

TELFORD AND WREKIN COUNCIL

CABINET - 14th SEPTEMBER 2010

**A LOCAL ENTERPRISE PARTNERSHIP FOR HEREFORDSHIRE, SHROPSHIRE,
TELFORD AND WREKIN (MARCHES ENTERPRISE PARTNERSHIP)**

REPORT OF HEAD OF ECONOMIC DEVELOPMENT

PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

- 1.1 The government invited outline proposals from ‘partnerships of local authorities and business’ to establish Local Enterprise Partnerships by 6th September 2010. This report sets out details of an outline proposal for a Local Enterprise Partnership submitted on behalf of Herefordshire, Shropshire and Telford and Wrekin (Marches Enterprise Partnership).

2. RECOMMENDATIONS

- 2.1 **To endorse the outline proposal for a Local Enterprise Partnership submitted on behalf of Herefordshire, Shropshire, and Telford and Wrekin**
- 2.2 **To agree to the further development and implementation of that proposal if endorsed by government**

3. SUMMARY IMPACT ASSESSMENT

IMPACT ASSESSMENT AT A GLANCE

COMMUNITY IMPACT?	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	<i>Supports the delivery of all objectives within the Housing, Regeneration and Prosperity Priority Plan</i>
	Are there any measures that will be used to show the proposals are making a difference?	
	No	<i>The Local Enterprise Partnership if approved will develop delivery priorities – specific measures would be developed to judge the impact of that delivery</i>
	Will the proposals impact on specific groups of people?	
	Yes	<i>The Local Enterprise Partnership will support the development of the local economy for the benefit</i>

		<i>of businesses and residents in or seeking employment</i>
TARGET COMPLETION/DELIVERY DATE?	<i>The timetable for the development and implementation of Local Enterprise Partnerships will be set out in legislation published in the autumn of 2010</i>	
FINANCIAL (VALUE FOR MONEY) IMPACT?	Yes	<i>Subject to endorsement by government, and the details of legislation due in Autumn 2010, a full proposal and a supporting bid to the Regional Growth fund will be developed. At that stage a further report will be brought to Cabinet setting out full legal and financial implications.</i>
LEGAL IMPACT?	Yes	<i>Subject to endorsement by government, and the details of legislation due in Autumn 2010, a full proposal and a supporting bid to the Regional Growth fund will be developed. At that stage a further report will be brought to Cabinet setting out full legal and financial implications.</i>
OTHER RISKS & OPPORTUNITIES¹?	Yes	<i>The Local Enterprise Partnership will offer the opportunity to secure additional powers and resources to deliver effective economic regeneration</i>
IMPACT ON SPECIFIC WARDS?	No	<i>The Local Enterprise Partnership offers the opportunity to develop the economy of the whole Borough more effectively</i>

PART B) – ADDITIONAL INFORMATION

4. INFORMATION

4.1 In a letter to local authority leaders and Chief Executives and business leaders dated 29th June 2010, the government invited 'partnerships of local authorities and business' to submit outline proposals to establish Local Enterprise Partnerships by 6th September 2010. The letter set out how Local Enterprise Partnerships will take on some of the functions of the Regional Development Agencies (RDAs), due to be abolished by 2012.

LEPs would:

- "Provide strategic leadership in their areas to set out local economic priorities" but also tackle issues in planning, housing, local transport and infrastructure priorities, employment and enterprise.
- Have a 50:50 split between local authority and business representatives on the board, with a business sector chair
- Cover "functional economic areas"
- Have to cover their own day to day running costs. Further consideration is being given to how they will access government funding (but this would include the newly announced Regional Growth Fund)

4.2 Legislation to abolish RDAs and provide for Local Enterprise Partnerships will be introduced in the autumn

The Herefordshire, Shropshire and Telford and Wrekin Local Enterprise Partnership outline proposal

4.3 The Local Authority Leaders Board for the region had previously proposed Herefordshire, Shropshire and Telford and Wrekin as a sub region, for the purposes of developing a sub regional economic assessment. Following the invitation by government, the Leaders and Chief Executives of the three unitary authorities committed to developing proposals for a Local Enterprise Partnership, the business boards in the three areas (including the Telford and Wrekin Economic Development Board) confirmed private sector support, and an outline proposal was submitted to the Secretaries of State on 4th August 2010.

4.4 A copy of that outline submission is contained at Appendix 1. In summary:

4.5 The proposal sets out the rationale for the Marches Enterprise Partnership and is focused on the area covered by the unitary authorities of Herefordshire, Shropshire and Telford & Wrekin.

4.6 The proposal has been submitted jointly by the Leaders of the 3 local authorities and the chairs of the 3 county level business boards. The submission has the backing of Shropshire & Telford and Hereford & Worcester Chambers of Commerce as well as the Country Land and Business Association and has generated significant levels of support from

independent and influential members of the local business community including some of the areas' major employers. It represents a cohesive bid which has the support of all the key partners.

- 4.7 The area covered by the Marches Enterprise Partnership is a natural economic geography in the West Midlands which can demonstrate a successful track record of proactive and effective joint working between areas, business and local government.
- 4.8 The Marches Enterprise Partnership aims to create the conditions for enterprise to flourish and will improve the economic prosperity of the Marches area by influencing the drivers of economic development including housing, transport, infrastructure, broadband availability, inward investment and skills. It will engage in cluster development and business support, promote innovation and encourage graduate retention. It will build on high levels of enterprise and home working across the area and maximise the value of our natural and economic assets in an environmentally sustainable way.
- 4.9 In doing this it hopes to overcome the current dependence on the public sector to provide the areas jobs which, at over 28% of total employment, exceeds the national average.
- 4.10 It is proposed to resource activities through transfer of Regional Development Agency and Homes and Community Agency assets, making more flexible use of business rates and council tax, managing and optimising the availability of European Funding and the Regional Growth Fund. This will complement existing investment from the local authorities.
- 4.11 There is a clear intention to not develop additional bureaucracy and therefore, the structure of the Marches Enterprise Partnership will build on some of the existing structures which are successfully engaging the business community. The Marches Enterprise Partnership will be led by a small executive board with 50/50 private/public representation. It will be chaired by a leading business figure with the gravitas to influence all sectors of the local business community and with connections beyond our boundaries that ensure the profile of the area is maximised on a national stage. It will make the most of the range of local networks and support organisations that exist to ensure the fully representative engagement with business. However, by keeping the executive function small, swift and informed decision making will result in timely and effective delivery.
- 4.12 The proposal raises a number of issues that relate to areas of Government Policy that are still emerging. We are therefore requesting an early dialogue with Government to jointly develop the proposal further with a view to having a clear and deliverable plan of action agreed early in 2011.

Next steps

- 4.13 The outline proposal is an expression of interest and commitment from the local authorities and business in the Marches area to develop a Local Enterprise Partnership. Subject to endorsement by government, and the details of legislation due in Autumn 2010, a full proposal and a supporting bid

to the Regional Growth fund will be developed. At that stage a further report will be brought to Cabinet setting out full legal and financial implications.

5. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

Legal impact

- 5.1 We await draft legislation in respect of LEP's. This is expected in Autumn 2010 and will answer some of the unanswered legal questions such as:
- what powers should the Council rely upon in participating in a LEP?
 - How is the transfer of assets to be dealt with? By statutory transfer or piecemeal transfer?
 - What, if any, functions of the existing RDA's will be transferred to local authorities/LEP's and will there be staff and TUPE issues ?
 - What statutory powers will the Council be relying on?
- 5.2 A practical, legal and financial appraisal of the proposals is recommended as soon as more detail is known, to include the nature of the assets, what potential liabilities attach to them, and what the costs of transfer may be in terms of professional and other fees and taxes (if any).
- 5.3 The partnership will require professional support and agreements will need to be in place to govern that support.
- 5.4 Appropriate legal agreements should also be used to govern particular transactions such as the provision of finance to new business start ups, and commissioning arrangements.
- 5.5 Further legal advice will be required as to whether the Public Contracts Regulations 2006 will apply to the partnership's commissioning activities.
- 5.6 Legal Services should be consulted further regarding governance issues for the partnership. Care needs to be taken to structure the partnership so as to keep a light touch, action based approach, whilst still minimising liabilities of the members of the partnerships, and minimising potential personal and organisational liability.
- 5.7 Even at the developmental stage it is recommended that governance is addressed and that terms of reference, or a constitution for the LEP is agreed. These documents need not be complex to be effective.

Financial impact

- 5.8 At this point in time it is understood that the proposal is an expression of interest. If this is approved and a full proposal is developed than a full assessment of the risks around the transfer, management of assets and

funding will need to be undertaken. This should include a review of European Funding, the rural development programme and the allocation of funding.

6. PREVIOUS MINUTES

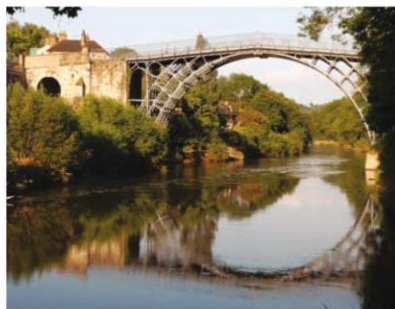
6.1 Nil

7. BACKGROUND PAPERS

- 7.1
- i. Letter from the Secretaries of State for Communities and Local Government and Business Innovation and Skills, to Local Authority Leaders and business leaders dated 29th June 2010, entitled 'Local enterprise partnerships'.
 - ii. The Marches Local Enterprise Partnership Proposal, August 2010

The Marches Local Enterprise Partnership Proposal

August 2010



PROPOSAL

Marches Local Enterprise Partnership

***Creating the conditions for a strong, diverse and enterprising
business base resulting in an increase in
sustainable private sector jobs***

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PROPOSAL

The Marches Local Enterprise Partnership

1. Executive Summary

This proposal sets out the rationale for the formation of a new Marches Local Enterprise Partnership for the area covered by the unitary authorities of Herefordshire, Shropshire and Telford & Wrekin.

The proposal has been submitted jointly by the Leaders of the 3 local authorities and the chairs of the 3 county level business boards. The submission has the backing of Shropshire & Telford and Herefordshire & Worcestershire Chambers of Commerce, as well as the Country Land and Business Association and has generated significant levels of support from independent and influential members of the local business community including some of the areas' major employers. It represents a cohesive and ambitious bid which has the support of all the key partners.

The area covered by the Marches Local Enterprise Partnership has a natural economic geography as demonstrated in our joint economic assessment which can demonstrate a successful track record of proactive and effective joint working between areas, business and local government in the promotion of growth and prosperity.

The Marches Local Enterprise Partnership aims to create the conditions for enterprise to flourish and will improve the economic prosperity of the Marches area by co-ordinated action to stimulate the drivers of economic development, including housing, transport, infrastructure, broadband availability, inward investment and skills. It will engage in cluster development and business support, promote innovation, and encourage graduate retention. It will build on high levels of enterprise and home working across the area and maximise the value of our natural and economic assets in an environmentally sustainable way.

In doing this the Partnership's ambition is to overcome the current dependence on the public sector to provide the area's jobs which, at over 28% of total employment, exceeds the national average.

It will underpin its activities through the collective resources of the local authorities, using a new Marches Business Investment Fund and proceeds gained from the transfer of Regional Development Agency and Homes and Community Agency assets, leveraging greater private sector capital, making more flexible use of business rates and council tax, managing and optimising the availability of European Funding and bidding for Regional Growth Fund resources.

There is a clear intention not to create additional bureaucracy but rather to have a light touch, action based approach. Therefore, the structure of the Marches Local Enterprise Partnership will build on the existing framework of successful collaboration with the business community. The Partnership will be led by a small executive board with 50/50 private/public representation at the highest level. It will be chaired by a leading business figure, with the reputation and gravitas to influence all sectors of the local business community, and with connections beyond our boundaries that will ensure the profile of the area is maximised on a national and international stage. It will make the most of the range of local networks and support organisations that exist, to ensure fully representative engagement with local business, whilst keeping the executive function

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small, swift and informed so that decision making will result in timely and effective action.

This proposal raises a number of issues that relate to areas of Government Policy that are still emerging. We are therefore requesting an early dialogue with Government to jointly develop the proposal further, with a view to having a clear and deliverable plan of action agreed in the autumn of this year.

2. Introduction – Our Aim

The Marches Local Enterprise Partnership ('the Partnership') welcomes the opportunity to submit this proposal to join together to form a new Local Enterprise Partnership. The proposal is based on the common vision of local Business and Local Authority Leaders in Herefordshire, Shropshire and Telford for greater prosperity and economic growth and builds on 500 years of shared history and commerce between our areas. Our Partnership will lead an ambitious strategy and has in place the capacity to commission and deliver this using area-based resourcing to dramatically increase economic growth:-

- The new Partnership will build on the particular strengths and opportunities of the area, creating the right conditions for substantial business growth and increased enterprise to emerge quickly from the current recession;
- Business leadership, through our Business Boards and intense business engagement with our many local business networks, is at the heart of this proposal;
- Our programme of work will be ambitious and innovatively driven by a dynamic collaboration between the private and public sectors, and;
- The outcome will be the improved economic prosperity, job growth in expanding sectors and new business start-ups in the Marches achieved by shaping all the main drivers of economic development, including housing, transport, tourism, inward investment, skills, and quality of life.

The overriding ambition for the Partnership is to **create the conditions for a strong, diverse and enterprising business base resulting in an increase in sustainable private sector jobs**. As an area, the Marches has a greater potential to come out of recession faster than many other parts of the Midlands. By doing this, we also aim to reduce our over-dependency on public sector jobs which, at over 28% of all jobs in the area, is higher than both the regional and national averages.

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3. Requests of Government

Using both public and private sector funds and assets to create the necessary critical mass, the Partnership will adopt a proactive Fund Management approach to deliver on this ambition and establish a new Marches Business Investment Capital Fund. The authorities will make a substantial initial investment in this to kick-start the new strategy and will seek to draw in Venture Capital to maximise the total finance available.

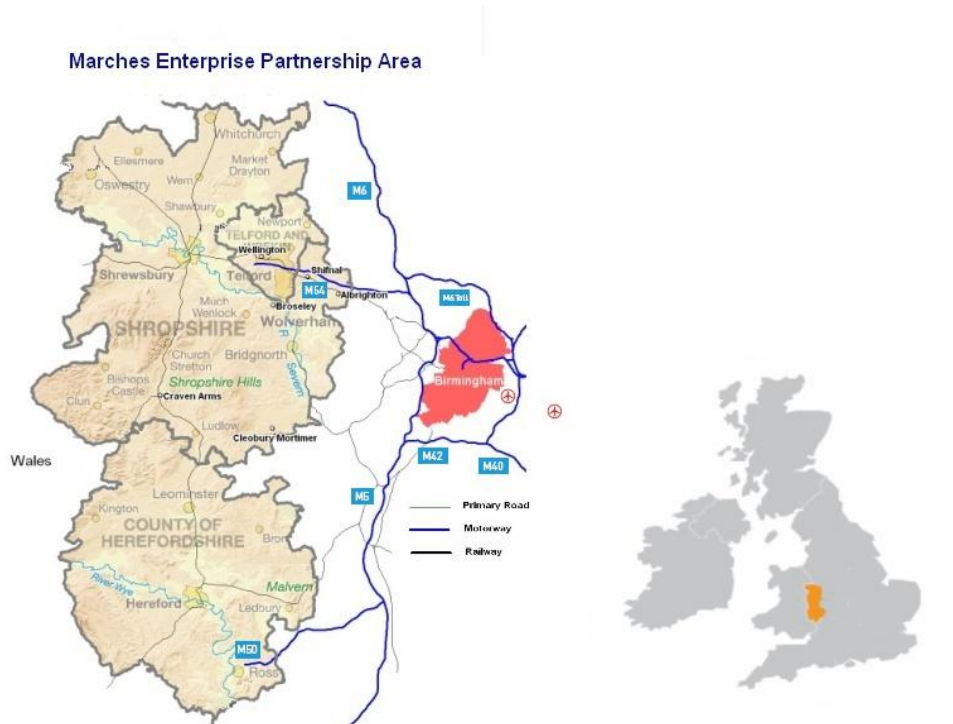
To achieve this major leap forward, the following is initially required of the Coalition Government:

1. Agreement to transfer all assets held in the area by Advantage West Midlands and its joint venture company PXP, to match fund the Marches Business Investment Capital Fund;
2. Agreement to transfer all assets held in the area by the Homes and Communities Agency, to dramatically increase housing and business growth;
3. Agreement to allow the Partnership to access and manage funds from both the European Regional Development Fund (ERDF) and the Rural Development Programme for England (RDPE), to invest in the area;
4. Agreement for the Partnership to develop business growth incentives made available through business rates and council tax from new developments;
5. Direct Partnership with the Department of Business, Innovation and Skills, as a test-bed site for devolution of services to the Partnership.
6. Agreement to the Partnership being a statutory consultee on all strategic planning applications.
7. Consider the Marches Local Enterprise Partnership area as a location for an Innovation Growth Hub.

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4. The Marches Local Enterprise Partnership Area

Ideally located at the heart of England, Herefordshire, Shropshire and Telford & Wrekin are unitary authorities in the West Midlands bordered by Wales to the west, the West Midlands conurbation, Staffordshire and Worcestershire to the east, Cheshire West and Chester and Cheshire East to the north west and north east, and Gloucestershire to the south. The combined population is approximately 634,000 and the area has in excess of 28,000 businesses within its 2300 square miles.



The Marches Enterprise Partnership area has significant centres of population and economic activity at Telford (139,000), Shrewsbury (70,000), and Hereford (55,700) together with a large rural area, with 25 long-standing market towns which act as local hubs for services, and employment.

The area is renowned for its high quality natural and cultural environment. Key assets include the Ironbridge Gorge World Heritage Site, the Shropshire Hills and the Wye Valley Areas of Outstanding Natural Beauty, Offa's Dyke, the rivers Severn and Wye, and iconic places of interest including Ludlow and Ross-on-Wye, which combine to make it a significant centre for the expanding visitor economy.

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5. The Marches Local Enterprise Partnership Economy

The Partnership area has a natural economic geography, which has been clearly demonstrated through our joint assessment of our current and potential future business base. The area shares a transport and communications network with important and significant commuter flows within the area and particularly between Shrewsbury and Telford with almost 18,000 people making the daily commute. Smaller flows exist between south Shropshire and Herefordshire which itself has strong levels of self containment, and self-sufficiency. Supply chains traverse the administrative boundaries within the Partnership area, particularly within the land based sector where major processing sites draw resources from across the Marches. While there are differences in the economic characteristics of locations within the area, the partnership believe these to be wholly complimentary, providing opportunities to spread best practice and share in the success.

Hereford, Shrewsbury and Telford are all designated Growth Points, and the designation of and funding to the Rural Regeneration Zone which covers most of Shropshire and Herefordshire, has provided a new dynamism to the rural economy and has acted as a catalyst for more effective collaborative working between the local authorities and with local businesses.

The economy of the Partnership area can be typified as comprising a high proportion of micro, small and medium enterprises, with in excess of 97% of total business employing less than 50 staff, but also a significant number of major employers, such as Bulmers / Heineken, Kingspan, Cargill, Müller Dairy (UK), Doncasters Aerospace, Ricoh, Denso, Makita and Capgemini.

The new Partnership presents an attractive opportunity to stimulate further private sector growth in areas and sectors of the local economy which find both a natural home in the Marches and reflect the changing shape of the UK economy post recession. These include environmental and building technologies, renewable energies, creative industries, the food and drink sector, advanced engineering, and polymers and bio-plastics, building on the diversification of the strong manufacturing and engineering base.

Agriculture and food production, traditional manufacturing, tourism and heritage and social enterprise remain highly important to the local economy, and this initiative provides a significant opportunity to work with and support these sectors to grow and diversify quickly.

High rates of enterprise and impressive survival rates for new businesses provide a solid foundation for economic growth, with large numbers of home based workers and high rates of self employment evident across the area, reflecting its culture of entrepreneurialism and self-reliance. For example, 15.4% of Herefordshire residents are self employed compared with the national average of 9.1%. In addition to our growing

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social enterprise sector, these areas will be a major focus of activity to stimulate growth in the local economy.

Strengths of the local economy include:

- A £10bn contribution to the national economy;
- Ideally situated between Manchester and Birmingham international airports with direct rail services to London, (which will include access to the planned new high speed rail lines);
- Links to the wider national motorway network via the M54 from Telford and Shrewsbury to the north and the M50 to the south linking the M5 to Ross and South Wales. The A49 trunk road runs north to south from Ross in the south of Herefordshire to Whitchurch in north Shropshire and beyond to Cheshire;
- A particularly strong and well-established enterprise culture, as illustrated by the high rates of self employment and business survival, with both Shropshire and Herefordshire being voted regional winners and national runners up in the Enterprising Britons awards;
- At 27.3%, the proportion of the population with higher level skills (NVQ4 and above) is greater than the West Midlands average. Equally, the proportion with no qualifications is significantly less than the regional average;
- Strong established business sectors, such as food and drink, polymer and bio plastics, with other sectors offering opportunities for significant growth, including environmental technologies, renewable energies, creative industries and the care sector;
- The University of Wolverhampton campus in Telford, a leader in Informatics and Learning Technologies, and Harper Adams University College, home of the Regional Food Academy, are nationally important economic drivers. The University of Worcester is also a key provider of HE to local residents and businesses in the south of the area. In addition, our area boasts an enviable collection of high quality schools and FE colleges including Shrewsbury and Telford Colleges of Art and Technology and, the Hereford Colleges of Art and Technology;
- Levels of 'worklessness' are 5 percentage points lower than the national average;
- A strong track record of working in partnership to deliver real economic change, including attracting inward investment, securing European Funding and the activities of the Rural Regeneration Zone, the West Housing Market Area Partnership and cooperation on planning and strategic transport and;
- A good quality of life with desirable towns, which attracts inward investment, with room to grow.

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Challenges that will be tackled by the Partnership include:

- Net outward migration of young people due to limited employment and Higher Education opportunities in the area currently;
- Poor and inconsistent broadband speeds throughout the area which has little likelihood of private sector investment into Next Generation Access as evidenced by the Analysys Mason Report recently commissioned by the Department for Environment, Food and Rural Affairs;
- GVA runs at £15,600 per head, as compared with in excess of £20,000 as the national average;
- Whilst higher level skills are above the average for this part of the country they still lag behind national figures and there are some specific sector gaps;
- The lack of non specialist resident University;
- Housing affordability; and
- Communications and mobility.

6. Our Approach

To respond to these Challenges, we will build effectively on the assets and opportunities that exist now, and those that will arise in the future, to create the right conditions for business to grow and create new jobs.

The approach has been informed by the 3 business boards and by recent consultations with the wider business community in the Marches Local Enterprise Partnership Area. These have canvassed the views of a diverse variety and large proportion of businesses in our area on a number of issues. They include a survey of over 700 employers in Herefordshire, a Business Summit in Shropshire attended by over 60 of the county's leading businesses, numerous business breakfasts and a business survey in Telford with 170 respondents and an online survey of the membership of the 2 local Chambers of Commerce with 290 business from Shropshire and Telford and 100 from Herefordshire responding. Also during 2010, research has been conducted into the barriers to growth from inadequate broadband infrastructure across rural Shropshire and Herefordshire. This has included an extensive survey of the local membership of the FSB. Throughout the recession, the Shropshire and Herefordshire and Worcestershire Chambers have been in regular communication with the strategic businesses in all 3 areas to gain intelligence on the needs and constraints to growth of the area's 80 largest employers. All of these consultations have informed the interventions proposed below.

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There is an established track record of success in stimulating economic growth in the area. For example, Telford has attracted high rates of foreign direct investment in high value industries, including world class Japanese companies. However, to create the conditions for economic growth across the area as a whole, we recognise the need to learn from successes such as this and to build on them to an extent which hasn't been evident in the past. Therefore, our focus for intervention will include:

Strategic

Leadership

- We will use a robust evidence base and develop a clear, focused and deliverable strategy, concentrating on those actions where the Partnership can make a difference in delivering or influencing positive change quickly. This will give us one set of shared targets against which our success can be measured, and targeted investment in projects to deliver agreed outcomes;
- We will lend support to the area's strategic businesses to ensure that their voices are heard and their growth potential is not unduly inhibited by bureaucracy.

Enterprise

- We will deliver locally advice and support for new and existing businesses, ensuring it is adequately designed around the needs of the local business community/economy, including social enterprises and the third sector. This will include tailored support which meets the diverse needs of, for instance, growth and lifestyle businesses;
- We will positively promote self employment and enterprise;
- Where successful existing business support structures are in place, we will work with these to provide a locally-based service responsive to local needs, and ensure a smooth transition to a locally based framework;
- We will use Partnership resources to promote and provide risk finance to new business start ups in the area;
- We will promote the benefits of diversification into export markets to increase the level of overseas trade by our business community.

Employment

- We will support the creation of employment opportunities by improving the infrastructure and conditions for business success;
- We will focus support on identified growth sectors, such as Environmental and Building Technologies, Renewable Energies, Polymers and Bio-degradable Plastics, Food and Drink, the Creative Industries, Advanced Engineering and the Care Sector, balanced with the diversification of the traditional industries;
- We already have the regional Food Enterprise Centre based here

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and want this to be the centre of excellence for national support to the food and drink sector;

- We have a proven track record of supporting business networks by developing the local supply chains in our key growth sectors, which we will strengthen and extend, by encouraging collaboration between local businesses to form strong consortia;
- We will develop the strength and vibrancy of our growing visitor and land based economy, in order to maximise the economic value of our natural and cultural assets;
- We will build on the success of the Tourism Boards, generate a lasting legacy from the Olympics (not least through our unique links at Much Wenlock), grow business tourism, and grow the proportion of UK residents' spend to 50% on local tourism.

Education and Skills

- We will commission and influence providers of skills and training to improve the employability of the local workforce and encourage the increased retention of graduate-level employees in the area;
- We will encourage the local business community to invest in the skills of their workforce by promoting the benefits to business productivity;
- Where appropriate, we will strengthen the role and remit of our Employment and Skills Boards and ramp up by thousands the number of apprenticeships in local businesses and business contribution to training;
- We will expand local Higher Education provision to support the identified needs of local business, and maximise graduate placement and employment opportunities to increase business interaction with universities, to promote more effective and knowledge transfer to generate innovation among those of our companies with growth potential;
- We will work with local primary and secondary schools to instill an early emphasis on entrepreneurial skills and enterprise, to ensure that the effective local partnership links between business and education continue to flourish in our area.

Planning and Housing

- We will ensure that our strategic and local planning is responsive to local communities aspirations including thriving businesses, jobs and enterprise;
- We will create business-friendly policies and services offering a

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fast-track and non bureaucratic regulatory regime and examine how local development orders can provide flexibility on business parks and industrial estates;

- We will ensure that planning is closely linked with regeneration and delivery of development and that we make full use of the community infrastructure levy;
- We will continue our pro-active joint approach to the provision of housing, particularly innovative approaches to affordable housing, with locally initiated schemes to meet local needs;
- We will promote vital and attractive, distinctive towns that act as service hubs for their rural hinterlands, prime business locations and attract tourists and residents.

Transport and other infrastructure

- We will draw together the known transport and other infrastructure priorities, including Broadband, roads, rail and the utilities necessary to support economic growth. We will deliver on these working with other Local Enterprise Partnerships, service providers and government departments as appropriate;
- We will support the High Speed 2 rail link which will free up capacity on an upgraded local network to boost labour mobility and increase growth;
- We will address urban transport issues and rural connectivity, focusing on sustainable and affordable solutions.

Sustainability

- We will promote a modern, low carbon economy for the 21st century;
- We will continue our collaborative activities to develop sustainable business and local enterprise practices by sharing best practice (for example the Business Environmental Support Scheme) widely across our SME businesses;
- We will continue to link organisations together to enable pioneering sustainability schemes to be established as examples for others to follow;
- We will promote sustainable rural communities that are attractive, viable and affordable.

The Shadow board of the Marches Local Enterprise Partnership will be meeting in early September. They will begin to focus on a Delivery Plan which will identify and prioritise the specific activities, projects and deliverables to achieve the functions outlined above and which will form the basis of an initial bid to the Regional Growth Fund.

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We recognise the significant economic dependencies and linkages to neighbouring areas. We will, therefore, positively engage in cross boundary working with neighbouring Local Enterprise Partnerships on issues of common interest particularly where:

- an intervention is likely to have a greater impact, or co-ordination is required, beyond the geographic area covered by the Marches Local Enterprise Partnership;
- efficiency savings and economies of scale can be achieved by undertaking a specific function on a collective, rather than an individual Local Enterprise Partnership basis;
- the Partnership will be able to more effectively inform and influence national frameworks by working collectively on shared issues, than it would on an individual basis; or
- areas for cross Local Enterprise Partnership working will include: sector leadership and specialist business support, access to finance, skills and training, strategic transport and other infrastructure planning, responding to economic shocks and providing a single voice for lobbying, influence, and promotion to attract inward investment through a single prospectus.

7. Resources

The Partnership already has the competence, capability and capacity to commission and deliver a comprehensive growth strategy. We will:-

- Establish a Marches Business Investment Capital Fund kick-started by a substantial initial investment by the three local authorities;
- Match fund this with assets from Advantage West Midlands, PXP, HCA, Local Authorities and businesses themselves, as well as by the use of business growth incentives;
- Seek private finance through Venture Capital investment and partnerships with the commercial banking sector;
- Engage in direct partnership with key Government departments to devolve business support from BIS and others to the Partnership;
- Use European and National Government funding, such as the Rural Development Programme for England and the European Regional Development Funds;
- Reduce bureaucracy from our sub-national administrative structures thus freeing up resources with a determined approach to create a simple and transparent model for stakeholders to engage with;
- Harness and support the skills that exist among our business community, through a business angel support scheme providing mentoring to fledgling SMEs based on the successful “Business Ambassador Scheme”;
- Put in place effective transition planning to ensure not only that we do not lose the existing skills, competencies and experience that we have across the area, but also that we make more effective use of what we already have;

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- Make an early Partnership bid to the Regional Growth Fund, and use this to match European funding. (We would also welcome a discussion on the potential for a devolved Regional Growth Fund, managed locally, to stimulate development in the Marches Enterprise Partnership area).

8. Governance and Delivery

Much of the framework for delivering and ensuring our economic success is already in place. Our desire is not to add more layers of bureaucracy, and our priority is to remain business-led, with a commercial approach at the heart of everything we do.

Herefordshire, Shropshire and Telford have a nationally recognised record of engagement with very effective business boards in each of the unitary areas. The Partnership will add value being both strategic and delivery focussed, and also firmly connected to the local business base.

The Partnership will be led by a small Executive Board, consisting of the Chairs or nominees of our Business Boards, together with Local Authority Leaders from each of the three unitary areas with ex officio support from relevant officers. The first meeting of the shadow board will take place in early September and will ensure a high level of commitment and a single shared strategic approach to realising our economic potential. The Executive Board will be chaired by a leading figure from the business community in the area with a personal reputation, network of contacts and influence that extends well beyond it.

Following a comprehensive survey of the local business sector, there is evidence of strong support for their involvement in the Partnership more widely. The Board will develop a programme of projects and initiatives to be delivered in line with clearly defined SMART objectives. The views of the Geographic Business Boards will be taken into account in developing this programme. The Board will take responsibility for ensuring all delivery bodies are performance managed and achieve economic success. They will evaluate and monitor outcomes and put in place measures to ensure continuous improvement and development. Constant feedback and exchange of best practice between delivery partners will be sought from the private sector to contribute to an ongoing assessment of the impact that the partnership is having on the economic environment within the Marches. At all stages, the processes will take in to account the business needs as outlined by the Geographic Business Boards.

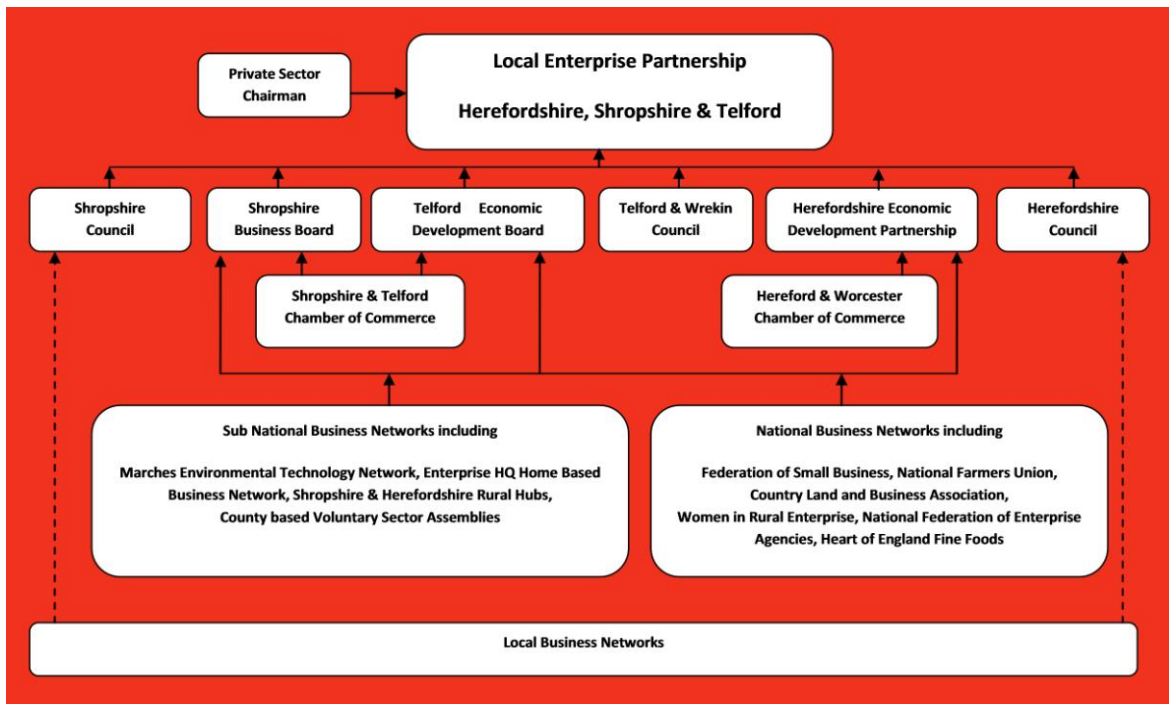
Initially, the Partnership will be an unincorporated association, using an appropriate accountable body to draw down funds where necessary in order to minimise additional costs. It will establish the parameters of activity and commission partners to undertake the delivery and keeping structures lean. This status will be reviewed in due course, as and when opportunities for delivering local programmes of economic change become clearer.

We recognise also the importance of achieving a wider engagement with the business community and voluntary sector across the area. This will be achieved through ensuring

PROPOSAL

that the Business Boards within each of the unitary areas are fully representative of that community. In addition, through the Business Boards, the Partnership will fully engage with existing business networks, such as the Chambers of Commerce, National Farmers Union, Country Land and Business Associations, the Federation of Small Business and the Marches Environmental Technologies Network.

Figure 1 below presents this framework for collaboration in more detail.



PROPOSAL

Annex 1 – Signature page and business support

The Shadow Board of the Marches Local Enterprise Partnership fully endorse this proposal. We look forward to receiving the support of Government to recognise our strengths and successes and to develop the programme further, as well as to invest in new business growth and build on our huge potential to come out of recession faster and more strongly than many other areas of the country.

Angela Smith



.....

Chair, Herefordshire Economic Development Partnership Group

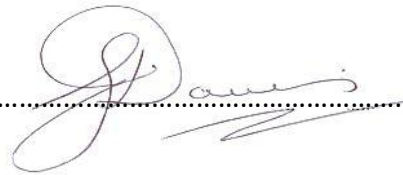
Cllr Roger Philips



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Leader, Herefordshire Council

Dr Geoffrey Davies OBE



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Chair, Shropshire Business Board

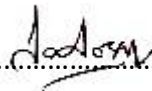
Cllr Keith Barrow



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Leader, Shropshire Council

Ian Dossier



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Chair, Telford and Wrekin Economic Development Board

Cllr Andrew Eade



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Leader, Telford and Wrekin Council

PROPOSAL

This proposal has the approval of the 3 county based business boards and has received positive representations from a wide cross section of other significant businesses in the Marches. Below is a sample of these companies listed alphabetically;

7 Y Services	Marches Environmental Technology Network
Allpay.net	McConnel Limited
Ancor Flexibles	McPhillips
Amey	Morris Property
Anglo Beef Processors	Muller Dairy (UK) Ltd
Arctic Circle	NFU
Baker Tilly,	NOM Dairy
Bulmers / Heineken	NRG Direct Mail
Business Watch Group	Oaklands Farm Eggs Limited
Capgemini	Phil Collins Design & Build
Caterpillar	Pork Farms, Palethorpes
CH Hill & Sons	Riverside Training and Business Development
Country Land and Business Association	Robert Owen Society
CS Contract Furniture	Ross Labels
DENSO Manufacturing	St Michaels Hospice
Dyke Yaxley	Salop Leisure Limited
E4environment	Sansaw Estates
Enterprise South West Shropshire	Sequani
Federation of Small Business	Shrewsbury College of Arts & Technology
Grocontinental	Shropshire Chamber of Commerce & Enterprise Ltd
Haygrove	Shropshire Enterprise Partnership
Heart of England Fine Foods	Shropshire Homes
Hereford College of Art & Design	Shropshire Newspapers Ltd
Hereford Cathedral Perpetual Trust	Shropshire & Telford Destination Management Partnership
Herefordshire and Worcestershire Chamber of Commerce	Shropshire Tourism Destination Partnership
Herefordshire Group Training Association	Special Metals Wiggin
H Westons & Sons	Tanners Wines
IE Developments	Taylor Lane
JR Pickstock Ltd	The Naked Creative
Kerry Ingredients & Flavours	Tudor Griffiths Group
KGD	TTC Group
Leading Edge Turbines	Uniq Plc
Link 51	Wellington Chamber of Commerce
Marches Care Ltd	

TELFORD & WREKIN COUNCIL

CABINET - 14 SEPTEMBER 2010

HIGHWAYS MAINTENANCE – WINTER SERVICE REVIEW

REPORT OF THE HEAD OF ENVIRONMENTAL SERVICES

1.0 PURPOSE

- 1.1 Review the operation and effectiveness of the Winter Service with regard to operational issues encountered during the 2009/10 winter season due to the prolonged cold spell and national shortage of road salt.

2.0 RECOMMENDATIONS

- 2.1 That the recommended changes to the Winter Service outlined in Appendix 3 of the report be adopted, namely:
- Existing Priority routes to remain for 2010/11.
 - Existing Grit Bin Policy to remain for 2010/11 but with a greater emphasis on working with Parishes to add value locally
 - In order to provide greater resilience it is recommended that salt storage should be increased from 1700 tonnes to 2700 tonnes
 - Seek to improve communication channels and access to information for residents and businesses within the Borough through a “one Council” approach.

3.0 SUMMARY

- 3.1 This report provides an update on the effectiveness of the Winter Service policy that had previously been revised and adopted in July 2009 and looks at further improvements as a result of the national problems encountered during the 2009/10 season.

4.0 PREVIOUS MINUTES

- 4.1 Cabinet – 21st July 2009

5.0 BACKGROUND

- 5.1 In October 2003 the Government introduced an amendment to the Highway Act 1980 which placed a duty on Local Authorities to ensure, so as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.
- 5.2 In light of this legislation change the Council acknowledged that the

previous policy fell short of the new Code of Practice and in September 2006 approved a new Policy for the forthcoming winter maintenance season. This policy extended precautionary salting routes to include schools, transport interchanges, industrial estates and strategic footways and cycle ways. The Policy was further amended and strengthened in July 2009 and was regarded as of a higher standard than the majority of authorities.

- 5.3 The winter weather season experienced by England and Wales during 2009/10 was the coldest since 1978/79 with an average temperature of 1.51 deg C. **Appendix 1** illustrates local and national weather data for the 2009/10 winter period.

6.0 WINTER SERVICE PERFORMANCE

- 6.1 Although the 2009/10 winter was the coldest for 21 years we were able to maintain all the gritting routes with a near normal service. Even though our salt stock was under significant pressure only one weekend was affected by a reduced service. However, Members will recall the requirement of a 3:1 salt/grit mix took effect in January as we were forced by the Government to conserve up to 50% of our salt usage. **Appendix 2** highlights the number of turnouts compared to recent years.

- 6.2 A more detailed performance review of the 2009/10 Winter Maintenance season is summarised in **Appendix 3** and identifies a series of service strands and conclusions, including:
- Salting Operations
 - Salt Bins
 - Storage.
 - Communication and advice and guidance

Each service strand element carries a **service improvement recommendation**.

7.0 EQUAL OPPORTUNITIES

- 7.1 The affordable salting operations on the road and footway network facilitate greater access for all to key services (e.g. shops, jobs, health care, leisure and tourism and education)

8.0 ENVIRONMENTAL IMPACT

- 8.1 There is a slight risk of pollution from surface water runoff from an uncovered salt store. The salt will be covered with Dry Store supplied by Salt Union which is an approved covering for salt.

9.0 **OPPORTUNITIES & RISKS**

- 9.1 In proposing this action/decision, the Corporate Risk Management Methodology has been complied with.

The following service specific key risks and opportunities have been identified and assessed and arrangements will be put in place to manage them.

9.2 *Risks*

The Winter Service Policy (**Appendix 4**) aims to reduce the likelihood of accidents and injury for users of the Borough highway network during wintry conditions. For practical/cost reasons not all of the Borough's road, cycleway and footway network will receive treatment during these conditions. In developing the policy the extent of the operation has been determined by the recommendations of the Code of Practise for Highways Maintenance – "Well Maintained Highways" dated July 2005.

- 9.3 Giving consideration to **Appendix 5** identified in 13.4. All Highway Authorities are very rigorous in applying consistent policy. If we are to consider deviating from our current policy (which in financial terms is already 50% above the national average) and are to allow extra roads to be added, it will be extremely difficult to manage further requests in this instance. The Council will run a high risk of having inconsistencies with the policy and with this carries a high probability in the Council having difficulty in defending its actions in Court.

9.4 *Opportunities*

The Policy seeks to ensure that access to key facilities that are essential to the livelihood of residents of the Borough are maintained during wintry conditions. These include schools, public transport, town and district centres and main employment centres.

10.0 LEGAL COMMENT

The Council is under a general statutory duty to maintain those highways in the Borough which are not trunk roads. The Council's duty in respect of snow and ice on the highway has been clarified in its Winter Service Policy in that a highway authority is under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.

In any action against the Council in respect of damage resulting from its failure to maintain a publicly maintainable highway (including addressing snow and ice), it is a defence to prove that the Council took such care as in all the circumstances was reasonably required to secure that the part of the highway to which the action relates was not dangerous for traffic.

Review, amendment and proper implementation of policies for winter highways maintenance is an essential element of the Council's response to its statutory duties and would be referred to in any action against the Council.

11.0 LINK WITH CORPORATE PRIORITIES

11.1 Improved Highway Maintenance has a positive impact upon all of the Council key priorities and is a main component of the Council Environment and Rural Priority Plan

12.0 FINANCIAL IMPLICATIONS

12.1 Expenditure on winter maintenance in 2009/10 was £676,500. This was an overspend of £268,900 against budget and reflects the additional salt, grit and call out costs associated with the extreme winter weather conditions. This overspend was funded from specific service reserves and corporate contingency.

12.2 This report recommends the continuation of existing policies in relation to winter maintenance regimes, which can be met from existing budgetary provision in normal winter weather conditions. There may be increased costs due to extreme and/or prolonged winter weather conditions in future which cannot be met from within the existing budget of £425,440 and these would have to be met from corporate contingencies or from service underspends in other areas of the budget.

12.3 In order to mitigate the risk of salt supplies running out, and the consequent financial impact of purchasing salt at inflated prices, this report recommends increasing salt stocks by 1000 tonnes. This will enable the Authority to maximise the amount of salt which can be purchased at summer prices, which will save £4.27 per tonne against average winter prices. In addition, the cost in 2009/10 of purchasing emergency salt stocks from alternative suppliers was £18.30 per tonne more than the winter rate paid to our normal suppliers. The increased salt storage should mitigate the risk of having to make emergency salt purchases in future. The savings on 1000 tonnes equate to:

- Savings - purchasing at Summer rates £ 4,270 pa
- Costs avoided – emergency supplies £ 18,300 pa

12.4 The additional 1000 tonnes cannot be accommodated within the existing salt store at Granville Depot. It will be necessary, therefore, to lease additional storage capacity from a third party at a site in Redhill at a cost of £10,050 per annum. There is no budget provision for the cost of leasing additional salt storage facilities. The costs will be met through the re-prioritisation of existing budgets in 2010/11 and will be considered by the service area alongside other budget pressures and savings requirements when balancing their budget for 2011/12 and future years.

13.0 WARD & PARISH IMPLICATIONS

13.1 Borough wide implications.

13.2 Parish Charter: Parishes will be informed of any changes to treatment routes and other changes that affect their areas. During the winter season contact will be via the nominated Parish Council snow liaison representatives.

13.3 The grit bin inventory has been shared with Parishes to consider 'added value' grit bin locations. Any Parish can choose to provide additional grit bins if they should require them for local sites other than those provided for by Telford & Wrekin Council. Parishes will be expected to pay for the provision and salt replenishment of any additional bins.

13.4 During the 2009/10 winter period several Parishes had identified local roads not on the defined road network as having wintery condition issues during prolonged cold spells. These roads are identified in **Appendix 5**.

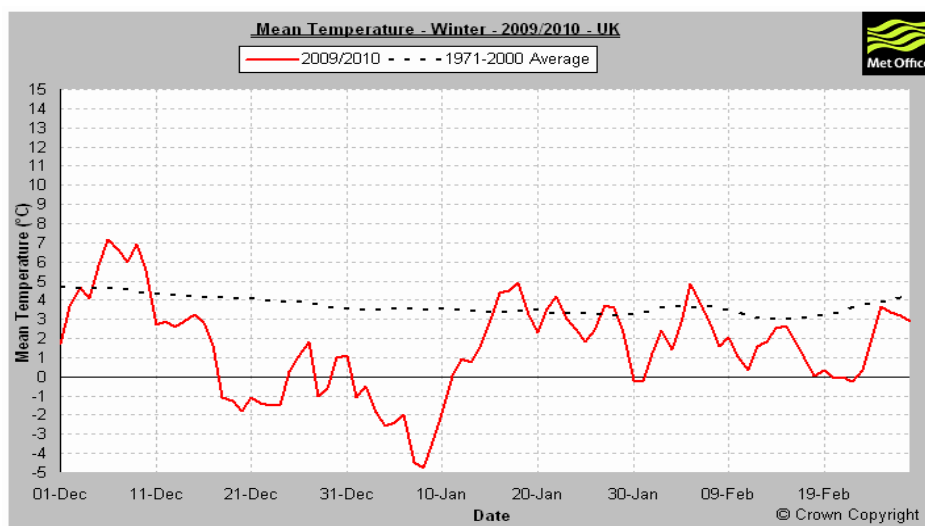
Report prepared by:-

Alan Reynolds, Highways Team Leader, Tel: 84805
Dave Hanley, Service Delivery Manager, Tel: 84712

Appendix 1 – Winter Weather 2009/10

Shropshire Winter Statistics (Dec-Feb)	
Max Temp	4.8 degC
Min Temp	-0.9 degC
Mean Temp	2.0 degC
Rainfall	81% of average
Air Frost	51 days (16 days above average)

The graph below shows the mean temperatures for England and Wales compared to the 1971 to 2000 average.



Current Trends

Whilst the anticipated general trend is that mean temperatures are going to be warmer (i.e. Climate Change) the last two winters have been colder resulting in significantly more turnouts than the preceding 5 years

Globally, December and January saw temperatures above the long-term average – MET Office

Appendix 2 - Winter Service: Record of turnouts

	2003/4	2004/5	2005/6	2006/7	2007/8	Ave over past 5 years	2008/9	2009/10	Comments
Normal gritting 15gms	43	53	58	32	53	48	83	105	
Double gritting 30gms	13	8	17	6	6	10	19	16	Salting for snow is at double the spread rate on all routes
Wet spots e.g. drainage problem	27	8	15	3	11	13	18	33	Reduced gritting operation to known wet areas 2 routes
Total turnouts for roads	83	69	90	41	70	71	111	154	
Footpaths	0	0	22	14	20	12	32	38	Salting of Town & District Centre footpaths (not included until 2005 when a new Code of practice was published)
Salt used in tonnes		2376	3991	2074	3008	2862	5160	5345	

Appendix 3 - WINTER SERVICE PERFORMANCE:

1. Salting operations

- **Current winter service policy – salting**

The main activities of the Winter Maintenance Service are treating the highway to:

1. Try to prevent ice forming known as “pre-salting”
2. Melt ice and snow already formed, “post-salting”
3. Remove snow

- **Roads:**

The service aims to prevent ice forming (precautionary treatment) on the “defined network” which consists of main through roads and those serving centres of activity such as commercial, retail, employment, administrative and leisure (which in the main are serviced as part of school sites or district centres. Tourism tends to be seasonal though Ironbridge is serviced as a Borough Town / district centre). These are known as the “frost routes”.

Defined network:

Primary Routes:

- A & B roads
- Roads serving fire, ambulance, police establishments
- Main bus routes in the following centres: Telford Town Centre, Dawley, Madeley, Newport, Oakengates, Wellington and Ironbridge.
- Access roads to transport interchanges

Secondary Routes:

- Other regular bus routes (The regular bus routes are defined as Monday to Friday routes with a minimum of one bus per hour during the main part of the day).
- Feeder roads to schools (roads linking main salting routes to main school entrances)
- Main access roads on industrial estates (Halesfield, Stafford Park, Hortonwood)
- One access route to main villages and minor sections of road for continuity.

It is recognised that our current Winter Maintenance Service Policy is to a higher standard than that of other Councils and is 50% above the national average in terms of expenditure.

As a local comparator - we service 39% of our total network whereas Shropshire Council service 28%

- **Consultation and Feedback from stakeholders**

Feeder roads to schools: Education Service

Despite the prolonged period of cold weather conditions during the 2009/10 winter season, the salting of feeder roads to schools has been successful in ensuring that the vast majority of schools have remained open.

Comments by the Capital & Facilities Manager, Children & Young People's Service were:

"The Telford & Wrekin winter gritting programme ran very successfully and helped keep school closures resulting from adverse snow and ice conditions to a minimum."

Access roads to transport interchanges: Bus companies

Discussion with the Transport Service provider concluded

Comments by the Area Business Manager, Midland Arriva were:

"I would have to highly commend the efforts of the council and say that we were very pleased with all your hard work in keeping roads open. Comparing it to neighbouring towns in which we operate, we had far fewer problems in Telford and Wrekin"

Main access roads on industrial estates

Halesfield, Stafford Park, Hortonwood – all routes were kept open during the frost and snow events.

- **Turnouts in 2009/10**

Roads:

The total number of turnouts in 2009/10 was 154 with 111 in 2008/9. This compares with the 5 yearly averages for previous years of 71.

Footways:

The total number of turnouts in 2009/10 was 38 with 32 in 2008/9. This compares with the 5 yearly averages for previous years of 12.

It is clear that the last two cold winters have seen a significant increase in the number of turnouts resulting in a significant increase in the year end costs for the Winter Service. This increase has been met from corporate funds given the service priority.

- **General Comment**

It has been noted that a few council's were involved in the pilot 'Total Place' an initiative launched by the previous Government whereby a whole area approach to public services sets out a new direction for local public services. In turn allowed significant new freedoms from central control and they have been able to work more closely together with other public sector organisations in order to improve resilience to severe weather/winter maintenance.

One large County Council has received a PCT contribution of a million pounds over two years to cover revenue and capital costs of treating additional routes as health bodies recognised they are getting more casualties and can save money by contributing to councils winter maintenance service.

Although we are not in a position to progress given the current economic climate, this is an approach we may want to investigate further as we move forward with our local partners when considering a more joined up approach.

- **Conclusion: salting operations**

Feedback from key stakeholders suggested that the gritting routes used in 2009/10 provided a satisfactory level of protection to road users although in meeting the national instruction referred to in 3 below, a 75:25 salt/grit mix was introduced. This was an enforced deviation from policy and the Code of Practice and one which should not be seen as a sustainable efficiency as the council will be culpable. It is however encouraging to confirm there were minimal reported accidents as a result of wintry conditions on the road network and formal complaints had not increased compared with previous years. Between 1 November 2009 and 31 March 2010 we received one compliment and two formal complaints.

Feedback would suggest that a mixture of national & local media coverage including a series of radio & television interviews, public understanding and the excellent service delivery from the council and contractor throughout the prolonged period all helped to ensure accidents and public frustration were contained to a relative minimum.

Recommendation: Defined network

Given the overall effectiveness of the service performance, the risk highlighted in 9.3, the current policy standards and level expenditure compared to the national average, it is prudent for the routes to remain unchanged.

2. Grit Bins

- **Current grit bin policy**

The Council continues to provide 460 grit bins on non-treated roads that are considered high risk locations. These sites have been subject to a risk assessment criteria or they remain in situ due to historical placement reasons. The number of grit bins we currently provide far exceeds the average compared to other Councils.

We believe all high risk sites are now accommodated, however future requests for grit bins for community/pubic use provision can be on the basis of financial contributions from community groups such as Parish Councils which the Council will assist in relation to purchasing and replenishing on their behalf.

- **General Comments:**

Grit bins are provided on the basis of self help by motorists for use on the public highway. There is evidence from community feedback that grit bins are sometimes requested and used for the gritting of private footpaths & driveways.

We also receive complaints from residents regarding the siting of them near their properties and Parishes need to be mindful of this.

During 2009/10 as in past years there continued to be a number of 'one off' requests for grit bins which were made generally during snow events where drivers experienced difficulties with traction on untreated estate roads.

Some Parish Councils have enquired about the locations of grit bins in their area so that they can review whether they are meeting the needs of the community. An inventory list and location maps have been circulated to all Parishes, A number of Parish Councils have also requested grit bins to be provided and replenished at their own expense.

- **Conclusion: Grit bins**

The number of grit bins installed and serviced is much higher than many other council's. Further consultations are progressing with Parishes on the locations of grit bins in their specific areas so they may consider local demand and provision.

Recommendation: grit bins

Given the current provision it is recommended that the Grit Bin Policy remain unchanged for 2010/11.

3. Salt storage

- **Effectiveness of changes to salt storage – action taken**

Members will recall the difficulties experienced during the 2008/9 season and as a result of a national shortage, additional salt storage of 350 tonnes was created at the Granville House depot prior to the start of the 2009/10 season. This extended the total storage of salt to 1700 tonnes.

The 2009/10 winter was the coldest for 21 years and as with every council in the country, we again experienced problems with salt deliveries similar to that encountered in 2008/9. The cold snap in late December and early January together with a number of snow events created a national shortage of salt requiring the reintroduction of the Government led Salt Cell.

This brought about significant actions being imposed on all councils to reduce salt usage by up to 50% but we were able to maintain a near normal service

without any reduction to the gritting routes by introducing a 75% salt: 25% grit mix.

Salt deliveries were severely restricted by the Salt Cell with priority being given to those authorities in a critical situation. This action resulted in this Council being creative and we sought deliveries from other sources.

- 300 tonnes Mutual Aid from Amey
- 1070 tonnes from JC Peacock (marine salt)

Further measures to preserve salt also included filling salt bins with grit and using grit for footways.

- **Impact of prolonged cold winters and the national salt shortage**

The last two winters has seen a significant increase in the amount of salt being used. In 2009/10 there were 5,345 tonnes used and 5,160 tonnes in 2008/9. This compares to the 5 yearly averages for previous years of 2,862 tonnes. There are currently only three main suppliers of road salt in the UK

Salt Union (current supplier)
Cleveland Potash
Irish Salt

The salt barn at the Granville House depot now has the facility to accommodate some 1700 tonnes of salt which is equivalent to approx 40 turnouts for frost and 20 for snow.

In normal circumstances this level of stock should be more than capable of providing resilience. The Government recommendation is not less than 6 days.

- **Conclusion: Salt storage**

In order to ensure that salt stocks did not become critical salt was purchased from alternative sources. J C Peacock supplied 1,070 tonnes of marine salt and Amey provided 300 tonnes. This was sufficient for salting operations to be maintained on all of the gritting routes throughout the season. Whilst this was successful from an operational point of view imported salt is much more expensive than that provide by our contracted supplier Salt Union. The additional cost was some £19,580.

Whilst the additional 350 tonnes storage assisted in prolonging the period before further supplies had to be sought from alternative suppliers it proved to be insufficient to deal with this once every 20 year situation.

Proposal to extend salt storage

In order to provide greater resilience salt storage could be increased from 1700 tonnes to 2700 tonnes. This would provide 64 days of turnouts for frost and 32 for snow and would be close to 100% of the stock required for an average winter and 50% for a severe winter.

This resilience would go some way to reducing our reliance on other suppliers such as JC Peacock and in turn avoid premium rates paid for salt during any future national shortage. In addition we will be able to purchase this additional salt at the discounted up to 30 September. The existing Granville House depot is too small to accommodate any further storage and discussions have taken place with a company who own a site on Redhill Way close to the depot.

The cost for storage at this site is £10,050 per annum. However potential cost savings based on a severe winter event would be as follows:

Summer purchase of 1000 tonnes of salt saving: £4,270
Reduction in need for imported salt saving up to £18,000

To give the council opportunity to act decisively subject to the Cabinet decision, a provisional agreement is in place with the local company and approvals from the Environment Agency and other permissions such as Planning & Building Control are being finalised.

Recommendation: Salt storage

It is recommended that this option of extending the storage facility and Salt levels be adopted for the 2010/11 winter season.

4. Communication during the crisis period

• Positive Actions undertaken

In order to assist Elected Members, Parishes, the media and the community as a whole, the council provided access to a series of information channels which were available on the council website, in relevant customer services teams and electronically available to all Members & Parishes.

The information included:

- Borough wide maps indicating defined gritting routes
- Winter maintenance: Frequently Asked Questions
- Winter Maintenance – Facts and Figures
- Who to contact
- Daily service disruption information i.e. refuse & kerbside collections, schools, leisure sites etc.

There was also a series of meetings with Parish representatives which also assisted in developing the information above.

During the peak of the national salt shortage the council maintained daily contact with the media, GOWM Regional Resilience Team and a local 'virtual' Silver Command Group involving key emergency & public service representatives

Conclusion

Due to 'round the clock' monitoring and actions – the council maintained effective communication throughout the very testing set of circumstances and received praise for its actions and approach

Recommendation: Communication

It is recommended that in future the same “one council” approach is adopted and a more proactive style of communication is developed with a particular emphasis on the council website and information to Parishes. This is to include up to date records and plans highlighting local grit bins, gritting routes, contact information and advice and guidance.

Appendix 4

WINTER SERVICE POLICY STATEMENT

2010/11

INTRODUCTION

The Borough of Telford and Wrekin is the Highways Authority for all the adopted roads in the Borough except for the M54 Motorway and A5 Trunk road from the end of the M54 at Cluddley to Preston Roundabout.

The Highways Authority is responsible for work relating to snow, frost or ice on these roads. The aim of the Winter Service is to provide so far as is reasonably practicable for the safe movement of road users along the highway network during wintry conditions. The Service operates between the 1st October and the 30th April i.e. the Winter Season.

A review of Winter Service Operations is undertaken each year before the start of the next Winter Season.

FORECASTING & TREATMENT OF ROADS

Two weather monitoring stations operate in the Borough, which with information from surrounding areas' stations and forecasting from the Met Office are used to determine the most appropriate action delivered at the best possible time.

We employ the Vaisala weather monitoring and bureau service who advise our experienced staff on optimising the salting of the roads at the most effective and economic times. However with the variable conditions we experience in this maritime climate it is not always possible to complete salting before freezing starts but we endeavour to complete salting as soon as is practicable within the constraints of our resources.

ROADS TO BE TREATED

The main activities of the Winter Service are treating the highway to:

- 1 Try to prevent ice forming known as "precautionary salting"
- 2 Melt ice and snow already formed, "post-salting"
- 3 Remove snow

All the roads are divided into the "defined network" and the "non defined" roads dependent on their priority. The service aims to prevent ice forming (precautionary treatment) on the "defined network" which consists of main through roads and those serving centres of activity such as commercial, retail, employment, administrative and leisure. These are known as the "frost routes".

Frost Routes

The “frost routes” should be salted prior to the formation of frost by the fleet of gritters provided by Telford & Wrekin Services.

Primary Routes:

- A & B roads
- Roads serving fire, ambulance, police establishments
- Main bus routes in the following centres: Telford Town Centre, Dawley, Madeley, Newport, Oakengates, Wellington and Ironbridge.
- Access roads to transport interchanges

Secondary Routes:

- Other regular bus routes (The regular bus routes are defined as Monday to Friday routes with a minimum of one bus per hour during the main part of the day).
- Feeder roads to schools (roads linking main salting routes to main school entrances)
- Main access roads on industrial estates (Halesfield, Stafford Park, Hortonwood)
- One access route to main villages and minor sections of road for continuity.

Priority will always be given to ensuring that the Primary routes are treated before the Secondary routes.

The remainder of the roads are “non defined” and are not treated for a forecast of frost. However grit bins are provided at high risk sites such as steep hills, severe bends, etc.

Snow and ice routes

Roads to be treated at times of snowfall or prolonged icy periods following snow (post-treatment) are known as the “snow and ice routes”. The “snow and ice routes” consist of the “frost routes, the remaining main and secondary distributor roads and high risk sections of the local network.

In times of snow and prolonged icy conditions the “snow and ice routes” are ploughed, cleared or salted with the frost routes being treated as priority. This work is undertaken under our instruction by Telford & Wrekin Services, farmer operated snowploughs and if necessary local contractors. These activities are aimed at providing safe movement around the Borough between major centres and at least one access route to each hamlet.

When resources allow they will then be deployed onto the “non defined” routes dealing with problems in priority order.

TREATMENT OF FOOTWAYS AND CYCLETRACKS & BOROUGH TOWN CENTRES

Frost Routes

Footpaths/cycletracks and Borough Towns / district centres that will be treated when frost is forecast are the “defined footway routes” at the following locations:

- 1) Adopted footpaths in Telford Town centre.
- 2) Footpaths serving the main shopping areas of:
 - a) Wellington
 - b) Dawley
 - c) Madeley
 - d) Newport
 - e) Ironbridge
 - f) Oakengates

Snow & ice

In the event of prolonged snow or ice strategic footway/cycletracks will be treated in a priority order. The order starts with town centres, local district centres etc. It is not possible to clear all the footpaths within the Borough during these wintry conditions.

Grit Bins

Grit bins in general are only provided on “non-defined” roads at high risk sites such as steep hills, severe bends, etc. Their provision is determined by on-site risk assessments using a standardised set of criteria and then prioritised based on available resources. Grit bins are provided on the basis of self-help by the public and the service is limited to refilling the bins with salt and replacing damaged bins.

A limited number of grit bins are provided at key locations on the footway/cycleway network defined as routes promoted as Safe Routes to Schools.

Requests for new grit bin locations are considered only from Ward members, Parish & Town Councils or community organisations and contributions will be sought from these groups for provision and maintenance.

Grit bins are only provided on the adopted highway

Appendix 5

Local roads which have been highlighted for consideration for adding to the gritting routes and assessed against our policy and **do not** comply are:

Location	Comments
Ellerdine Heath to A442	This is a C Road and therefore does not fall within the Policy. It was suggested that Shropshire Council grit their section of this road. Having investigated the matter further – it is confirmed that it is not on their defined gritting routes and if there has been any gritting it has been on an ad-hoc basis.
A41 to Puleston	This is a C Road and therefore does not fall within the Policy. It was suggested that Staffordshire County Council grit their section of this road. It is not on their defined gritting routes and if there has been any gritting it has been on an ad-hoc basis.
Rodington to B5063	This is a C Road and therefore does not fall within the Policy. The main bus routes are from the B5062 through Rodington to the B4394 at Walcot. The 822 only uses the road from Rodington to the B5063
Cherry Tree Hill	This is a C Road and therefore does not fall within the Policy. This is used as a short cut by drivers which is why traffic speed is restricted with traffic calming measures e.g. speed humps. The defined route is the Queensway and Jiggers bank.
Salthouse Road	This is a U Road. There is no justification for this road being included on the gritting routes.

Roads which have been highlighted for consideration for adding to the gritting routes and assessed against our policy and **comply** are:

Location	Comments
High Street Madeley	significant borough town centre – changes are from salting as a pedestrianised area to salting as a carriageway open to traffic
Park Avenue Madeley	bus route and serves the new Tesco store
Southfield/Southgate Sutton Hill	1. Southfield is already salted as a route to school. Southgate which will join up with Southfield is being added for salting continuity.

BOROUGH OF TELFORD & WREKIN

CABINET - 14 SEPTEMBER 2010

TELFORD TOWN CENTRE – CIVIC OFFICES

REPORT OF THE HEAD OF PROPERTY & DESIGN

1.0 PURPOSE

- 1.1 To agree the design parameters, external configuration, size and appearance of the new Civic Offices prior to the submission of a reserved matters planning application.

2.0 RECOMMENDATIONS

- 2.1 That Cabinet endorse a series of decisions which have informed the current design for the new Civic Offices and are included at Appendix A.
- 2.2 That Cabinet approve the external configuration, size and appearance of Civic Offices, detailed at Appendix B, which will form the basis of a reserved matters planning application.
- 2.3 That Cabinet grant delegated authority to the Chief Executive in consultation with the Leader to approve the details of the reserved matters planning application.
- 2.4 That Cabinet grant delegated authority to the Chief Executive in consultation with the Leader to award all contracts necessary for the continued implementation of the scheme, in accordance with the Contract Procedure Rules.

3.0 SUMMARY

- 3.1 The Cabinet report of 12 January 2010 identified a need for a new Civic Offices following the disposal of the existing Civic Offices site to ASDA and granted approval to locate the new civic offices within Southwater. Approval was granted at Cabinet on 22 June 2010 to locate the new civic offices adjacent to the proposed new Southwater Lake, and to procure the contractor for the Civic Offices through a 'Design & Build' route.
- 3.2 This report provides detail of the key design decisions which have informed the size, configuration and appearance of the new Civic Offices and proposed new Southwater Lake, in readiness for a reserved matters application to be submitted.

4.0 PREVIOUS MINUTES

9 March 2009 - CB165
12 January 2010 - CB131
22 June 2010 - CB28

5.0 **UPDATE**

5.1 **Design Parameters - Key Decisions:** Over the past few months significant decisions have been made by the New Ways of Working Steering Group about the future of the Council's accommodation. These decisions have been informed by overarching principles which include; the amalgamation of all of the Council's office accommodation at three strategic locations; Wellington BTI, Darby House and new Civic Offices, the "One Council" vision and the Council's commitment to New Ways of Working. Details are included in Appendix A.

5.2 **Design** - These key decisions have been crucial in informing basic building parameters and the accommodation schedule for the new Civic Offices. In particular this has allowed the floor area of the building to be established and agreed at circa 8,000sqm of office accommodation with circa 500sqm of retail space on the ground floor. Concept proposals, including an executive summary of the concept design report, are contained in Appendix B. Throughout concept design, aspirations for high levels of quality, sustainability and civic presence have been achieved in accordance with the original brief.

6.0 **PROGRAMME**

6.1 The following table is extracted from the detailed programme for Civic Offices and identifies key dates.

Milestone	Date
Client Sign off for RIBA Stage C (concept design)	10 th August 2010
Publish OJEU Notice (commencement of procurement)	19 th August 2010
Cabinet Sign off of RIBA Stage D (detailed Design)	14 th September 2010
Submit Reserved Matters Planning Application	22 nd September 2010
Tender Return	24 February 2011
Cabinet Approval (to proceed with tender cost and preferred contractor)	8 th April 2011
Appoint Principal Contractor	6 th May 2011
Commencement of Construction	6 th July 2011
Completion of Construction	28 th September 2012
Commence ICT / FF&E Fit Out	28 th September 2012
Commencement of Migration	January 2013

7.0 **EQUAL OPPORTUNITIES**

7.1 The Council will strive to comply with the recommendations of the Commission for Racial Equality (CRE) national report on regeneration projects. The new Council offices will comply with the Disabled Discrimination Act (DDA) legislation. The relocation of Council offices will ensure that it is well placed to serve the Boroughs residents. All equalities impact assessments will be carried out and subsequent actions brought forward.

8.0 **ENVIRONMENTAL IMPACT**

8.1 Central Government policy promotes that sustainability is critical for all development activities. The new Civic Office has been designed to BREEAM

Excellent standards as well as to a minimum Energy Performance Rating of A making it an exemplar building in terms of sustainability. In addition an option appraisal is being undertaken into the use of combined heat and power from a district heating plant.

9.0 LEGAL COMMENT

9.1 There are no direct legal implications arising from this report and ongoing legal advice will be provided as necessary.

10.0 FINANCIAL COMMENT

10.0 The proposed design remains deliverable within the budget approved at Cabinet on 12 January 2010. This report also included details of the broader benefits to the regeneration of the Southwater area through the re-provision of the Civic Offices, together with the financial benefits identified at that time. Specifically,

- On going revenue savings in energy costs of around £105,000 pa.
- Savings on repairs and maintenance costs of £3.1m over the next 10 years
- Estimated expenditure of £3.25m no longer required on the internal refurbishment of the existing Civic offices.

Although additional NNDR estimated to be between £100k and £150k pa would need to be offset against these savings.

10.1 Since this original report, further work has been undertaken on the design parameters of the building, and the use of environmental technology. The financial benefits of this work will be realised over a long period of time and will facilitate a building that is more cost efficient to run, in particular when compared to increased energy prices, and reduced maintenance costs.

11.0 LINKS WITH CORPORATE PRIORITIES

11.1 This initiative supports the following priorities:

- Housing, Regeneration and Prosperity.
- Community protection and cohesion.
- Supporting people.
- An Efficient, Community focussed Council.

12.0 WARD IMPLICATIONS

12.1 Borough Wide

Report prepared by Matthew Taylor, Civic Offices Project Manager, Tel: 01952 384305

Appendix A – Design Parameters

Parameter	Decision																												
'First Point'	"First Point" will be located on the ground floor of the new Civic Offices.																												
Council Chamber	The Council Chamber will not form part of the new Civic Offices. The location of the new Council Chamber will form part of the Property Rationalisation exercise currently being undertaken.																												
Meeting Rooms	<table border="1" data-bbox="584 499 1603 722"> <thead> <tr> <th data-bbox="584 499 887 528">Room</th> <th data-bbox="887 499 999 528">Size</th> <th data-bbox="999 499 1149 528">Number</th> <th data-bbox="1149 499 1603 528">Proposed Location</th> </tr> </thead> <tbody> <tr> <td data-bbox="584 528 887 560">Conference Room</td> <td data-bbox="887 528 999 560">50m²</td> <td data-bbox="999 528 1149 560">1 No.</td> <td data-bbox="1149 528 1603 560">2nd floor overlooking Civic square</td> </tr> <tr> <td data-bbox="584 560 887 592">Large Meeting Rooms</td> <td data-bbox="887 560 999 592">25m²</td> <td data-bbox="999 560 1149 592">4 No.</td> <td data-bbox="1149 560 1603 592">1 per floor</td> </tr> <tr> <td data-bbox="584 592 887 624">Small Meeting Rooms</td> <td data-bbox="887 592 999 624">12m²</td> <td data-bbox="999 592 1149 624">4 No.</td> <td data-bbox="1149 592 1603 624">1 per floor</td> </tr> <tr> <td data-bbox="584 624 887 655">Touch Down Area</td> <td data-bbox="887 624 999 655">24m²</td> <td data-bbox="999 624 1149 655">1 No.</td> <td data-bbox="1149 624 1603 655">for short stay workers</td> </tr> <tr> <td data-bbox="584 655 887 687">Interview Rooms</td> <td data-bbox="887 655 999 687">10m²</td> <td data-bbox="999 655 1149 687">4 No.</td> <td data-bbox="1149 655 1603 687">Ground floor as part of First Point</td> </tr> <tr> <td data-bbox="584 687 887 722">Works Rooms</td> <td data-bbox="887 687 999 722">15 m²</td> <td data-bbox="999 687 1149 722">12 No.</td> <td data-bbox="1149 687 1603 722">3 per floor</td> </tr> </tbody> </table>	Room	Size	Number	Proposed Location	Conference Room	50m ²	1 No.	2 nd floor overlooking Civic square	Large Meeting Rooms	25m ²	4 No.	1 per floor	Small Meeting Rooms	12m ²	4 No.	1 per floor	Touch Down Area	24m ²	1 No.	for short stay workers	Interview Rooms	10m ²	4 No.	Ground floor as part of First Point	Works Rooms	15 m ²	12 No.	3 per floor
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Touch Down Area	24m ²	1 No.	for short stay workers																										
Interview Rooms	10m ²	4 No.	Ground floor as part of First Point																										
Works Rooms	15 m ²	12 No.	3 per floor																										
Training Facilities	Training facilities will not be located within the new Civic Offices.																												
Reprographics/Post Room	Reprographics and post room will be located in Darby House.																												
Data Centre	Data centre will not form part of the new Civic Offices																												
Senior Management Accommodation	Senior management accommodation will be located in the new civic offices and will take the form of that in the existing civic offices building.																												
General Office Accommodation	<p data-bbox="584 1034 1664 1058">An average, people to desk ratio, of 4:3 has been adopted across all office accommodation.</p> <p data-bbox="584 1090 1966 1177">Officers from the following buildings; existing Civic, Darby House, The Mount, Highfield House, 62 Wrekin Road, Ringway House, Station House, Strickland House, Tan Bank, 4 Landau Court, Wrekin Farmers and Court Street will be relocated to three principal civic buildings comprising of Civic Offices, Darby House or new Wellington BTI Offices:</p>																												

Telford & Wrekin Civic Offices Stage C Report Executive Summary

Rev B August 2010



GILLESPIES

Curtins
consulting



sense

mace



Telford & Wrekin
COUNCIL

AssociatedArchitects



Telford & Wrekin Council - RIBA Stage C Client Approval

Signatories

David Sidaway
Head of Property & Design
(Telford & Wrekin Council)

Meredith Evans
Corporate Director
(Telford & Wrekin Council)

The purpose of the Stage C report is to capture the design parameters that have been set and the concept design work that has been developed to date. This report should not be treated as a final design or specification.

- Following the issue of the Stage C report, we the undersigned confirm and acknowledge the following:
- The accommodation brief for this scheme, as instructed on the 14th April 2010, is 8,000 sqm of office accommodation and 500 sqm of retail space.
- The accommodation requirements for this scheme are as documented on page 5 of this report.
- The contract for the delivery of the project is to include the fit-out works for the main office accommodation along with ground and first floor furniture and fittings; hence the budget is to be reviewed by the Council to reflect this additional requirement, as no allowance has been made in the current cost plan for fittings, fixtures and equipment.
- Instruction to proceed with RIBA Stage D (detailed design), for the purposes of a reserved matters application, is given on the basis of the contents of this report.

Telford & Wrekin Civic Offices Stage C Report Executive Summary

Project Background and Summary

Cabinet approval was given on 9 March 2009 for a new Civic Offices building in light of the anticipated disposal of the existing Civic Offices site to ASDA. The Council will be required to vacate the existing Civic Offices site in March 2013.

The design team were appointed in February 2010 to undertake the feasibility study and design of the new Civic Offices.

The new Civic Office design team undertook the feasibility study in Spring 2010 to determine the recommendation for the exact location of the new Civic Office within Southwater. In undertaking the feasibility, the team applied its' knowledge of best practice in office and retail design as well as receiving specialist guidance from Property Consultants GVA Grimley and Landscape Architects Gillespies.

From a review of the masterplan for Southwater, by understanding the Council's aspirations for a highly sustainable development and from reviewing the existing site survey findings, the feasibility study recommended that site option B (shown in the adjacent plan) should be selected for the location of Telford & Wrekin's new Civic Offices. This recommendation was approved by the Cabinet in June 2010.

The redline plan adjacent indicates the proposed site and positioning of the new Civic Offices. It is this redline plan that has been used as the basis of the design and costing within this report, and also for the future reserved matters application, procurement and delivery going forward*.

*It has now been confirmed by the client that the lake is to be included in the proposals.



Rev	Description	By	Date
1	Take into account the new Civic Offices	MMB	11/06/10
2	REVISED	MMB	24/06/10
3	Final	MMB	01/07/10

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TEL FORD AND WREKIN COUNCIL

Project:
TEL FORD AND WREKIN CIVIC OFFICES

Drawing Title:
Site Boundary Plan

Scale: 1:500 @ A1 @ A1

Sheet:
PRELIMINARY

The drawing is copyright of Associated Architects LLP.
 All other marks on the drawing, such as National Grid references, are the property of the relevant authorities.
 Contractors to verify all of any dimensions or other relevant information.

3086 AL (0) 003 **A**

© Associated Architects LLP. All rights reserved. Project: TEL FORD AND WREKIN CIVIC OFFICES. Drawing: 3086 AL (0) 003 Site Boundary Plan.

Blue dotted line shows extent of building developed in Stage C.
 Red dotted line shows extent of boundary to area inclusive of lake to be designed after the issue of the Stage C Document and will be dealt with as part of detailed design.

**Telford & Wrekin Civic Offices
Stage C Report Executive Summary**

In considering the future deliverability and design of the new Civic Offices building, the design team have been required to work closely with the Council's Enabling Works and Public Realm project teams. There have been a number of interfacing issues that have required consideration, in particular from a design, programme, budget and delivery responsibility perspective, including:

- Highway design
- Civic Square design
- Lighting and public realm strategy
- Combined heat and power provision
- Utilities diversions and incoming provision
- Ground investigation survey findings
- Site levels and cut & fill strategy
- Flood risk assessment and drainage strategy
- Ecology mitigation strategy
- Site clearance provision
- Resolution of the masterplan planning conditions to permit development of the new Civic Offices

The building is likely to be one of the first developments in Southwater, so it must set the benchmark for quality of design and construction. The building is to achieve a BREEAM excellent rating and its CO2 footprint kept as small as economically possible.

At Feasibility Stage the design team proposed three alternative design concepts of differing levels of complexity and cost including a simple rectilinear plan (Option 3), an orthogonal winged plan (Option 2) and an angled winged plan (Option 1). It was confirmed that the design parameters of Option 1 should be developed further at Concept Stage.

The current accommodation brief requirements provided by the Council, which form the basis of this Stage C report were provided on 6th June 2010. The design team are currently working with the council to develop the accommodation brief. It should be noted that any future significant changes to this accommodation brief, that impact upon the building structure, are likely to have an impact upon the project programme.

Room	No	Area m ²	Total Area m ²	Occupancy	Ratio	Notes
One Stop Shop						
Open plan shop floor	1	500	500			
			500			
Office Space						
Workstations	488	6	2928	1	11m2 per person	No of staff in civic = 650 at 4:3 capacity = 488wk stns
Work Rooms*	24.4	12	292.8	2 to 6	1 per 20wk stns	
Touchdown Workstation	24.4	3.7	90.28	1	1 per 20wk stns	
			3311.08			
Meeting Rooms						
Interview Rooms*	5	12	60	2 to 6	1 per 100wk stns	
Meeting Rooms*	5	24	120	10 to 12	1 per 100wk stns	
Conference Rooms*	4	36	144	14 to 18	1 per 120wk stns	
Conference Rooms*	2	48	96	18 to 25	1 per 240wk stns	
			420			
Breakout/Printing/Vending						
Breakout*	8.1	15	121.5	6 to 9	1 per 60wk stns	
Vending areas/tea points	8.1	15	121.5		1 per 60wk stns	
Print/copy areas	4	15	60		1 per 120wk stns	
Print rooms*	3	12	36		1 per 160wk stns	
			339			
Mangement						
Chief Exec	1	44	44			
Assistant Chief Exec	1	16	16			
Directors	3	16	48			
Head of Service	16	12	192			Open plan in one area
Leader	1	28	28			
Opposition Room	1	17	17			Three Minor Opposition rooms with space in each for 6 people
Members Library & Meeting	1	32	32			Pigeon holes for post, computing, photocopying and refreshment facilities
Cabinet Members Breakout	1	11	11			
Cabinet Members Office	1	31	31	6 to 10		Desk for each of the six members and a meeting table for 10
Meeting Room	1	30	30			
PA Office Space	2	32.25	64.5			Associated to directors and members
Kitchenette	1	10	10			
			523.5			
File registry (optional)						
	1	75	75			
Networking						
IT/Comms/LAN rooms*	1	170	170		0.35m2 per wk stn	
			170			
Facilities Management						
Goods Inward area	1	36	36			
Goods Inward store*	1	24	24			
Post Room*	1	36	36			Consideration given to combining Reprographics and the Post Room service
FM stores*	1	73	73		0.15m2 per 1wk stns	
Locker/rest room*	1	20	20			
First Aid Room*	1	12	12			
Faith/Quiet Room	1	12	12			
			213			
Retail						
	1	500	500			
(* denotes cellular spaces)						
			6051.58	m² total scheduled		

Note: Meeting room provision is currently under review

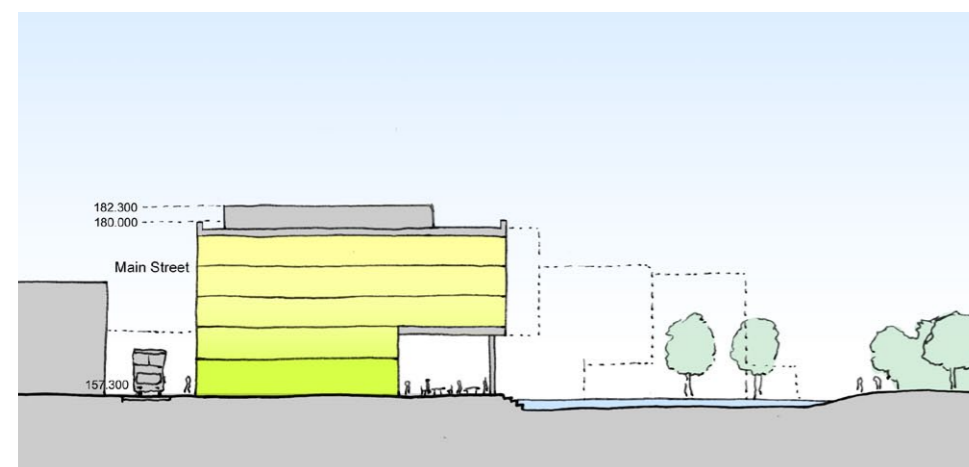
Telford & Wrekin Civic Offices Stage C Report Executive Summary

Architectural

The Stage C proposals reflect a 4m floor to floor height for the upper levels of the building as is consistent with modern, sustainable office design. However, the masterplan is predicated on 3m floor to floor heights, which is more suitable for residential accommodation. The result of this is that the roof plant to the Stage C proposals reaches a height of approximately 182.300, which is 2.3m in excess of the masterplan height parameter of 180.000 (note: heights refer to finished level above ordnance survey datum).

In mitigation, the roof edge to the perimeter of the main building mass incorporates a parapet wall that does not exceed the 180.000 height parameter and helps to shield the roof plant behind. In addition, the roof plant is set back from the building edge, again reducing its visual impact.

During discussions with Mike Vout (Urban Design) and Gareth Thomas (Strategic Projects Team Leader - Planning Department) it was agreed that due to the minimal visual impact of the proposals put forward that the increase in height could be accommodated under the consented masterplan.



Section show height parameters

Civil and Structural Engineering

During Stage C different structural frame and foundation options have been appraised to achieve the above goals. The solution which met most of the above requirements is a reinforced concrete frame with flat slab floors, and piled foundations. This type of frame is particularly appropriate for the mechanical and electrical solutions proposed and allows an exposed soffit and reduced overall building height.

Progression through Stage C also identified areas of risk that will affect the new building such as ground conditions and the need for a site specific ground investigation. The new building in its entirety is sited over the current lake which is still to be drained and the current Site Investigation only provides details around the site. This shows the local geology is layers of clay and mudstone overlaying sandstone at a deeper level.

The overall Southwater development has been appraised due to the environmental issues of flooding. Any overflow from the rainwater storage containers will be redirected into the lake to top up the lake water level and attenuate the flow into the main storm drainage. The lake then outfalls into local swales in the Town Park if the lake overflows. Foul water will be connected to the local sewer system.

Mechanical & Electrical Engineering

- Energy Centre and Infrastructure - The Stage C mechanical and electrical design concept and Building Regulations Part L compliance assessment assumes a district heating main being sourced from a new offsite energy centre, provided under a separate infrastructure project by the Council. There will be implications upon the concept design, Part L compliance, carbon emissions targets and the sustainable energy aspirations of the building, should the energy centre not be provided. It is understood that if a full district energy centre is not provided, the Council may propose a standalone temporary energy centre to serve just the new Civic Offices. The design team will review and consider any implications of the proposals once the strategy is known. All other incoming utility services to the Civic Offices and the Retail Unit will also be provided under a separate infrastructure project by the Enabling Works team.
- Thermal Model - The initial dynamic thermal Part L model for the building has identified compliance with Part L 2006 and has shown the building to achieve an EPC rating of "A". This will be tested further as the design progresses.
- Renewable and Low Carbon Technologies - Roof mounted photovoltaic (PV) arrays have been identified as being a viable renewable energy source. This is on the basis that the capital costs of the PV arrays can be procured via a lease agreement set up by Telford & Wrekin Council.
- Labyrinth - A ground coupled duct (underground air intake labyrinth) has initially been considered, to assist in the buildings cooling requirements to offset the need for refrigerant based cooling systems. This option will be reflected on further during the design development stage and its financial viability tested with regards to the capital cost / payback period. Should the labyrinth be omitted then a refrigeration based cooling system will need to be introduced.

- Ventilation - The building is to be provided with mixed mode ventilation through manual opening windows and supplemented with displacement ventilation supplied from roof mounted air handling units (AHUs) to control the buildings internal environment. During construction, the AHUs will need to be craned into position on the roof. Crane access from the highways on the south, east and west elevations of the building, will also be required for future maintenance.
- Substation - Through the value engineering process, it is proposed that the roof level substation is to now be relocated to ground floor level. The existing central networks substation and the HV switchroom on the ground floor shall be combined into a utility owned HV/LV substation which will comprise HV/LV transformer, close coupled ring main unit and LV switch. The existing rainwater harvesting room on the ground floor will be omitted and utilised as the LV switchroom which will house the main LV switchpanel. This may generate savings with the roof structure and removal of the client owned HV equipment will remove the need for client HV maintenance.

ICT

The Council has advised that there will be no main server room for the new Civic offices. The IT Servers are to be located off site in a remote data centre which will not form part of this contract. IT hub rooms will be provided on each upper floor with containment and Cat 6e cabling distributing out to serve the floor plates (ground floor services will be fed from the first floor hub room). No allowance has been made for standby generators, essential supplies or uninterrupted power supply provision. Final details are to be confirmed with the councils IT department.

Acoustics

Acoustic treatments particularly within the first floor contact centre will be provided. Within the open plan office areas it is proposed that the suspended luminaries will incorporate acoustic materials to reduce sound reverberation within the space, soffit mounted baffles and/or absorptive rafts may also be considered where appropriate.

Fire Engineering

The building will be designed in accordance with the Building Regulations and therefore guidance contained within the Approved Document B and/or the current British Standards where appropriate, will be followed. In accordance with the Approved Documents, the building is considered to be in Purpose Group 3 - Office. Whilst sprinklers are not required as a Statutory Requirement, we understand that the buildings insurance company may request that sprinklers are provided purely to reduce the risk within the building. No allowance has been made for sprinklers within the project cost plan.



Ventilation strategy

Telford & Wrekin Civic Offices Stage C Report Executive Summary

Cost

Further to the Stage B report dated April 2010 and in conjunction with the rest of the design team, we have continued to develop the design and costs based on the design parameters of Option 1.

Based on the latest Associated Architects design, a detailed Stage C cost review has been carried out (excluding VAT, ICT, fittings, fixtures and equipment and fees associated with the lake), which shows costs to be within the budget set by the Council.

The design team have identified project value engineering target savings totalling £970,000. This saving has been captured within the Stage C Preliminary Cost Plan.

Please note that the lake costs included within the cost report are as advised by the client. The design team is awaiting instruction to proceed with the lake design and procurement. Therefore a detailed cost review of the lake budget is still to be carried out.

The next stage of the process will be to develop the scheme design to enable greater cost certainty.

Confirmed Decisions

The confirmed decisions received from the Council to date include:

- Site B is the selected site for the new Civic Offices
- The building shall be designed to a site level of 157.3m
- Workplace ratio is to be 4 people:3 desks (650:488 staff)
- The GIFA is 8,000 sqm for office accommodation and 500 sqm for retail space. The retail space shall only be delivered to shell & core
- The new Civic Office will not house a Council Chamber, Training Facility or Reprographics
- No car parking provision is to be provided directly by the Civic Offices project. It is advised that the Enabling Works team will provide surface parking (inc disabled spaces) on the site proposed for the Multi-Storey Car Park
- A single shared main entrance for both staff and visitors
- The building is to be designed to standard office loading requirements
- EPC A rating is the aspired level.
- Combined heat and power will be delivered to a programme ensuring that it will be implemented for the new Civic Offices to use or alternative
- There will be no basement to the building, hence plant will be located on the roof of the building
- Services will be located in Main St by the Enabling Works team
- The cycle storage provision for the new Civic Offices will be located on the site of the proposed Multi-Storey Car Park, however the shower provisions will be provided within the office building
- The Council's main ICT server hub will not be required to be located in the new Civic Offices
- The project has been registered with BRE (regarding BREEAM assessment) and will achieve an excellent rating.

- The delivery / servicing to the new Civic Offices will be from Main St
- No emergency generators are required to be provided
- The enabling works to support the new Civic Offices will be funded from the enabling works budget
- There are no S106, S278 or other financial obligations for the Civic Offices to budget for
- The Council will undertake the procurement and delivery responsibility for all ICT, VoiP / Wireless provision works directly, apart from the structured cabling which is to be included in the main building contract
- The project will be procured and delivered under a design and build hybrid procurement route
- The full technical design team will be novated to the selected contractor during the delivery stage of the project, with a duty of care back to the Council noted in the novation agreement.
- The form of construction contract will be the JCT design and build contract 2005 (amended).

Procurement Decision

The procurement selection process is complex and there is no single route that best suits the Councils requirements. In order to address this it was recommended that a hybrid procurement route is adopted. This recommendation is essentially an adaptation of a single stage design and build approach, to encompass the key project drivers: programme, cost certainty, quality of end product and continued client involvement.

Programme

It should be noted that the project is working to a tight programme and success will to some extent be reliant on the following activities:

- Cabinet approval in September 2010 in preparation for the reserved matters application submission
- Cabinet approval in April 2011, for the appointment of the selected delivery contractor
- Planning consent to the scheme
- Availability of a cleared site to meet the delivery programme
- All utility connections to the site to meet the delivery programme
- The delivery phase maintaining programme
- The New Ways of Working / Council's own fit-out and migration teams undertaking the required fit-out delivery and migration works to programme

Key Project Risks

The key project risks are identified as:

1. Changes to confirmed decisions affecting the project programme
2. Co-ordination of the Enabling Works and Public Realm project programmes with the Civic Offices programme to ensure the interfacing elements are delivered on time
3. Room data sheets are complete in sufficient time to inform the Detailed Design Stage
4. Combined heat and power proposal is progressed and that power / utilities requirements are provided by April 2012
5. Client aspirations can be aligned with the project budget
6. Uncertainty on the existing lake's ground conditions until drained and additional site investigations undertaken until January 2010, meaning that 80% of the new Civic Office building's foundations are having to be designed at risk. This risk will be re-assessed upon receipt of the Interpretative Report
7. The Council's car parking strategy is confirmed in sufficient time and in accordance with the design principals that the design team are working to, so not to have programme implications
8. Judicial Reviews do not impact upon the project programme
9. Client decision making ability / in-house agreement timescales impact on the project programme

**Telford & Wrekin Civic Offices
Stage C Report Executive Summary**

Illustrative 3D Images

View from Southwater Square



View from lake side



Telford & Wrekin Civic Offices
Stage C Report Executive Summary



View of New Civic Offices from across lake

Floor Axonometrics



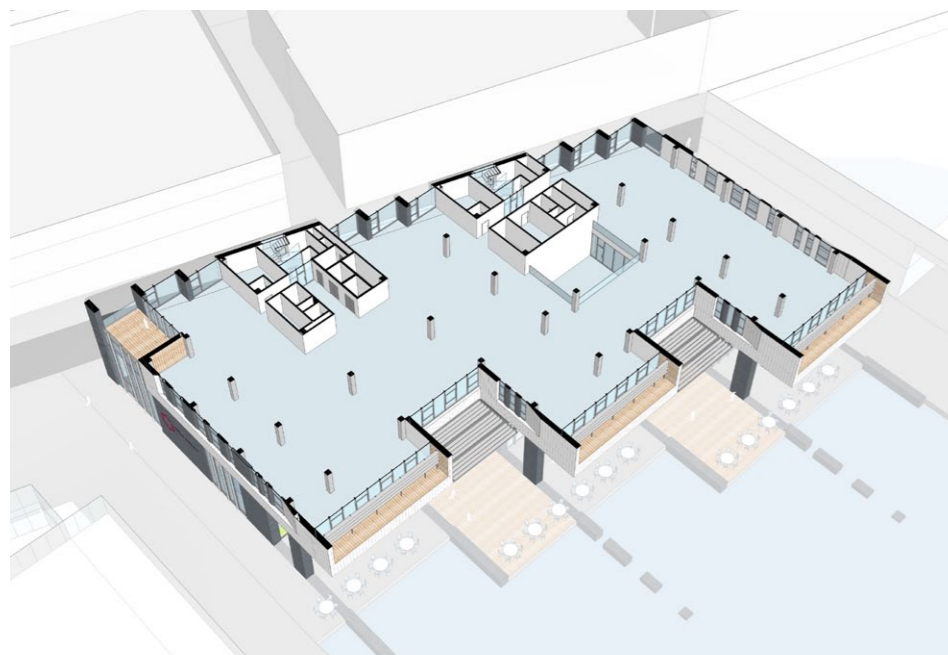
Roof



Fourth



Third



Second



First



Ground

Furniture layout is indicative only

Telford & Wrekin Civic Offices
Stage C Report Executive Summary

Proposed Sections

Section through entrance



Furniture layout is indicative only

Telford & Wrekin Civic Offices
Stage C Report Executive Summary

Section through core



Furniture layout is indicative only

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TELFORD & WREKIN COUNCIL

CABINET – 14 SEPTEMBER 2010

REPRESENTATION ON OUTSIDE BODIES 2010-11

REPORT OF THE HEAD OF GOVERNANCE

1.0 PURPOSE

- 1.1 To request that Cabinet appoints a replacement representative to the Shropshire Playing Fields Association for the remainder of the 2010-2011 municipal year.

2.0 RECOMMENDATION

- 2.1 **That Councillor H. Rhodes is appointed to represent the Council on the Shropshire Playing Fields Association.**

3.0 PREVIOUS MINUTES

Cabinet 22 June, 2010 (CB-22)
Cabinet 10 August, 2010 (CB-50)

4.0 INFORMATION

- 4.1 The Council is entitled to appoint two representatives to the Shropshire Playing Fields Association.
- 4.2 At its meeting on 23 June, 2010 the Cabinet made annual appointments to Outside Bodies for the municipal year 2010-2011 including that of the Cabinet Member: Active Lifestyles and Councillor J.C. Minor as its representatives to the Shropshire Playing Fields Association.
- 4.3 Councillor Minor has subsequently indicated that he wishes to relinquish this position and a replacement representative is sought. A nomination for Councillor H. Rhodes has been received from the Labour Group.

5.0 OTHER CONSIDERATIONS

AREA

Equality & Diversity
Environmental Impact
Legal Implications
Opportunities & Risks
Financial Implications

COMMENTS

Not applicable
Not applicable
Not applicable
Not applicable
Not applicable

Links with Corporate Priorities
Ward Implications

Not applicable
Not applicable

6.0 BACKGROUND PAPERS

None.

Report prepared by Susan Goater, Democratic Services Officer – (01952-383214)