposals.

4.0 **RATIONALE**

4.1 With a tighter financial climate for public services and given the economic downturn, the effective use of resources across the Council becomes even more critical. Developing a more consistent approach to commissioning, offers the opportunity for more effectiveness and consistency and efficient use of public funds.

4.2 Residents, our partners and external inspection agencies will want to be assured that resources are targeted at delivering the Council's priorities, that the services we deliver are based on good evidence of

what works, and give the best possible value for money irrespective of the provider.

- 4.3 The development of a Third Sector Strategy, will clarify the Council's long term strategic relationship with the third sector and set the context for this new commissioning approach.

5.0 EQUAL OPPORTUNITIES

- 5.1 Many Third Sector Organisations focus upon disadvantaged communities and individuals and aim to address inequalities, the new commissioning approach would continue to support the Sector to achieve these objectives

6.0 ENVIRONMENTAL IMPACT

- 6.1 There are no direct environmental implications arising from this report

7.0 LEGAL COMMENT

- 7.1 Current agreements with Third Sector organisations run till 31st March 2012 (core budget). Other relevant existing agreements will be identified and considered as part of the review.

- 7.2 The Council will need to ensure that its Contract Procedure Rules and any applicable European Procurement Rules are adhered to throughout development of the Third Sector Strategy, the forum and assembly and the proposed common corporate commissioning framework. Legal Services will provide support to project officers in partnership with the Corporate Procurement team.

8.0 LINKS WITH CORPORATE PRIORITIES

- 8.1 These proposals support the delivery of all Priority Plans, in particular the Efficient and Effective Council Priority Plan.

9.0 OPPORTUNITIES AND RISKS

- 9.1 This report aims to address the key risks associated with our current lack of a common and consistent approach to Third Sector working across the Council. Failure to address these risks could lead to:
- Less value for money as a result of duplication of effort and funding and inefficiency in our dealings with the third sector.
 - A lack of clarity about how some funding to the Sector is targeting local priorities.
 - A failure to fully support the development of capacity and diversity across the Sector.
 - Weakened council relationships with the Sector and local communities.

9.2 A potential risk is a lack of engagement with Third Sector partners with our proposed approach.

10.0 FINANCIAL IMPLICATIONS

10.1 To understand how much funding is diverted from the Council into the Third Sector, the procurement team have collated funding from all Council service areas committed to the Third Sector. The table below outlines their initial findings, however, it is recognised that this provides a general overview, further investigation is needed to understand the purpose and reasoning for levels of funding commitment.

Initial sweep of Council funding into the Third Sector	2009/10
<ul style="list-style-type: none">Initial investigation of funding into the third sector, funding identified in this initial feedback is inclusive of all commissioned, procured and grant funding support to third sector organisations in 2009/10	
TOTAL	£17,028,310.15

10.2 The review and development of a new commissioning system of funding for council services through the third sector will be met within existing resources. It is anticipated that the review, consultation and implementation of a corporate commissioning approach is expected to take 18 months but will be implemented before March 2012.

10.3 It is anticipated that funding for the Third Sector (including core budget) will reduce in future years to enable corporate savings targets to be met.

11.0 WARD IMPLICATIONS

11.1 The proposals will benefit the whole of the Borough, in particular disadvantaged Wards.

***Report prepared by Tim Moore
Tel: 01952 567553***

TELFORD & WREKIN COUNCIL

CABINET - 13TH JULY 2010

ANNUAL REPORT ON HEALTH AND SAFETY 2009-10

REPORT OF THE HEALTH AND SAFETY MANAGER

1.0 PURPOSE

1.1 This is an information report that outlines the overall health and safety performance of the Council between April 2009 and March 2010.

2.0 RECOMMENDATIONS

That the contents of the report are noted and the proposed key actions for 2010-11 be endorsed i.e.

- 1. Working jointly with the Primary Care Trust, continue to promote and develop cost effective measures to improve employees' health and wellbeing.**
- 2. Ensure that health, safety and wellbeing is integrated from the planning stage onwards in restructuring, new ways of working and new Council buildings including the new Civic Offices.**
- 3. Ensure that every service complies with the corporate standards of health and safety performance and monitoring.**
- 4. Revise the Council's corporate health and safety policy.**
- 5. Review health and safety training to ensure it is of a suitable standard, effective and economical.**
- 6. That the impact of the Council's new 'Wellbeing & Attendance' policy on employee attendance at work be carefully monitored.**

3.0 SUMMARY

3.1 The key findings of the report are:

- Occupational health continue to provide a well used service including leading on the provision of swine flu vaccination to front line social care staff.

- The corporate health and safety committee was instrumental in developing and agreeing a revised Wellbeing and Attendance Policy. The remit of the committee has been widened under the One Council Vision.
- The corporate health and safety team lead on providing health and safety advice, monitoring health and safety performance and contributing significantly to training to ensure standards are maintained.
- Two corporate health and safety awards were presented.
- The key actions proposed for 2010-2011 are as set out in 2.0 above.
- Working days lost due to stress have reduced although there has been an increase in days lost due to accidents.

4 INFORMATION

4.1 The health and safety performance information is given both in terms of reactive monitoring where incidents have occurred and proactive monitoring to show what is being done to ensure that we have robust systems in place to prevent injury and ill health. The detail of this information is set out in the three appendices attached:

- **Appendix 1 Reactive safety performance** This covers accidents, violent incidents and enforcement.
- **Appendix 2 Health performance** Covering occupational health, counselling services and stress related sickness absence.
- **Appendix 3 Proactive health and safety performance** Includes detail on training, reviews, consultation, awards, safety of buildings and progress on the corporate plan for health and safety.

5.0 BACKGROUND

The Health and Safety Executive encourage employers to include reporting on health and safety performance in their annual reports as part of the drive to achieve the targets set in strategy statement “Revitalising Health and Safety”.

5.1 Equal opportunities

Some health and safety issues are gender specific, for example the safety and health of new and expectant mothers. Work carried out on the Wellbeing and Attendance Policy has improved both gender and disability equality for employees.

5.2 Environmental impact

None.

5.3 Legal comment

The Council, as an employer, is required in accordance with the Health & Safety at Work etc Act 1974 and associated legislation, to take all reasonable measures to seek to ensure the health and safety of its employees. There is also a duty to prepare and revise as necessary a written health and safety policy.

5.4 Link with corporate priorities

Managing health and safety contributes to an efficient community focussed council.

5.5 Financial implications

Most of the measures will be resourced from within existing resources, as they are now. The embedding of Health, Safety and wellbeing at the planning stage of restructuring and new ways of working and new Council buildings is an issue for sound project resourcing and any impacts should be included in project budgets during planning as for any project.

RP-27/5/10

5.6 Opportunities and Risks

The opportunities and risks associated with these actions have been identified and assessed. Arrangements will be put in place to manage the risks and maximise the opportunities that have been identified.

6. WARD IMPLICATIONS

Borough wide implications.

7. BACKGROUND PAPERS

Annual reports of health and safety performance for 2007-8 and 2008-9 (21st July 2009 CB46/09)

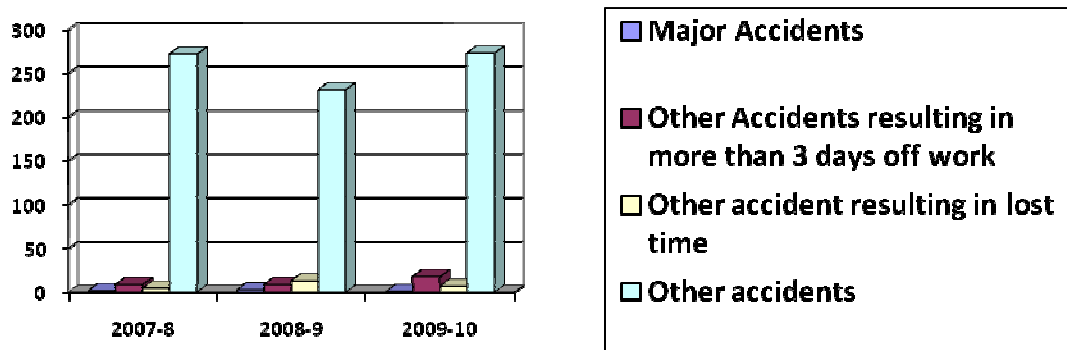
Any queries regarding this report please contact: Jo Revell, Health and Safety Manager TEL: 383625 or email: jo.revell@telford.gov.uk

APPENDIX 1

REACTIVE SAFETY PERFORMANCE –Accidents, Violent Incidents and Enforcement

1. ACCIDENTS TO EMPLOYEES

Chart 1 Accidents to Employees



1.1 The target of reducing accidents causing more than three days to be lost from work (19) to below the average of the preceding three years (14) not achieved in 2009-10.

2. CAUSES OF LOST TIME INCIDENTS: 2009-10

2.1 There was just one major injury reported that occurred when an employee entangled their leg in an electric cable, fell and broke their arm.

2.2 14 lost time incidents were due to slips, trips and falls on the same level. Three of these were due to slips on the snow and ice during the very extreme winter weather, these accounted for 31 days being lost from work.

2.3 Two accidents were due falls from height, both at schools, one where a teacher fell off a wall and the other where an employee tripped going down some stairs.

2.4 Three were as a result of handling lifting and carrying (kick boards in a sports hall, tables and a service user out of bed.)

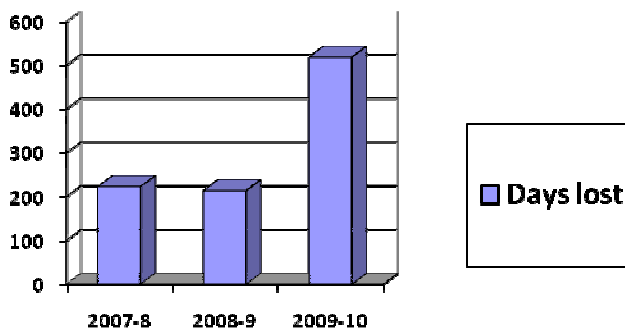
2.5 There were three accidents where the cause was being hit by a moving, flying or falling object (a swinging gate, a closing door and a metal hand rail).

2.6 In two cases an employee was hit by a moving vehicle whilst driving a car. In neither case was the employee driving at fault.

2.7 Two incidents causing lost time were as a result of physical assault, both in education premises. One day was lost in each case. One was where a child dropped to the ground in temper at a nursery pulling employee's shoulder. This was not a deliberate attempt to injure. In the other incident a teacher at a school was hit across the face, this was a deliberate act, albeit one by a special school pupil.

2.8 Two incidents resulted in protracted absence. One trip aggravated a previous knee injury resulting in 140 days absence. The other, where tables fell onto the employee's hand at a primary school, resulted in 139 days absence.

Chart 2: Employee days lost due to accidents and violent incidents

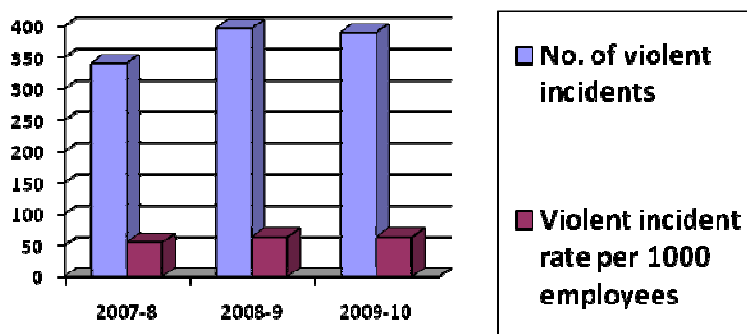


2.9 There was, therefore, a significant increase in recorded days lost due to accidents in 2009 -10.

3.0 VIOLENT INCIDENTS to employees

3.1 In 2009-10 there were 242 physical assaults on staff, 39 incidents of physical violence directed towards persons or property and 108 reported instances of abuse/threats. Only two incidents resulted in time lost – see detail in 2.7 above.

Chart 3: Violent incidents towards employees



3.2 A violent incident is any incident in which an employee is verbally or physically abused, threatened or assaulted in circumstances arising out of the course of his/her employment.

3.3 There were 389 violent incidents reported in 2009-10 a slight decrease over the previous year. Many of these incidents arise when employees are working with clients or pupils who have significant behavioural and communication problems. 62% of the reported incidents involved physical assault although the injuries inflicted were very minor in the majority of these cases.

4.0 FIRE INCIDENTS

4.1 A fire overnight at Granville House in April 2009 required major repairs to the building. Some Council teams had to be temporarily relocated as a result.

4.2 The fire service attended a fire that started in a laser cutter at a secondary school and another at a primary school where a cooker had been inadvertently left on. No one was hurt in either incident and the lessons learnt have been shared with other schools.

4.3 A minor fire incident at the Business Development Centre was caused when a tenant in one of the units was carrying out some welding.

5.0 ENFORCEMENT ACTION AND HEALTH AND SAFETY EXECUTIVE (HSE) INVOLVEMENT

5.1 The HSE visited a number of school construction sites during 2009-10 and advised contractors on some site safety issues.

5.2 The Council's Occupational Health and Safety team assisted the HSE with their enquiries into an incident where a carer found that a gas oven had been left on but unlit for several hours in a resident's home.

5.3 The HSE carried out a full inspection of one of the Borough's secondary schools. The inspectors were generally satisfied but made some verbal recommendations on improvements to asbestos management, working at height, maintenance of water systems and control of contractors.

5.4 The HSE visited the Council to look in detail at the management of asbestos particularly in system built schools and were satisfied with the actions already taken and the plans in place.

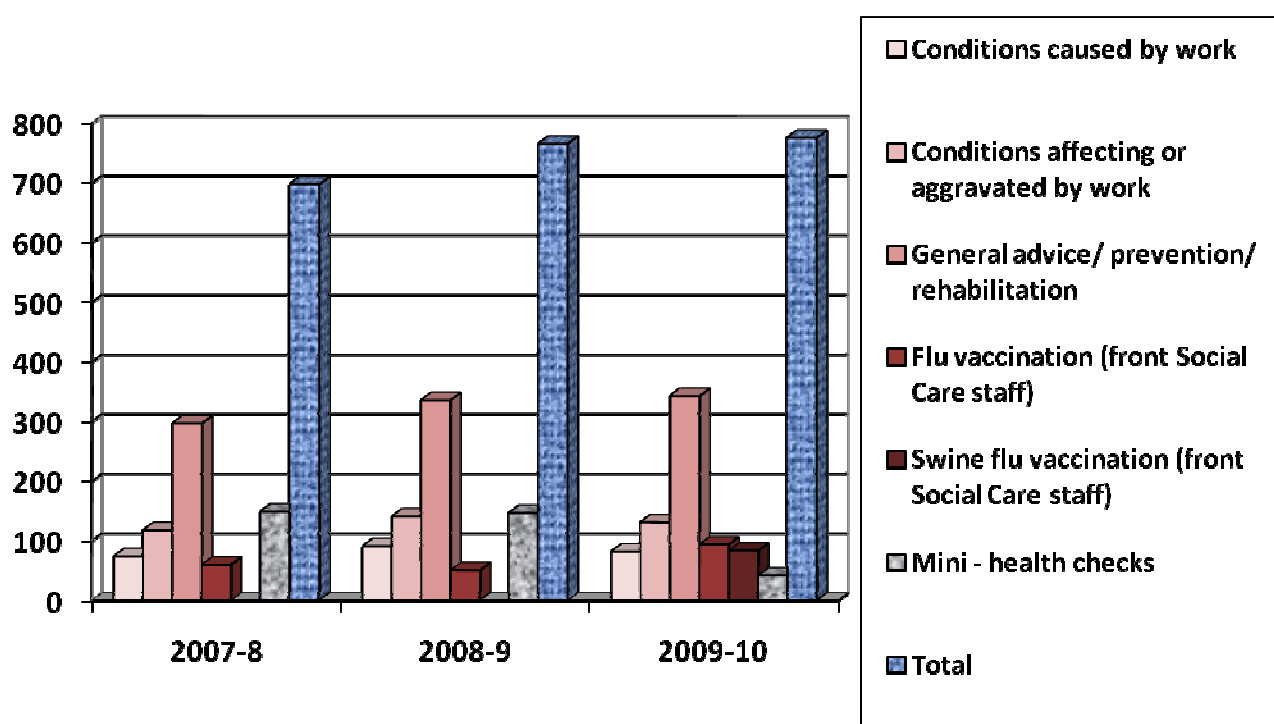
5.5 The Fire Service inspected several schools and gave advice on improving fire safety. No formal enforcement action was necessary.

APPENDIX 2

HEALTH PERFORMANCE - Occupational Health, Counselling Services and stress related sickness absence

1.0 CONSULTATIONS WITH OCCUPATIONAL HEALTH:

Chart 4: Reasons for consultations with occupational health



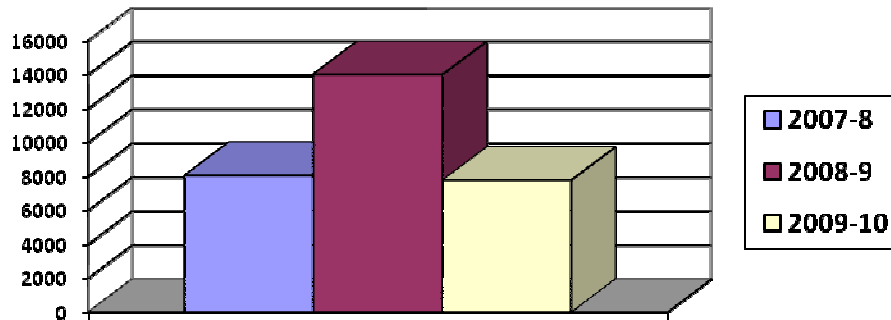
1.1 The Occupational Health Service continues to be well used and played an active part in delivering swine flu vaccinations to front line social care staff. This inevitably reduced the time available to carry out some other functions and as a result fewer mini health checks could be offered to employees this year.

2.0 CONFIDENTIAL COUNSELLING SERVICE

2.1 Stress continues to be a major cause of long term sickness absence. This is a common experience in public sector organisations. Encouragingly there has

been a significant drop in days lost due to this reason over the last year (see chart 5).

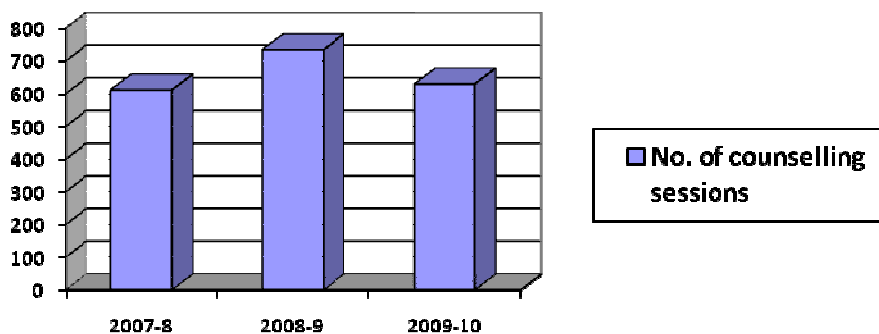
Chart 5 Working days absent due to stress



2.2 Confidential counselling sessions are available for employees who need some support to resolve difficulties at home or at work that may be causing stress.

2.3 In 2009-10 239 employees used the employee counselling service, the average number of sessions was 2.6 (on average this costs £123 per employee using the service). 84% of employees using the service continued working. The reasons given for seeking counselling were about 24% work, 51% personal and 25% mixed. This is a very similar picture the previous year.

Chart 6: Number of counselling sessions



2.4 Comments on the evaluation forms about the service are very favourable. Some examples are shown below.

This is the first time I have used any such service. I found the fact that the counsellors are not employed/attached to any particular Council department re-

*assuring, consequently making the initial decision to approach the service easier. The counsellor I saw was skilled, being both supportive/comforting and yet challenging thereby helping me to see my own particular issues from a different perspective ultimately therefore leading to my recovery. **June 09***

*I am so pleased this service is available. I have been on my GP's waiting list for nine months and I still have not heard a thing. - **March 10***

*I found this service excellent. I found the counsellor was extremely respectful, warm and helpful. Her support has helped me to address my difficulties and maintain my dignity and self worth at a challenging time. Her help also supported me to maintain full attendance at work. Thank you for this service - **July 09***

APPENDIX 3

PROACTIVE HEALTH AND SAFETY PERFORMANCE

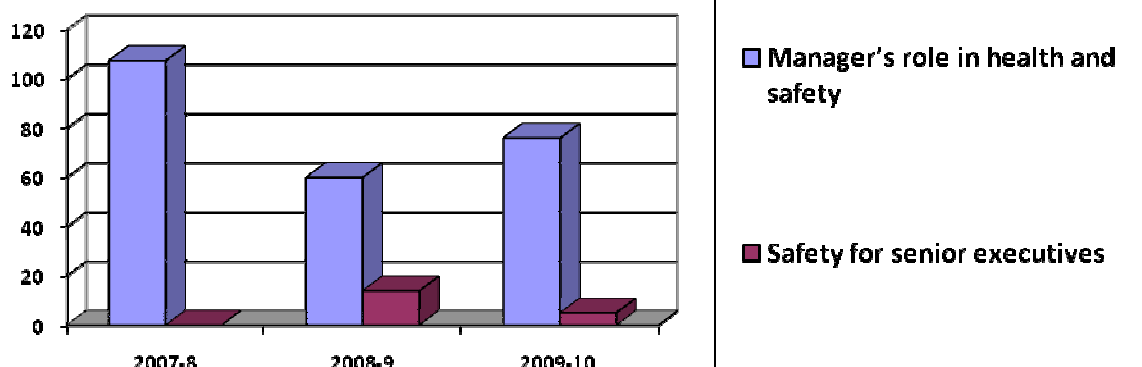
1.0 HEALTH AND SAFETY TRAINING

1.1 Health and safety training is itself a legal requirement and the key to achieving health and safety compliance in other areas as well. It can empower employees to take action to make their work places safer for themselves, their colleagues and anyone else affected by their work.

1.2 Due to their roles and responsibilities some employees will require formal training in some aspects of health and safety. Many of these trainings are delivered in house by members of the occupational health and safety team to ensure that they are relevant, effective and good value for money.

1.3 Managers' competence in managing health safety is key to maintaining and improving health and safety standards throughout Telford & Wrekin Council. It was encouraging that the level of up take on this training has remained at a high level.

Chart 6 Attendance by managers on corporate health and safety training



2.0 REVIEWING HEALTH AND SAFETY

2.1 A corporate programme of reviews of health and safety management has gathered momentum in the last year. Managers are asked to carry out a detailed health and safety audit to inform this process. Action plans for improvements have been drawn up and agreed with managers where necessary.

2.2 Schools also carry out a detailed safety audit at least once a year, which is used to target help and advice to enable them to comply with health and safety regulations.

3.0 EMPLOYEE CONSULTATION

3.1 During the year the corporate health and safety committee met four times to consider health and safety issues of Council wide significance.

3.2 As part of the One Council vision the corporate health and safety committee has now absorbed the role of the Chief Executive's Health and Safety Group to monitor health and safety performance. This committee is now the central forum for the consideration of a wide range of health and safety issues, not just those that directly affect employees. It is chaired by a member of the corporate management team and aims to engage with a wider range of employees.

4.0 MAINTAINING SAFE PREMISES AND STRUCTURES

4.1 The Council is continually active in trying to ensure the safety of the buildings and structures it is responsible for. The work is prioritised by means of risk assessment and includes a wide range of activities. A few examples are given below:

- Managing asbestos.
- Maintaining water systems to ensure they pose no risk from Legionella.
- Improvements to fire detection, warning and evacuation systems.
- Road safety improvements.
- Work to rationalise the use of buildings, reducing the use of those where compliance with modern health and safety standards is difficult to maintain.

5.0 CORPORATE HEALTH AND SAFETY AWARDS

5.1 Two corporate health and safety awards were presented during the year. One to Dan Mackriell of Stirchley Recreation Centre and one to Wrockwardine Infants and

Nursery School. In both cases the award was made in recognition of sustained improvements made in health and safety standards to the benefit of all.

6.0 PROGRESS ON THE TELFORD & WREKIN COUNCIL PLAN FOR HEALTH AND SAFETY

There were two key actions in 2009-10:

1. Promotion of employee health and wellbeing.

- A revised Wellbeing and Attendance policy was agreed and implemented.
- The Council worked in partnership with the PCT (Primary Care Trust) to develop a number of health promotion initiatives for employees. This work needs to continue.

2. Embedding the health and safety strategy across the Council.

- The use of health and safety audits across the Council was improved and progress with these was regularly reported on to the Chief Executive's health and safety group. The restructuring of the Council gives an opportunity to continue and develop this rigour.

7.0 PROPOSED KEY ACTIONS FOR 2010-11

The following are proposed by the corporate health and safety committee as key actions for 2010-11:

1. Working jointly with the PCT, continue to promote and develop cost effective measures to improve employees' health and wellbeing.
2. Ensure that health, safety and wellbeing is integrated from the planning stage onwards in restructuring, new ways of working and new Council buildings including the new Civic Offices.
3. Ensure that every service complies with the corporate standards of health and safety performance and monitoring.
4. Revise the Council's corporate health and safety policy.
5. Review health and safety training to ensure it is of a suitable standard, effective and economical.
6. That the impact of the Council's new 'Wellbeing & Attendance' policy on employee attendance at work be carefully monitored.

TELFORD & WREKIN COUNCIL

CABINET - 13TH JULY 2010

REVISED CORPORATE HEALTH AND SAFETY POLICY

REPORT OF HEALTH AND SAFETY MANAGER

1.0 PURPOSE

This report sets out the key changes in the revised corporate health and safety policy for adoption.

2.0 RECOMMENDATIONS

- **That the revised health and safety policy be formally adopted by Cabinet.**
- **That the policy continues to be produced both electronically and in hard copy booklet format.**
- **That an easy read one-page summary be prepared to help raise awareness of the revised Health and Safety policy.**

3.0 SUMMARY

3.1 Since the last corporate health and safety policy was adopted we have had a new chief executive and the Council has changed its structure and priorities. The revised policy reflects these changes and clarifies other areas.

4.0 PREVIOUS MINUTES

4.1 The previous health and safety policy was adopted by Cabinet at their meeting on 1st October 2007 Minute number CB-49/07.

5.0 INFORMATION

5.1 **Background** The law requires the Council to regularly review its health and safety policy and we have made the commitment to do this every three years. The revision is lead by the Council's occupational health and safety team with input via the health and safety committee to enable trade union health and safety representatives and managers to be consulted and make suggestions.

5.2 **Key changes from the previous policy:**

- 5.2.1 Managing health and safety correctly and implementing sensible risk management enables services to be delivered in an efficient and effective way. This is also a legal requirement. Health and safety therefore, always needs to be at the core of Council services and this has now been reflected in the subtitle of the policy document.
- 5.2.2 The structure for health and safety management and consultation has been thoroughly revised to reflect the needs of the restructured Council and the One Council vision. (See section Four). The role and remit of the corporate health and safety committee has been expanded to encompass issues that were originally covered in a separate Chief Executive's health and safety group meeting (Section 4.4).
- 5.2.3 A clearer explanation of the legal requirement for, and role of, "competent persons" is provided (See section 3.3).
- 5.2.4 Several new topics have been included in Section Five; The Arrangements. These are:
- Challenging behaviour (para 5.5)
 - Event safety (para5.15)
 - Home working (para 5.20)
 - Night work (para5.19)
 - Thermal Comfort (para 5.35)
 - Welfare facilities (para 5.37)
- 5.2.5 Some minor wording amendments have also be made where the consultation process showed that these were appropriate.
- 5.2.6 The electronic version of the policy will incorporate electronic links to more detailed policies and guidance where appropriate.
- 5.2.7 The revised health and safety policy is set out in Appendix 1

5.3 **Equal Opportunities**

- 5.3.1 The revised health and safety policy supports the Council's equalities agenda whilst recognising that some aspects of gender or disability require additional health and safety measures to implemented.

5.4 **Environmental Impact**

- 5.4.1 Some aspects of the policy have the potential for positive environmental outcomes such as good event safety or noise management. Health and safety can usually be managed without detriment to the environment.

5.5 Legal Comment

- 5.5.1 The adoption of the revised health and safety policy is required to demonstrate the Council's compliance with the Health and Safety at Work etc Act 1974 section 2(3).

5.6 Links with Corporate Priorities

- 5.6.1 Implementation of a robust health and safety policy contributes to an efficient community focussed council.

5.7 Opportunities and Risks

- 5.9.1 The opportunities and risks associated with this policy revision have been identified and assessed. Arrangements will be put in place to manage the risks and maximise the opportunities that have been identified.

5.8 Financial Implications

- 5.8.1 There are no material financial impacts arising from the recommendations. Publication costs are covered in existing base budget provision.

6.0 WARD IMPLICATIONS

- 6.1 District Wide Implications.

7.0 BACKGROUND PAPERS

- 7.1 Previous Corporate Health and Safety Policy – "Improving health and safety"

Any queries regarding this report please contact: Jo Revell Health and Safety Manager 383625

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Appendix 1



“HEALTH AND SAFETY – AT THE CORE OF COUNCIL SERVICES”

**TELFORD & WREKIN COUNCIL
CORPORATE HEALTH AND SAFETY POLICY**

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“HEALTH AND SAFETY – AT THE CORE OF COUNCIL SERVICES”

TELFORD & WREKIN COUNCIL CORPORATE HEALTH AND SAFETY POLICY

SECTION ONE: The commitment to health and safety

1.1 Getting health and safety right is integral to the Council’s priority of being efficient and community focussed.

1.2 Employees are the Council’s most valuable asset and their well being is of vital importance to delivering effective services to the community. It is the policy of Telford & Wrekin Council to try to improve the health and safety aspects of everything it does to safeguard, as far as is reasonably practicable, the health, safety and welfare of everyone whilst they are working for the Council or using Council services.

1.3 The Council will comply with all relevant health and safety law and seek to promote standards of health and safety that exceed basic legal requirements wherever it is cost effective to do so.

1.4 The Council’s policy is to have a positive, proactive safety culture. This involves all employees, from casual staff to directors and members:

- Being clear about their health and safety responsibilities.
- Being actively involved in making Telford & Wrekin Council a healthy and safe place to work.
- Providing services in a manner that protects the health and safety of the users.
- Working with partners and other agencies to promote good standards of health and safety.

1.5 To put this policy into practice the Council will give its employees, as far as is reasonably practicable:

- A safe, healthy and harmonious work place.
- The training, knowledge and supervision they need to work safely.
- Safe work equipment and safe ways of working.
- Safe means for using, handling, storing and moving anything at work.
- Adequate welfare facilities.
- Access to occupational health support.
- Support to adopt healthy lifestyles.

1.6 The Council will appoint competent persons to help ensure that this policy becomes reality.

1.7 The Council will consult with trade union and other workforce representatives on health and safety issues to ensure that everyone is informed about and involved in health and safety.

1.8 This policy will be reviewed every three years and be updated as necessary.

Victor Brownlees

Chief Executive

Date: 2010

SECTION TWO: What does all that mean for me?

2.1 The law requires all employees, wherever they work, to do certain things. That means we must take personal responsibility to:

- Take care of our own health and safety and that of anyone else who is affected by our work.
- Co-operate with the Council in the interests of health and safety.
- Take good care of anything provided for the purposes of health and safety.
- Report accidents, incidents, “near misses” and anything we think is dangerous as well as actively looking for opportunities to improve health and safety.

2.2 Depending on your job you may well have more detailed health and safety responsibilities (see section 3 and the policies and guidance referred to in italics in section 5).

Emergency procedures

2.3 Please read this section and fill it in straightaway and remember to change it if you move to another Council workplace.

- *Fire and other evacuations:*

2.4 On your first day in a new workplace your induction must include the emergency evacuation procedure. Different procedures may be in place outside core opening hours. If you work in several buildings you need to understand the evacuation procedure in each one. On hearing an alarm, leave the building by the nearest exit and make your way to the assembly point. Never assume that it’s only a drill. If you’d need help to evacuate a building safely, talk to your manager or headteacher and ask for a personal emergency evacuation plan to be worked out.

[\(Personal emergency evacuation plans\)](#)

2.5 Your manager or headteacher must explain if your job involves responsibilities for others (eg pupils, customers or service users) in an emergency. Find out exactly what is expected of you – that emergency might happen today!

Many Council buildings have fire marshals. Find out the names of those in your area so you know who to contact if you have a concern about fire safety.

2.6 Find out where the nearest fire alarm call point is to your workplace and where the fire extinguishers are. Fire extinguishers are only ever to be used on the smallest of fires (nothing bigger than a waste paper basket for example) and only *after* the alarm has been raised to get the evacuation of the building started and help on its way. Read the instructions on the extinguishers in your workplace so you'd know what type to use. If in doubt – just get out!

Fire marshals are:

..... Tel. No.

..... Tel. No.

..... Tel. No.

Nearest fire alarm call point:

Nearest fire extinguishers are:

My evacuation assembly point is:

- *Medical emergencies*

2.7 If urgent medical aid is needed don't waste time - call an ambulance by dialling 999, give your exact location and send someone to direct the paramedics to the casualty if necessary. Only after or whilst that's done should first aid treatment be sought.

- *First Aid*

2.8 Find out who your nearest first aiders are and make a note of their work location and telephone numbers. If you have a particular medical problem it would be useful to have a chat with them so that they can be certain of giving you the right treatment if the need arises. First aiders must respect the information you give them in confidence.

First aiders are:..... Tel. No.

..... Tel. No.

..... Tel. No.

So what do I do if I'm concerned about a health and safety issue?

Sort it or report it!

2.9 If you can't deal with the problem yourself, the first step is to contact the person responsible for the issue with the authority to sort it out. Often this will be your manager, the headteacher or your team leader and, in any case, if you are uncertain whom to go to, try them first.

If they are unable or unwilling to answer your query or you would feel more comfortable talking to someone else contact:

- The corporate [occupational health and safety team](#) on 01952 383627/383626
- and/ or your trade union health and safety representative

Name: Tel. No

[\(A list of current trade union health and safety representatives and their contact details is on the intranet\)](#)

Further health and safety information and policies

2.10 Talk to your manager, headteacher, team leader or trade union health and safety representative as to where further health and safety information can be found in your workplace. Detailed guidance and policies can be found, for example, in the:

- [Health and Safety pages on the intranet](#)
- Education Health and Safety Manual on the Learning Platform,
- Catering health and safety manual
- Building cleaning health and safety manual

Much useful advice can also be found on the HSE website

<http://www.hse.gov.uk/index.htm> and the web sites of the recognised trade unions.

SECTION THREE: The organisation - (who does what)

3.1 Management

3.1.1 Members

Members will formally adopt and scrutinise the Council's core health and safety policy.

3.1.2 The Chief Executive

The chief executive will (aided by competent persons) decide on the corporate policies to be adopted, ensure they are implemented, maintained and their effectiveness is monitored. The chief executive will ensure that the corporate management team understand and carry out their role in accordance with the health and safety strategy and will nominate one of them to be the lead on health and safety matters.

3.1.3 Corporate Management Team

The corporate management team will oversee the implementation and effectiveness of corporate health and safety policies within the priorities for which they have a lead responsibility. They must ensure that heads of service that they manage have the necessary expertise to understand their responsibilities and carry these out.

3.1.4 Heads of Service

All heads of service are responsible for implementing and monitoring the effectiveness of corporate health and safety policies within their service area. Heads of service are responsible for ensuring that their service delivery units are appropriately represented on the corporate health and safety committee. They must ensure that managers understand their responsibilities and have the necessary resources and competence.

3.1.5 Service Delivery Managers and Team Leaders

Service delivery managers and team leaders are responsible for making sure that all relevant policies, procedures and practices are followed within their areas of supervision and that health and safety is integral to everything the service delivery unit does. They are responsible for ensuring that any health and safety issues they cannot resolve are brought to the attention of their service delivery manager or head of service. They are responsible for communicating regularly with their team on health and safety issues, allocating sufficient resources and ensuring that adequate health and safety training is provided.

3.1.6 Governing Bodies:

- In schools where the governing body is the employer (ie foundation schools, voluntary aided schools and academies) the governing body will draft a health and safety policy for the school and oversee its development

and implementation. It may be helpful to base this policy on that of Telford & Wrekin Council.

- In schools where the Telford & Wrekin Council is the employer (ie community and voluntary controlled schools) the governing body will oversee the development and implementation of Telford & Wrekin's health and safety policy within the school.

3.1.7 Headteachers

Headteachers in their capacity as agents of the Council, have overall responsibility for day to day health and safety management at their school. They must have sufficient competence (or assistance from competent colleagues) to enable them to ensure that Telford & Wrekin's standards for health and safety are maintained in their establishments.

3.2 Health and safety representatives

Health and safety representatives are usually trade union representatives and they have the right to carry out regular inspections of the work place, to investigate accidents and incidents and to examine health and safety documents. They attend the quarterly health and safety committee where they represent the views of employees (regardless of whether they are union members or not). Health and safety representatives must be consulted in good time about health and safety issues.

([Functions of trade union health and safety representatives](#), [List of trade union health and safety representatives](#))

3.3 Competent persons

The Council is required by law to appoint competent persons to assist in taking the measures needed to ensure that health and safety law is complied with. In this context a competent person is defined as someone with sufficient training, experience, knowledge and other qualities to be effective.

3.3.1 The Corporate Occupational Health and Safety Team

The corporate occupational health and safety team includes health and safety staff who are responsible for promoting improvements in health and safety practice and bringing to the Council's attention any new or changed legislation which may affect the way things are, or need to be, done. The team will lead on the development of detailed policies and guidance as well as monitoring and reviewing their effectiveness. Operational health and safety advice is provided by this team. They also facilitate health and safety training of employees at all levels.

Occupational health staff provide medical advice, from pre-employment right through to retirement, to both managers and employees to enable them to work in a way that does not endanger their (or anyone else's) health. Your personal medical details remain strictly confidential throughout and will not be divulged to anyone without your informed consent. Occupational health staff provide medical input into health and safety policies and assessments to promote improved standards of health and wellbeing. [\(for more detail see the Occupational Health Policy\)](#)

3.3.2 Health and safety contacts

Every service delivery unit must have a named health and safety contact to help monitor health and safety performance and help communicate health and safety messages. The contacts work closely with, and are supported by, the occupational health and safety team.

3.3.3 Employee counselling team

The employee counselling team are independent trained counsellors who offer you a completely confidential opportunity to explore and resolve difficulties you may be experiencing in your personal and work life.

[\(Counsellors\)](#)

3.3.4 Other competent persons

Health and safety advice in specialist areas can be obtained from a number of sources within the Council including engineers, architects, building surveyors, facilities management staff and building control officers.

3.4 Putting the policy into practice

3.4.1 To put the Council's health and safety policy into practice requires:

- Competence
- Communication and consultation
- Control
- Co-operation

Exactly what is expected is set out in the Council's health and safety strategy.

[\(Health and Safety Strategy\)](#)

SECTION FOUR: The structure (how it all fits together)

4.0 The structure can only be effective in promoting good standards if we all play our part, taking a personal interest and looking out for, and taking, opportunities to improve health and safety in everything we do.

4.1. Team/staff meetings

Health and safety must be a standing agenda item at team meetings. This gives everyone the opportunity to raise health and safety concerns that apply to the team and discuss proposed improvements.

4.2 Local Health and Safety Committees/ Working Parties

Occasionally local or particular health and safety issues may require the setting up of a local health and safety committee or working party involving management and trade union health and safety representatives. Any matters that cannot be resolved there can be brought to the attention of the occupational health and safety team or raised at the corporate health and safety committee.

4.3 Employee focus groups

Health and safety issues may also be raised and discussed at the Council's employee focus groups. Any matters that cannot be resolved there can be brought to the attention of the occupational health and safety team or raised at the corporate health and safety committee.

4.4 The Corporate Health and Safety Committee

This is the forum for consultation between the Council and trade union representatives on measures to ensure the health, safety and welfare of employees at work that have implications for several services.

The committee also exists to introduce, monitor and maintain best practice in health and safety and to ensure, where appropriate, that there is a uniform approach to health and safety management throughout the authority.

It meets four times per year and is attended by representatives of key services, trade union health and safety representatives, members of the occupational health and safety team and employee focus groups. This meeting is chaired by a member of the corporate management team. Other people may attend on an ad hoc basis where this appropriate for the matters to be discussed.

(Health and Safety Committee terms of reference.)

4.5 Management team meetings

All management teams need to include health and safety as a standing item on their agendas at all levels to ensure that health and safety is being managed and monitored effectively. Service area management teams must consider a report about the service's health and safety performance and emerging issues at least once a year and take any steps identified that are needed to improve health and safety standards.

4.6. *Governors' meetings*

School governors should always have health and safety as an agenda item and will usually wish to set up a separate health and safety committee that takes responsibility for monitoring and promoting good health and safety standards in school.

SECTION FIVE: The Arrangements A-Z (the details in brief)

5.0 This section gives brief details of how the Council intends health and safety to be at the core of everything we do. The topics are arranged in alphabetical order to make it easy to find what you are looking for. Where there is more detailed policy or advice available this is indicated in italics in brackets. These can be found on the intranet or the Learning Platform.

5.1 *Accident, incidents and near misses*

If you have, or see, an accident, violent incident or a near miss you have a responsibility to report it to your employer. Some serious incidents may be reportable to the Health and Safety Executive immediately and others within ten days, so don't delay. Road traffic collisions experienced in the course of travelling whilst at work must be reported too.

([Accident reporting procedure](#). [Personal Safety Policy](#))

All reported incidents should be investigated and improvements made to try to ensure they do not happen again.

5.2 *Adult Safeguarding*

In order to protect adults who are vulnerable as a result of mental or other disability, age or illness, from harm resulting from abuse, the Council and its partners have comprehensive procedures which all employees must follow. If you are concerned that an adult is vulnerable and is, or may be, at risk of any form of abuse you must report this to the appropriate social care team. If you are unsure whether the person fits the criteria you can still contact the team and discuss the matter, if necessary as a hypothetical case.

Always err on the side of caution.

([Safeguarding and Adult Protection](#))

5.3 *Asbestos*

It is the policy of Telford & Wrekin Council to prevent, as far as is reasonably practicable, the exposure of anyone on our premises to all types of asbestos in a form that can be breathed in. A detailed asbestos policy and management plan has been adopted and survey results are available in every operational building. Before carrying out any work on a Council building that could disturb asbestos (or allowing anyone else to do this work) ask for the asbestos survey results. This will tell you if there is any asbestos present and if so, where it is.

([Asbestos Management Plan](#))

5.4 *Audits, inspections and reviews*

About once a year an audit will take place in order to assess how well health and safety is being managed within your working area and where improvements are needed. This may be in the form of a written checklist, or by way of a more formal inspection by your headteacher, team leader, manager or someone from the occupational health and safety team. Inspections can be most productive if carried out jointly with trade union health and safety representatives.

([Trade Union Health and Safety Inspections](#))

5.5 Challenging behaviour

Many Council employees, as part of their role, work with clients, service users or pupils who have communication difficulties and behavioural problems that sometimes lead to challenging behaviour. The triggers for the challenging behaviour and the strategies for preventing it and dealing with it need to be identified and recorded. These risk assessments usually form part of the person's care plan or behaviour management plan to minimise the risk of harm to themselves, employees and others.

[\(Personal safety policy\)](#)

5.6 Chemical and substance safety

Using chemicals and other substances can be an important part of work, especially for people involved in cleaning. Any likely contact with hazardous substances needs to be assessed to ensure that potential harm is reduced to a minimum (including the fire risk from flammable substances). In some circumstances infections are classed as hazardous substances including those carried by body fluids.

5.7 Child protection

In order to protect children from harm resulting from abuse (whether physical, sexual, emotional or as a result of neglect) the Council and its partners have comprehensive procedures which all employees must follow.

If you are concerned that a child is, or may be, at risk of significant harm, do not attempt to investigate or resolve this yourself. Refer the matter to the Children & Families Helpdesk (01952 385700) or, in an emergency, to the police.

If you are unsure whether the child is at risk you can still contact the helpdesk and discuss the matter, if necessary as a hypothetical case.

Always err on the side of caution.

[\(Safeguarding Children\)](#)

5.8 Computers

If you frequently use a computer for your work you will need to have your work station assessed to check that you know how to set it up correctly for your use and that you are working safely. You will also be entitled to have your eyes tested.

[\(Computer users\)](#)

5.9 Construction work

Some employees commission construction work or are employed in a professional capacity as designers, CDM-co-ordinators or client representatives supervising such work. Everyone in these roles has a key part to play in ensuring good health and safety standards are at the core of any construction work and ensuring that health and safety risks are minimised at an early stage of any project.

[\(Construction, Design and Management Policy. Safe Working\)](#)

5.10 Contractors and partners

Many employees will find that part of their work involves working closely with contractors or with other organisations as partners. Communication and planning is vital in these situations to ensure that everyone can work safely and our customers, clients and pupils are protected. If you are not clear about what to do about health and safety when working with a contractor or partner ask for advice at an early stage – never assume that its someone else's responsibility.

[\(Working with Contractors\)](#)

5.11 Disabilities

If you have, or develop, a disability and need some changes to be made to enable you to work effectively and safely please discuss your needs as soon as possible with your team leader, manager, human resources officer or the occupational health and safety team. They'll do everything they can to help.

[\(Working with employees with disabilities\)](#)

5.12 Domestic abuse.

If you are experiencing domestic abuse there is support available at work to help you decide on a course of action and to protect you.

[\(Domestic Violence and Abuse Policy\)](#)

5.13 Driving

If you drive a vehicle as part of your work, road traffic rules will apply to your vehicle and your standard of driving. These must be closely observed for your own and others' safety. Over-tired drivers cause many accidents so it is important to plan long journeys with sufficient rest breaks to prevent this. You must avoid the use of any substances that impair your fitness to drive. Inform your manager if you develop a health condition or are on medication that affects your ability to drive safely.

Skill, care and observation are needed to move a vehicle safely on Council premises especially in congested parking areas and where vulnerable customers are likely to be nearby. If you use your own vehicle for work purposes check that it is insured for this and that you keep it well maintained.

[\(Driving for Work, Substance Misuse Policy\)](#)

5.14 Electrical Safety

Whilst essential and taken for granted electricity can be very dangerous. Telford & Wrekin Council requires anything that involves electrical work to be done by competent people. Before you use any electrical equipment look at it carefully and report any obvious defects. If in doubt seek advice. Bringing in electrical equipment from home is discouraged and can never be done without the permission of your team leader or manager. All portable electrical equipment over one year old must be regularly tested for safety.

[\(Building based services and equipment\)](#)

5.15 Event Safety

If your role involves putting on events you must make sure that health and safety is at the core of these too. Plan the event properly, being clear at an early stage about what needs to be done and who is going to do it to enable the event to go ahead safely. Fireworks, temporary staging, crowd control and other unusual activities may carry unusual risks to manage so seek advice at an early stage if you are uncertain about anything.

[\(Event safety guidance\)](#)

5.16 Fire

The Council has a separate policy on fire safety that sets out what needs to be done to control the risks from fire. Every Council workplace must have its fire risks assessed and recorded so that the correct fire precautions and evacuation procedures can be put in place. Ask your manager, headteacher or team leader about your part in this.

[\(Fire Safety\)](#)

5.17 First aid

There will be someone responsible for first aid within your workplace; you need to know who they are and where they work so that you can contact them quickly if the need arises. If you would be willing to be trained as a first aider let your team leader, manager or headteacher know.

[\(First Aid\)](#)

5.18 Health advice

The occupational health team (tel 383630/383631) is available to help with any questions you or your manager have regarding your health at work. Confidential advice by appointment is available if required. The team also offer mini health checks and lifestyle advice to help you keep healthy. The Council works closely with the Primary Care Trust to promote healthy lifestyles for employees.

[\(Occupational Health Policy\)](#)

5.19 Height –working at

Working at height, such as on a roof or up a ladder, can be very hazardous. An assessment must be made of the risks from such work, which should be designed out wherever possible. Equipment used for working at height must be suitable for the job, regularly inspected and well maintained. You are expected to have completed ladder safety training if using a ladder is an unavoidable part of your work.

[\(Working at height\)](#)

5.20 Home Working

Working from home is an option for some employees. To set this up as a regular arrangement requires a formal agreement. Checks will be made on the safety and suitability of your home and steps will be taken to

ensure that electrical equipment in use for working at home is safe and that your work station is set up correctly.

(Home working)

5.21 Law

The law about health and safety of people at work is set out in Acts of Parliament and Regulations. Some of these rules are added to by Codes of Practice. The main law is The Health and Safety at Work etc Act 1974. The law gives general principles saying that your employer has a duty to keep you safe at work and you have a duty to keep others you come into contact with safe whilst you are at work. Failing to comply is a criminal offence.

[*\(Health and safety law information\)*](#)

5.22 Lone working

If you are working alone you are potentially more vulnerable to accidents and violent incidents. Planning ahead, personal safety training, being able to get help if you need it and letting your colleagues know where you are, what you are doing and what time you'll finish are all important. You must follow the lone working procedures of your section.

[*\(Personal Safety Policy\)*](#)

5.23 Mobile phones

Mobile phones are a great way of keeping in touch and for getting assistance quickly in the case of an emergency. They must not, however, be used whilst driving, even via a hands free kit.

[*\(Mobile phone policy\)*](#)

5.24 Moving and handling

Most employees will move items, and some move people, during the course of their work. Where the risks cannot be controlled well enough in other ways, manual handling training must be provided with more specialist training for the more difficult areas. If you think you may need this training talk to your manager or team leader.

[*\(Manual handling policy, Manual handling of people. Manual handling guidance \(Back Chat\)\)*](#)

5.25 Night work

If you usually work at night (for at least three hours and at least part of that time between midnight and five a.m.) then you may be entitled to a free health assessment to help you manage any medical condition that could be made worse by working at night.

[*\(Night working\)*](#)

5.26 Noise

Exposure to high noise levels can damage hearing. If you work where you have to shout to be heard or find it hard to hear someone talking close to you ask for the level of noise to be measured properly. If other control measures aren't reasonably practical you will be provided with hearing protection.

[*\(Noise at Work\)*](#)

5.27 Personal protective equipment

Protective equipment is provided to keep you safe, please use it. This not only protects you but sets a good example to those around you. It will only continue to protect you if it fits correctly, is clean and in good condition. You are expected to look after personal protective equipment and report any loss or damage to your team leader or manager straightaway. When it is not in use personal protective equipment must be stored correctly in the place provided. Cleaning should be carried out in accordance with the manufacturer's recommendations and paid for by the Council.

[*\(Personal protective equipment for site visits\)*](#)

5.28 Personal safety

Telford & Wrekin Council takes the safety of employees seriously and a policy has been devised to try and protect people from foreseeable violence and aggression whilst they are at work. You need to read this policy and know how it applies to the work you do. If you are doing home visits or meeting people by appointment you must check the Personal Safety Precautions register before you go to see whether any special precautions are needed.

[*\(Personal Safety Policy\)*](#)

5.29 Pregnancy and new mothers

All risk assessments must consider whether further measures are needed to protect women of child bearing age. If you are expecting a baby (or have given birth in the last six months) you will need to let your manager know as soon as possible. Your manager will review the risk assessments to ensure that you are as safe as possible during your pregnancy and will take any additional measures needed to protect you.

[*\(New and expectant mothers at work\)*](#)

5.30 Risk assessments

To help to keep people safe, the Council is required by law to carry out and record risk assessments of work practices.

Risk assessments are a way of looking at the work we do and considering whether it is foreseeable that it can cause harm to employees or anyone else. Reasonable steps must be taken to eliminate significant risks or reduce them to an acceptable level. Copies of risk assessments that apply to you and your work area must be available for you to read.

Risk assessment is a process, not an end in itself. Recorded risk assessments are a progress report that should form the basis of a risk reduction plan or safe working practice that results in improving health and safety. Risk assessments must be reviewed regularly with changes made as necessary at least annually.

Specialist risk assessments are needed for fire safety and for certain work tasks such as working with hazardous materials, computers or challenging behaviour.

Risk assessments must be carried out by competent persons, people with sufficient knowledge and experience of both the job and the safety issues. Many risk assessments will be carried out by employees, for a few highly technical areas outside expertise will be used. It is important that employees are involved in the assessment of risk both at the initial stage and when the risk is reviewed. Health and safety representatives can also be asked to help. Training is provided for assessors and is available to anyone involved in the assessment process.

[\(Risk Assessment\)](#)

5.31 Security

Security measures not only protect buildings and their contents from loss or damage but protect our personal safety and reduce the risk of arson or other attack. Everyone can help by being observant and reporting anything suspicious immediately to the appropriate person. Basic measures such as keeping the workplace tidy and disposing of rubbish properly can help reduce arson risks. Understanding the security measures at your workplace and playing your part in making them work (for example by challenging unauthorised persons) is important too.

5.32 Smoking

Everyone's health is important so smoking is not allowed during working hours, nor in Council buildings or vehicles. See the smoking policy for full details. If you would like some help to give up smoking the Occupational Health Team can give advice.

[\(Smoking policy\)](#)

5.33 Stress

Although pressure is necessary for us to live normal lives, excessive pressure can cause stress which in turn can lead to real physical and mental problems. Training is available on handling personal stress and employees are encouraged to take their leave entitlement and take regular exercise. Managers are expected to be able to recognise and manage stress and try to promote a harmonious working environment within their teams. Training is available to help with this.

If you feel that work is causing you to have too much stress or even that stress caused by other things is affecting you at work, then you need to tell your manager or contact our occupational health team (tel 383630/383631). If you wish, all such contact can be confidential. All employees can also contact one of the independent employee counsellors for free, confidential counselling. Leaflets giving the numbers are widely available in every work place and on the intranet and Learning Platform too.

[\(Stress Management Policy, Counsellors\)](#)

5.34 Substance misuse

No employee may misuse any substance (this includes drugs, alcohol and solvents) before or during working hours to the extent that:

- it impairs their performance and/or
- it potentially or actually puts their own or others health or safety at risk and/or
- it adversely affects the public image of the Council

Possession of and dealing in illegal drugs on Council premises and/or during working hours will be regarded as gross misconduct, will be reported to the Police and is likely to lead to dismissal.

[\(Substance Misuse Policy\)](#)

5.35 Thermal Comfort

If your work place is usually too hot or too cold a risk assessment needs to be carried out. Raise this with your manager to see if some improvements can be made. If you work out of doors a lot you should take steps to protect yourself from the sun and adverse weather conditions.

[\(Thermal comfort guidance. Sun protection\)](#)

5.36 Training in health and safety

Training on various aspects of health and safety is a legal requirement. Initial training is organised on induction and more specialist training is arranged as needed. Some training may be provided on the job. Your headteacher or manager will have details of any courses you need to attend or other opportunities to improve your health and safety skills. You should be given the opportunity to put your health and safety skills into practice and your headteacher or manager will need to follow up to check that the training you've received has been effective.

Some training is very specific to the job you are doing and should be undertaken *before* commencing work. Examples include The Moving and Handling of People, Driving Skills and Control of Substances Hazardous to Health.

One of the core competencies for managers and team leaders is health and safety and all managers will be assessed on this and encouraged to improve their skills and knowledge.

[\(Training\)](#)

5.37 Welfare facilities

Council workplaces will be provided with adequate toilets, washing facilities, wholesome drinking water and somewhere to keep coats. Many Council workplaces will also have the means to prepare or obtain hot drinks or food and some will have dedicated rest areas. Depending on the nature of the workplace changing facilities may also be provided.

5.38 Work equipment

Equipment used at work that could become dangerous must be inspected regularly and maintained as necessary to keep it in safe working order. Report any faults promptly and keep inspection and maintenance records up to date.

5.39 Workplace buildings

Workplaces and their services including gas, electricity, water, lifts etc must be maintained in a safe and healthy condition.

[\(Water Systems Management Policy, Servicing of Building Services and Equipment, Thermal Comfort\)](#)

5.40 Young people

Young people (those under 18), due to their lack of experience, may need additional support at work to keep them safe such as supervision or restriction on the tasks they can carry out. This will apply to those on work experience as well as employees. Before a young person is employed a specific risk assessment for them must be carried out.

[\(Young persons\)](#)